

THE INFLUENCE OF ORGANIZATIONAL CULTURE, JOB SATISFACTION AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE (STUDY ON SHOP X BANDUNG CITY BRANCH)**Cindy Calista, Wilson Bangun****Universitas Kristen Maranatha, Indonesia**

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Abstract

Optimal employee's performance support their organization goals. In this research, it is found that the employee's attendance levels are not yet implemented optimally. The aim of this research is to determine the influence of the organization culture, job satisfaction and work motivation on the employee's performance. The population of Shop X employees in the Bandung city branch is 551 employees, a sample of 232 employees. The research method is using quantitative approach using SPSS 25. The research result shows that the organization culture, job satisfaction and work motivation has significant impact towards the employee's performance. Altogether, organization culture, job satisfaction and work motivation are important factors in improving the employee's performance.

Keywords: Organizational culture; Job satisfaction; Work motivation; Employee performance.

INTRODUCTION

The Human Development Index (HDI) is a benchmark to be able to determine the quality of human life as well as measure the success of efforts to build the quality of life of the nation. This measurement is carried out to classify a country into a developed country, a developing country, or a backward country (Bangun, 2014). Human resources can be a measure of a company's success. If a company has employees who perform well or work well, then the company can be sure to achieve the expected success. In the era of globalization that is happening today, it requires a company to be dynamic to change in order to be able to survive and be able to achieve the company's goals.

There are external and internal factors that affect the changes in a company, so a company must respond to them properly. One of the keys to the success of a company is employee support, namely employee performance. Good employee performance is an illustration that the company is successful, both in achieving goals and in employee development.

Currently, every company is required to always improve employee performance because of world developments, one of which is in the retail business. This shows that more and more retail companies are popping up to attract the attention of consumers. The importance of the role of employees in a company makes some companies pay more attention to the performance of their employees.

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In Indonesia, retail stores first appeared in 1963. Then the development of retail stores began to increase in Indonesia. As the times develop, retail stores continue to experience development and innovation. Now there have been many retail stores with small to large scales. So that people can easily obtain goods or products that consumers need.

Seeing these conditions causes companies to have to look again in creating excellence, this must be supported by human resources, namely their own employees who are an important part of supporting the success of a company. Quoted from the Human Development Report (HDR) 2010, *The Real Wealth of Nations: Pathways to Human Development*, that human resources are a very valuable asset or a large investment that will be the main factor that determines the success of a company.

Work that has been completed and in accordance with the conditions of the work is a performance for a worker (Dessler, 2015). Performance is a concrete tangible evidence, which can be measured and compared with the standards that have been set, so that it can be known whether the performance is good or not (Utama & SE, 2020). Performance is an employee's contribution to the organization, namely doing the job well and according to the rules (Sudaryo, Aribowo, & Sofiati, 2019). From the statements that have been described, employee performance is the result of quality and quantity of work that can be completed individually or in groups in carrying out an activity in accordance with their responsibilities.

This research is limited to three components that affect employee performance. Organizational culture, job satisfaction and work motivation are elements that can affect employee performance. According to (S. P. Robbins & Judge, 2015), "if the employee's perception of the culture in an organization is good, then the employee will feel satisfied with his job", so that employee performance in a company is influenced by the organization's culture. On the other hand, employees are less likely to be dissatisfied with their jobs if their organizational culture is not good.

Every organization has an organizational culture that is the most important part of every organization'. This is due to the fact that the corporate culture serves as energy to achieve a high level of performance both for the company as a whole and for the individual performance of employees. From the statements that have been described, organizational culture is a guideline that an organization has to achieve organizational goals and is also an identity carried by employee members in the organization.

The organizational culture greatly influences the effectiveness of employee performance both in the short and long term. In a business, organizational culture plays an important role in directing what is and cannot be done, how to distribute human resources, and how to overcome challenges and opportunities. Organizations with a positive culture will show positive assessments, and vice versa, if the organization does not function properly it will show a negative assessment of the organization as a whole.

Organizational culture has a significant effect on organizational performance according to research conducted by (Noor, Isa, & Mazhar, 2020). The above statement is supported by the research of Aziz, 2018; Khaliq, 2015; Rosyidah, Fadah, & Tobing, 2018; Suharto, S., & Nusantoro, (2018) that organizational culture has a significant influence on employee performance.

The attitude or reaction of an employee at work, to what he or she gets compared to what he or she should get is job satisfaction (Marjorie Robbins et al., 2007). Job satisfaction will indicate attitudes or actions that make performance high (Bakan, Buyukbese, Ersahan, & Sezer, 2014), especially in service industry sectors, workers who are satisfied with their work will contribute to better systems and decision-making.

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A wide variety of attitudes toward their job, including pleasant and unpleasant experiences and expectations for the future, can indicate job satisfaction. A job that is fun to do can be considered a job that gives satisfaction to its employees. On the contrary, dissatisfaction will be obtained if a job is not pleasant to do (Yukl, 2008). From the statements that have been described, job satisfaction is the emotional attitude that a person has about his job and will feel satisfied according to his job expectations.

Every employee of the company must get satisfaction at work, which can result in improved employee performance. Increasing performance satisfaction will affect employee performance because performance satisfaction reflects employee performance. Research by (Azhari, Resmawan, & Ikhsan, 2021; Sumiati & Purbasari, 2019) shows that job satisfaction has a significant effect on employee performance. Therefore, the indicators of achievable satisfaction with employee performance can be used to determine the success of an organization.

In addition to organizational culture and job satisfaction, companies must make their employees aware because there is a need for motivation, this will make it easier for employees to adapt to their environment, so that employees will be motivated to improve their performance again. Every employee must know the principles of everything they do so that they can understand what is produced. Work motivation is the encouragement given to a person to do work in accordance with their duties and responsibilities. "Work motivation means 'a condition that encourages or causes a person to do a job or activity, which takes place consciously' (Bangun, 2012). Motivated employees will be happier, healthier, and more interested in working. Lack of employee motivation can have an impact on the level of employee performance in the company. So employee motivation is an encouragement to work better to achieve the goals to be achieved. Research conducted by (Supriatin & Puspitawati, 2023; Wulandari & Bagia, 2020), work motivation has a significant effect on employee performance.

However, the existence of a research gap in previous studies serves as the basis for this study. According to research conducted by (Andre & Hermanto, 2021; Hoang, 2021; Ikhsan, 2020) overall 'stated that organizational culture has a negative relationship' with employee performance. Another research gap conducted by Augustine, Sunaryo, & Firmansyah, 2022; Azhari et al., (2021) states that job satisfaction does not have a significant influence on employee performance and an excerpt from (Garry, 2023) states that a survey on employee motivation has been conducted by Gallup on 73 thousand respondents from 141 countries in the world. The results obtained from this survey are 13% who are motivated at work, while the remaining 87% do not feel motivated at work and research conducted by Wibowo, Mujanah, & Fianto, (2024) that work motivation does not have a significant effect on employee performance.

The use of research subjects that distinguish this research from other studies. Based on the above presentation, this study tries to show how organizational culture, job satisfaction and work motivation affect the performance of employees of store X Bandung city branch.

Table 1 Achievement of Employee Attendance Level in 2021 – 2023

<u>Years</u>	<u>Target</u>	<u>Realisasi</u>
2021	100%	77.34%
2022	100%	56.17%
2023	100%	60.50%

Source : Report on the Employee Attendance Level of Shop X Bandung City Branch

Table 1 shows that employee attendance rates in 2021-2023 are well above realization. This is what the researcher is interested in and the results of this research can be considered for companies to achieve good performance.

RESEARCH METHOD

This study uses explanatory *research* with a quantitative approach. The population of this study is 551 employees. *Purposive sampling* is a method of sampling used. The reason for the sample collection was due to the time limitations and costs that the researcher had. Sample withdrawal uses *the Slovin* formula, which is:

$$\frac{N}{1 + Ne^2}$$

So the sample in the study is 232 employees.

The research instrument is in the form of a list of statements compiled based on the indicators of each research variable. The questionnaire uses a scale with a value of 1 (strongly disagree), up to 5 (strongly agree)

Data collection by questionnaire was distributed to a closed research sample, where respondents were only given the opportunity to choose the answers in the questionnaire according to their respective opinions.

To determine the quality of the data, validity and reliability tests are carried out so that it is known that the questionnaire is appropriate and suitable for use in a research. Meanwhile, the data analysis uses classical assumption tests, namely: normality, multicollinearity and heteroscedasti, as well as multiple *regression* tests with equations:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Keterangan:

Y : Dependent Variables

a : Konstanta

b₁, b₂, b₃ : Coefficient of Determination

X₁, X₂, X₃ : Independent Variables

RESULT AND DISCUSSION

Validity Test

The Pearson Product Moment correlation method is used to test the validity of each statement. If the value of the correlation coefficient of the tested statement item is greater than the critical value of 0.3, then the statement item is considered valid.

All statement items have a validity coefficient greater than 0.3 critical, making them feasible to use as a measure in research and can be used for subsequent analysis, as shown on the appendix page. Based on these results, it can be concluded that all statement items are valid.

Table 1 Reliability Test

Variable	Cronbach Alpha	N of Items	Information
X1	0.983	42	Reliable
X2	0.903	33	Reliable
X3	0.942	20	Reliable
Y	0.963	40	Reliable

Source: Output SPSS 25, 2024

Based on the results of table 1, it is known that the reliability value of each statement in the questionnaire of each variable being studied is greater than 0.7. These results show that all research instruments on each variable are reliable.

Classical Assumption Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		232
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	12,28164905
	Most Extreme Differences	
	Absolute	,054
	Positive	,054
	Negative	-,043
Test Statistic		,054
Asymp. Sig. (2-tailed)		,094 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Figure 1 Uji Normalitas

Source: SPSS Output 25, 2024

Based on the results from table 2, it is known that the results of the normality test using the *Komogorov Smirnov* statistical method. Based on these results, a Sig. value of 0.094 was obtained. Since the value of Sig. is greater than alpha 5%, it can be concluded that the residual data is normally distributed.

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Budaya Organisasi (X1)	,950	1,052
	Kepuasan Kerja (X2)	,963	1,038
	Motivasi Kerja (X3)	,932	1,073

a. Dependent Variable: Kinerja Karyawan (Y)

Figure 2 Multicoloniality Test

Source: SPSS Output 25, 2024

Based on the results from figure 2, it is known that the results of the multicollinearity test show that the VIF value of each independent variable is below 10 and the tolerance value of each independent variable is above 10. Therefore, there is no multicollinearity between independent variables in the model.

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	9,112	6,755		1,349	,179
	Budaya Organisasi (X1)	,041	,025	,109	1,621	,106
	Kepuasan Kerja (X2)	-,079	,052	-,101	-1,511	,132
	Motivasi Kerja (X3)	,004	,050	,005	,080	,936

a. Dependent Variable: Abs_Res1

Figure 3 Uji Heteroskedastisitas

Source: Output SPSS 25, 2024

Based on the results of figure 4 it is known that the results of the heteroscedasticity test using *the glacier test*. There was no heteroscedasticity problem in the multiple regression model because the Sig value of each variable was greater than alpha 5% (0.05).

Uji Regresi Linear Berganda (Multiple Regression)

Multiple regression was conducted to determine the influence between organizational culture (X1), job satisfaction (X2), and work motivation (X3) on employee performance (Y).

By using the help of SPSS 25 software, the output of the calculation results of the multiple regression test was obtained:

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	50,940	11,853		4,298	,000
	Budaya Organisasi (X1)	,248	,044	,314	5,639	,000
	Kepuasan Kerja (X2)	,348	,092	,210	3,800	,000
	Motivasi Kerja (X3)	,509	,089	,323	5,750	,000

a. Dependent Variable: Kinerja Karyawan (Y)

Figure 4 Uji Regresi Linear Berganda

Source: Output SPSS 25, 2024

Based on figure 4, the regression equation is:

$$Y = 50,940 + 0,248X1 + 0,348 X2 + 0,509X3$$

The result is known to be Sig. 0.000 or < 0.05, meaning that H0 is rejected and H1 is accepted, so it is concluded that organizational culture has a significant effect on employee performance. The job satisfaction variable, Sig. 0.000 or < 0.05, means that H0 is rejected and H1 is accepted, so it is concluded that job satisfaction has a significant effect on employee performance as well as the work motivation variable, Sig. 0.000 or < 0.05, meaning that H0 is rejected and H1' is accepted, so that work motivation has a significant effect on employee performance.

Pearson Product Moment Correlation Analysis (R)

Using the help of SPSS 25 software, the output of the calculation results of *the Pearson product moment* (R) correlation analysis was obtained :

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Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.573 ^a	.328	.320	12,36219

a. Predictors: (Constant), Motivasi Kerja (X3), Kepuasan Kerja (X2), Budaya Organisasi (X1)

b. Dependent Variable: Kinerja Karyawan (Y)

Figure 5 Correlation Analysis of Pearson Product Moment (R)

Source: SPSS Output 25, 2024

Based on the results in figure 5, it can be seen that the correlation coefficient (R) is 0.5732, and this value is interpreted according to the following criteria:

Table 2 Correlation Coefficients

Interval keefisien	Correlation level
0,00-0,119	Very low
0,20-0,399	Low
0,40-0,599	Midle
0,60-0,779	Strong
0,80-1,000	Very strong

Based on the table of 7 correlation coefficients presented in the table above, the correlation coefficient of 0.573 shows a moderate relationship between the variables of Organizational Culture (X1), Job Satisfaction (X2), and Work Motivation (X3) with the variable Employee Performance (Y).

Determination Coefficient Analysis Test

Based on the result of the R value of 0.573, the determination coefficient can be calculated using the following formula:

$$\begin{aligned}
 KD &= R^2 \times 100\% \\
 &= (0.573)^2 \times 100\% \\
 &= 32.8\%
 \end{aligned}$$

Based on the results of the calculation of the determination coefficient value of 32.8% which shows that organizational culture' (X1), job satisfaction (X2), and work motivation (X3) have a simultaneous influence of 32.8% on employee performance (Y), while the remaining 67.2% is influenced by other factors that are not observed in this study.

Hypothesis Testing

Test F

The F test is to determine whether the independent variable has a significant effect on the dependent variable simultaneously or simultaneously.

Test criteria:

Reject H_0 and accept H_1 if $F_{cal} \geq F_{table}$; or

Accept H_0 and reject H_1 if $F_{calculate} < F_{table}$.

By using the help of SPSS 25 software, the output of the calculation results of the F test was obtained:

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17042,209	3	5680,736	37,172	,000 ^b
	Residual	34843,787	228	152,824		
	Total	51885,996	231			

a. Dependent Variable: Kinerja Karyawan (Y)
 b. Predictors: (Constant), Motivasi Kerja (X3), Kepuasan Kerja (X2), Budaya Organisasi (X1)

Figure 6 Test F

Based on table 8, the F_{cal} value was obtained of 37.172. This value will then be compared to the value of F on the distribution table F . For $\alpha = 5\%$, $df_1 = k = 3$, and $df = n - k - 1 = 232 - 3 - 1 = 228$, the value of F_{table} is obtained as 2.644.

Therefore, the value of F_{cal} is greater than the value of F_{table} ($37.172 > 2.644$), then H_0 is rejected and H_1 is accepted, meaning that there is a significant influence of Organizational Culture (X1), Job Satisfaction (X2), and Work Motivation (X3) simultaneously on Employee Performance (Y).

Test T

T submission to find out whether individually or partially the independent variable has a significant or no significant effect on the dependent variable.

Test criteria:

Reject H_0 and accept H_1 if $t_{table} \geq count$; or

Accept H_0 and subtract H_1 if $count < t_{table}$.

By using the help of SPSS 25 software, the output of the calculation results of the T test was obtained:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	50,940	11,853		4,298	,000
	Budaya Organisasi (X1)	,248	,044	,314	5,639	,000
	Kepuasan Kerja (X2)	,348	,092	,210	3,800	,000
	Motivasi Kerja (X3)	,509	,089	,323	5,750	,000

a. Dependent Variable: Kinerja Karyawan (Y)

Figure 7 Test T

Source : Output SPSS 25, 2024

Based on figure 7 the *calculation* value for the Organizational Culture variable (X1) was 5,639, Job Satisfaction (X2) was 3,800, and Work Motivation (X3) was 5,750. With $\alpha = 5\%$ and $df = n - k - 1 = 232 - 3 - 1 = 228$, the t_{table} value from the distribution table 't' for the test is 1.652.

Testing the partial hypothesis of the Organizational Culture variable (X1) on Employees' Performance (Y)

Hipotesis:

$H_0 : x_1 < 0$: Organizational Culture (X1) has no positive and significant effect on Employee Performance (Y)

$H_1 : x_1 \geq 0$: Organizational Culture (X1) has a positive and significant effect on Employee Performance (Y).

Testing the partial hypothesis of the variable Job Satisfaction (X2) on Employee Performance (Y)

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Hipotesis:

H0 : $x_2 < 0$: Job Satisfaction (X2) has no positive and significant effect on Employee Performance (Y)

H1 : $x_2 \geq 0$: Job Satisfaction (X2) has a positive and significant effect on Employee Performance (Y).

Testing the partial hypothesis of the variable Work Motivation (X3) on Employee Performance (Y)

Hipotesis:

H0 : $x_3 < 0$: Work Motivation (X3) has no positive and significant effect on Employee Performance (Y)

H1 : $x_3 \geq 0$: Work Motivation (X3) has a positive and significant effect on Employee Performance (Y).

CONCLUSION

This study aims to determine the influence of organizational culture, job satisfaction, and employee motivation on employee performance. The results of the analysis explain that organizational culture affects employee performance. Organizational culture is the values, guidelines that an organization has. If an organization has a strong or positive organizational culture, it can support employees in improving performance. Similarly, job satisfaction affects employee performance. Job satisfaction is an emotional attitude towards one's job. Job satisfaction can be enjoyed at work by getting opportunities to get promotions. And work motivation affects employee performance, work motivation is an encouragement to someone to achieve the desired goals. High employee motivation will make employees more motivated, for example by giving awards.

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