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# The Impact of Transformational Leadership Styles Instinctive Motivation and Work Culture About employee performance AT PT. beautiful base

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### Abstrak (indonesia)

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Latar Belakang: Kepemimpinan dalam kebutuhan organisasi Mengembangkan dan membangun iklim staf Motivasi yang mengarah pada kinerja tingkat tinggi, dan apa yang dibutuhkan pemimpin Pikirkan tentang gaya kepemimpinannya. Gaya kepemimpinan adalah kode etik yang digunakan oleh seseorang ketika dia berusaha untuk mempengaruhi tindakan yang bertujuan untuk harmoni.

**Tujuan:** Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan transformasional, motivasi naluriah, dan budaya kerja terhadap kinerja karyawan di PT Beautiful Base

Metode: Metode survei digunakan sebagai variabel intervening (studi kasus di PT. Basis Indah). Kuesioner yang digunakan adalah kuesioner kuantitatif dalam format kuesioner populasi dan sampel. Dalam penelitian ini, seluruh karyawan PT. Basis Indah memiliki 140 responden. Kuesioner diuji melalui uji validitas dan reliabilitas. Analisis data kemudian dilakukan.

Analisis SEM, uji hipotesis dan uji intervensi

Hasil: Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformatif berpengaruh positif signifikan terhadap kepuasan kerja. Budaya kerja dan budaya kerja berpengaruh positif dan signifikan terhadap kinerja pegawai.

Kesimpulan: Studi ini menyimpulkan bahwa gaya

kepemimpinan transformatif secara langsung mempengaruhi kepuasan kerja, tetapi tidak terhadap kinerja. Motivasi kerja mempengaruhi kepuasan kerja, tetapi tidak mempengaruhi kinerja karyawan. Budaya kerja, di sisi lain, secara langsung mempengaruhi kinerja, tetapi bukan kepuasan kerja.

**Kata kunci**: gaya kepemimpinan; mengubah; motivasi; esensi budaya tempat kerja; kinerja karyawan.

### Abstract (English)

Background: Leadership in organizational needs Develop and build staff climate Motivation that leads to high levels of performance, and what leaders need Think about his leadership style. Leadership style is a code of conduct used by a person when he or she seeks to influence action aiming for harmony.

**Objective:** The research aims to analyze the impact of transformational leadership styles, instinctive motivation, and work culture on employee performance at PT Beautiful Base

Methods: Survey methods used as intervening variables (case study at PT. Basis Indah). The questionnaires used are quantitative in a questionnaire format on population and sample. In this study, all employees of PT. Basis Indah has 140 respondents. The questionnaire was tested through validity and reliability tests. Data analysis was then performed.

SEM analyses, hypothesis tests and intervention tests

**Results:** Results show that transformative leadership styles have a significant positive impact on job satisfaction. Work and work culture have a positive and significant impact on employee performance.

Conslusion: The study concludes that transformative leadership styles directly affect job satisfaction, but not performance. Job motivation affects job satisfaction, but not employee performance. Work culture, on the other hand, directly affects performance, but not job satisfaction.

**Keyword**s: leadership style; chang; motivation; essence Workplace culture; employee performance.

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# **BACKGROUND**

Leadership in organizational needs Develop and build staff climate Motivation that leads to high levels of performance, and what leaders need Think about his leadership style (Ardliana, Rusdarti, & Suminar, 2021). Leadership style is a code of conduct used by a person when he or she seeks to influence action aiming for harmony. According to, the perception among people influences that their status is very important. educate (2018). One approach that can be used to find success A leader should learn his style. lot influence the success of leaders action his men. Thoha (2019) said leadership style is the norm Actions taken by a person when he or she tries to influence behavior of others (Alromaihi, Alshomaly, & George, 2017).

In this case, efforts to harmonize perceptions among people Affects people whose behavior is highly affected important position. Of the various ways leaders do in mobilization, Subordinates to achieve organizational goals ultimately can Improve the performance of subordinates. Indirect leadership continues Determines the shaping of employee performance (Alzoraiki, Rahman, & Mutalib, 2018). Good leadership The more subordinates, the higher the performance of subordinates. Human resources are one of the factors that determine an organization's success in achieving its goals (Suwatno and Priansa, 2011). Organizations facing global competition must possess strong and capable resources. Resources are a key component of an organization, and if an organization's resources are not of high quality, the organization cannot face everincreasing global competition (Dewi & Aslami, 2022).

Employee performance can be viewed in terms of work results, task results, or activity results over a period of time (Notoatmodjo, 2014). Mangkunegara (2010) defines performance as the quality and quantity of work achieved by an employee in carrying out his or her duties in accordance with the responsibilities given. Organizational factors consist of leadership resources, work culture, compensation (Ghozali, 2013), structure, and job design. Leaders who are able to influence their employees and actively involve them in achieving goals through appropriate leadership are successful in building relationships with their subordinates. Leaders have different methods to apply to leadership, such as transformational leadership, that is, a leader who inspires followers to set aside

personal interests for the benefit of the organization. Alzoraiki (2018) study Results show that transformative leadership has a statistically significant impact on teacher performance. As a result, this means that high levels of transformative leadership lead to high levels of achievement for Yemeni public school teachers. A study by Suarez (2019) found that high-level transformational leadership has a significant relationship with the dimensions of support, engagement, innovation and autonomy, and a small value relationship with the dimensions of organization and comfort. I concluded that there is (Guzmán, 2019).

According to Indra Suryadi (2018), the results show that intrinsic motivation, job satisfaction, and organizational culture have a positive and significant impact on the performance of employees of the Civil Service Department of BKN Jakarta. increase. There is another important factor that influences employee performance: workplace culture (Haqq, 2016). A good work culture creates a conducive working environment so that employees can achieve good performance. Workplace culture is the devices or systems, beliefs and norms that employees implement to guide the company (Wibowo, 2012). Other things an organization can do to help improve performance Employees are motivated. Motivation is the force that drives members of an organization to willingly direct their abilities in the form of expertise, skills, energy and time to carry out and accomplish the various activities for which they are responsible. Specified goals and various organizational goals (Inuwa, 2016).

PT employee performance appraisals based on phenomena. Basis Indah is supported by research gaps found in previous work, allowing us to formulate the question: how to improve PT performance (Usmany, Lubis, & Purba, 2022). beautiful base. The purpose of this study was to analyze the impact of transformational leadership styles, intrinsic motivation, and work culture on employee performance through employee job satisfaction at PT. beautiful base.

## A. Effects of transformative leadership styles on job satisfaction.

Swandari Bass (2003:93) define that leadership Transformation as a leader have influence Subordinates in a sense. When applying transformational leadership, Employees feel trusted, valued, and loyal and respect their leaders. Ultimately, subordinates are motivated to do more than expected. When a manager or leader can apply innovative leadership styles, employee loyalty and respect for the leader increase (Balouch & Hassan, 2014), and subordinates feel motivated to do more than expected (Alam et al., 2013). Leaders who use a transformational leadership style are highly skilled at transforming someone from a follower to a leader, and can influence them to overcome their personal interests for the benefit of the organization (Greiman 2009). This explanation is supported by studies by Alzoraiki (2018), Putu Wahyu (2019) (Romadhoni & Ramadhani, 2021), and Suarez (2019), which state that transformative leadership styles

influence job satisfaction. Based on this description, we can make the following hypotheses: H1: Innovative leadership styles influence job satisfaction.

#### **B.** Effects of Intrinsic Motivation on Job Satisfaction

In research, Ahmad Taufiq (2016) suggests that intrinsic motivation and work discipline each have a large positive effect on performance, and that intrinsic motivation also influences job satisfaction and work discipline. increase. The same was stated by Siska Puspita (2019) that intrinsic motivation has a positive and significant impact on job satisfaction. The most important motivation for making subordinates want to be number one can be interpreted as self-initiated motivation that creates a sense of job satisfaction that allows subordinates to do their best work. Based on this description, we can make the following hypotheses: H2: Intrinsic motivation influences job satisfaction. 45.

## C. The impact of work culture on job satisfaction

Edgar H. Schein (2010: 18) defines culture as a pattern of shared underlying assumptions by which specific groups learn to overcome problems of external adaptation and internal integration. A proper way to understand, think and feel these issues. Furthermore, Shine describes the elements of culture: science, belief, art, morality, law, custom, social behavior/habits (norms), basic assumptions, values, learning/inheritance, and external adaptation and internal integration. I am describing the problem. A study conducted by Zakiul, et al. (2017) found that work culture has a significant impact on job satisfaction. Aswadi Lubis (2016) suggests that workplace culture has a positive impact on job satisfaction. Studies by Desi Saputra Raffie et al. (2018) also argue that work culture positively affects job satisfaction. Based on this description, we can make the following hypotheses:

H3: Workplace culture influences job satisfaction.

## D. How Transformational Leadership Styles Affect Employee Performance

According to Osabiya and Ikenga (2015), leadership is an activity that influences social situations in which a leader's character qualities can affect his followers and subordinates. Social exchange theory (social exchange theory) states that if employees understand that the company they work for meets their attitudes and attitudes (Jauhar et al., 2017). According to Alzoraiki's study (2018), innovative leadership styles have a positive effect on employee performance, Mohd. Kurniawan DP (2018), Putu Wahyu (2019) and Suarez (2019) explain the same. Based on this description, we can make the following hypotheses: H4: Innovative leadership styles impact employee performance.

### E. The impact of intrinsic motivation on employee performance

It is the driving force of work that comes from within the worker as an individual, in the form of an awareness of the importance, benefits, or meaning of the work they do.According to

Luthans (2011), intrinsic motivation drives employee excellence. In other words, intrinsic motivation encourages employees to perform their duties well and enables them to achieve high performance. Employees who are intrinsically motivated enjoy their work, always strive to do their job well, and are consistently able to maintain or improve their performance. Nopitasari and Krisnandi (2018) also explain that the stronger an employee's intrinsic motivation, the stronger their desire to do their job properly.

Make their behavior more motivated so that it aligns with performance standards and company goals. This explanation is supported by studies by Indra Suryadi (2018), Ahmad Taufiq (2016) and Siska Puspita Sari (2019), which explain the positive impact of intrinsic motivation on employee performance. I'm here. Based on this description, we can make the following hypotheses:

H5: Intrinsic motivation affects employee performance.

### F. Impact of work culture on employee performance

Work culture serves as a determinant of traits that shape work guidelines so that employee performance is effective and efficient (Al Ayyubi, 2019). Building a good and strong work culture requires the continuous efforts of each employee to create good cooperation to realize the goals to be achieved. The presence of an attitude of mutual cooperation that becomes a culture among employees facilitates the achievement of the company's expected performance.

A study showing that work culture influences employee performance was conducted by Wahyuni (2015). Haqq (2016) and Al Ayyubi (2019). Based on this description, we can make the following hypothesis:

H6: Workplace culture influences employee performance.

### G. The Impact of Job Satisfaction on Employee Performance

Shaju and Subhashini (2017) state that employee performance is strongly influenced by employee job satisfaction. Employees find joy in the activity of doing their job and feel that working for a company meets their needs (Javed, 2014). Meeting employee needs can make employees feel that the company cares about them, and employees are rewarded according to their work. Employees who feel that their needs are met and that their work is enjoyable are more likely to do better in the hope that they will be of service to the company (Isa et al, 2016). This explanation is supported by studies by Javed et al (2014), Inuwa (2016), Agus Tunggal S (2016) and MA Alromaihi (2017), who state that job satisfaction affects employee performance. increase. Based on this description, we can make the following hypotheses: H7: Job satisfaction affects employee performance. Figure 1 shows the theoretical research framework formed based on the formulated hypotheses.

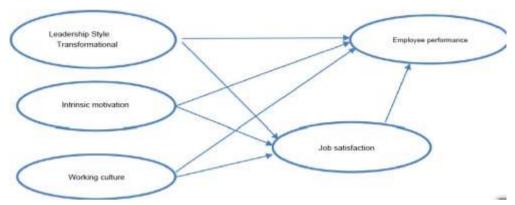


Figure 1 Theoretical Thinking Framework

#### RESEARCH METHODS

This type of research is quantitative research in the form of research studies. The instrument used in this study was a questionnaire or questionnaire (Sugishirono 2016). A survey study is one of the research methods used in the field of psychology to measure the characteristics, attitudes, domains, and responses of respondents to questions posed (Groves et al. 2004). The survey population for this study was all employees of PT. Basis Indah. The sample drawn is employees in jobs with a total of 140 employees. The type of data used is primary data based on survey responses by survey respondents. SEM ( *Structural Equation Modeling* ) analysis is a multivariate analysis technique that combines factor analysis and pathway analysis. In this study using PLS, researchers analyzed multiple exogenous and intrinsic variables and many factors (Ghozali & Latan, 2015) to simultaneously test and infer the relationship between.

#### RESULTS AND DISCUSSION

Tables 1 and 2 show the results of testing the validity and reliability of the model and variable measures.

### Table 1 Outer loading

| Culture   | Style                    | Satisfaction | Performance     | Motivation        |
|-----------|--------------------------|--------------|-----------------|-------------------|
| Work (BK) | leadership<br>pinan (GK) | Work<br>(KK) | Officer<br>(KP) | Intrinsic<br>(ME) |
|           |                          |              |                 |                   |
| BK4 0.858 |                          |              |                 |                   |
| BK5 0.845 |                          |              |                 |                   |
| GK2       | 0.801                    |              |                 |                   |
| GK3       | 0.833                    |              |                 |                   |
| GK4       | 0.851                    |              |                 |                   |
| KK1       |                          | 0.818        |                 |                   |
| KK2       |                          | 0.882        |                 |                   |
| KK5       |                          | 0.845        |                 |                   |
| KK6       |                          | 0.774        |                 |                   |
| KP1       |                          |              | 0.987           |                   |
| KP5       |                          |              | 0.985           |                   |
| MI3       |                          |              |                 | 1.00              |

Table 2 Configuration Reliability and Effectiveness

| Variable             | Cronbach'S<br>Alpha | Composite<br>Reliability | Average<br>Variance<br>Extracted |
|----------------------|---------------------|--------------------------|----------------------------------|
|                      |                     |                          | (AVE)                            |
| Working culture      | 0.834               | 0.900                    | 0.750                            |
| Leadership Style     | 0.775               | 0.868                    | 0.687                            |
| Job satisfaction     | 0.850               | 0.899                    | 0.691                            |
| Employee Performance | 0.971               | 0.986                    | 0.972                            |
| Intrinsic motivation | 1.00                | 1.00                     | 1.00                             |

Based on Tables 1 and 2 above, values of external loading, combined reliability, Cronbach alpha > 0.7, and AVE value > 0.5 can be observed, so each index is valid and reliable for the study. Figure 2 shows the test results of the empirical model.

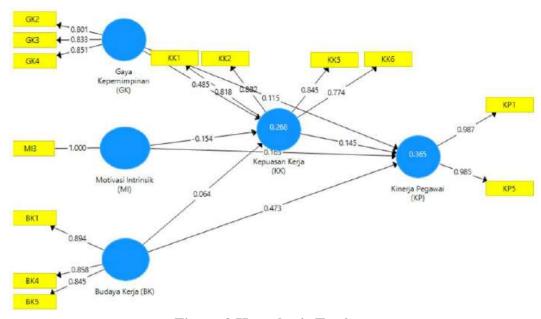


Figure 2 Hypothesis Testing

Table 3 Summary of direct effects hypothesis tests

|                                   |                    | 90.0      |          | 1.00          |
|-----------------------------------|--------------------|-----------|----------|---------------|
|                                   | Original Conclusiq |           | P        | restronations |
|                                   | 15                 | areaments | Value    | Hypothesis    |
| Work cultureÿJob satisfaction     | 0.064              | 0.776     | 0.438 No | ot supported  |
| Work cultureÿPerformance          | 0.473 Supported    | 5.368     | 0.000    |               |
| Officer                           | 3000 S             |           |          |               |
| Leadership style                  | 0.485              | 5.684     | 0.000    | Supported     |
| Job satisfaction                  | 0.100              | 0,007     | 0.000    |               |
| Leadership style                  | 0.115              | 1,497     | 0.135    | Not supported |
| Employee Performance              |                    |           | 0.100    |               |
| Job SatisfactionÿPerformance      | 0.145              | 1.870     | 0.062    | Not supported |
| Officer                           |                    |           |          |               |
| Intrinsic Motivation Satisfaction | -0.154             | 2.335     | 0.020    | supported     |
| Work                              | 121/121            | 2.000     | 000000   |               |
| Intrinsic Motivation Performance  | 0.163              | 1.961     | 0.050    | Not supported |
| Officer                           |                    | Alexand C |          | 100           |

Based on Table 3, we have information that work culture directly affects performance, but not job satisfaction. Leadership style directly affects job satisfaction, but not employee performance. Job motivation affects job satisfaction, but not employee performance.

Table 4 Summary of indirect effect hypothesis tests

| Hypothesis   | Specific indirect effect | The knot<br>Hypothesis |
|--|--------------------------|------------------------|
| Intrinsic motivationÿ Job satisfactionÿ employee performance | -0.022                   | Not supported          |
| Work CultureÿJob SatisfactionÿEmployee Performance           | 0.009                    | Supported              |
| Leadership style Job satisfaction employee performance       | 0.070                    | Not supported          |

Table 4 shows that job satisfaction is an intervention of the influence of work culture on performance, whereas the influence of intrinsic motivation and leadership style does not support the intervention test of job satisfaction. . Research shows that transformative leadership styles have a positive effect on job satisfaction. You are a charismatic leader, have inspiring leadership and can lead your team in a better direction. Employees are also happier with their leaders because they feel closer and more cared for in their work activities, both officially and personally, their work so that employees can successfully complete their work. The results of this study show that a transformative leadership style has a positive effect on job satisfaction at PT. Basis Indah. This result is also supported by a statement by Alzoraiki (2018). Leaders must have a shared vision of future possibilities that inspires their subordinates and the ability to put the needs of the group ahead of their own personal interests (Early & Davenport, 2010; O'Reilly et al. ., 2010). Therefore, in today's public school environment, transformational leadership is a desirable quality for leaders to possess. This work was based on knowledge of leadership attributes and behaviors in public school education.

Another opinion by Putu Wahyu (2019) describes a transformative leadership style as having a significant positive impact on job satisfaction. This means that managers with innovative leadership styles are more likely to increase employee job satisfaction. Suarez (2019) also found that NGO leadership requires practicing the principles of service, dedication and altruism (Binder-Aviles 2012). Working environments are extensively documented in the literature (Conger, Kanungo, and Menon 2000; Stringer 2002).

Research shows that intrinsic motivation has a large negative impact on job satisfaction. Intrinsic motivation comes from the outside and increases employee motivation and enthusiasm for work. For example, studies have shown that managers' ability to motivate, Directing and communicating with employees determines the effectiveness of a manager's performance. This is in line with Listianto's opinion cited by Damayanti (2013), who states that ``the higher the job motivation, the higher the employee performance". By motivating each and every employee, it is expected that each and every one of them will carry out their duties with greater effort and motivation and achieve their maximum performance.

However, the results of this study found that intrinsic motivation has a significant negative impact on job satisfaction. For example, employees feel that

they have become accustomed to such situations and conditions, such as giving awards to outstanding employees, but this is actually a way to improve the performance of other average employees in the long run. poor performance of the performance criteria. The results of the work obtained are not satisfactory. Another factor in which intrinsic motivation has a significant negative impact on job satisfaction is whether PT . It is the character of each employee who has the character or idea of working with If you have extra income, this indicates a low level of responsibility and professionalism as an employee. Studies show that work culture has a positive but nonsignificant effect on job satisfaction. Workplace culture is one element of organizational behavior and company climate.

Work culture influences the results to be achieved and also influences the environmental climate of the company. A conducive corporate culture produces the greatest results and has a positive impact on the company. Work culture contributes positively to the development of the company. A company develops rapidly if it has a good working culture and is managed harmoniously (Yusuf, 2017). Workplace culture can be interpreted as the norms, habits, values and guiding principles of how work is done. Workplace culture serves as the basis or reference for carrying out corporate management. Work culture is closely related to work motivation. A good work culture ensures a high level of employee commitment, integrity and motivation to achieve expected performance. The study revealed that work culture had a positive but not significant effect on job satisfaction. This is because the existing work culture actually makes workers dissatisfied with their jobs. For example, the practice of giving awards that are always applied can make workers less habitual habits. Good because the results of the work done are not optimal. Company leaders can improve employee performance and company profitability. be the most important source of information for Leadership is defined as the ability to influence other people, subordinates or groups, to direct the actions of subordinates or groups, to develop special competence or expertise in areas desired by groups in order to achieve organizational or group goals. ability to have.

A good leader is one who can make his organization or company a great one, one who cares about the well-being of his employees and who can compete in a healthy way to always be at the forefront. Based on research findings, transformative leadership styles have a positive but non-significant effect on employee performance. This is because even if the leader has the personality to take a personal approach, he is unable to significantly improve the performance of PT. Basis Indah's employees. Employee performance has improved so much that we return to individual employees, both in terms of competence and personality. According to Herzberg, motivators are those that promote intrinsic achievement,

i.e., those that arise from within the individual. Motivating factors relate to the aspects involved in the work itself. Also known as work-related or essential aspects of work. Research results show that intrinsic motivation has a positive effect on employee performance, as PT. Basis Indah employees feel comfortable with the rewards and personal development they receive from their company. but it doesn't matter. An employee mindset that becomes part of the habit, not part of the motivation. Based on the results of research conducted to date, we find that work culture has a positive and significant impact on the performance of PT. Basis Indah's employees.

This is also supported by previous research results. Work culture is expressed as a philosophical statement that functions to demand and bind employees to act in accordance with the company's vision and mission. The purpose of the workplace culture created by a company is to create employees with a professional spirit and a high degree of integrity. Improving a company's work culture can improve employee performance (Richard, 2002). Limited employees' abilities, attitudes and behavior still need to be improved, and due to lack of motivation from leadership, employees have a relatively low work culture. If we can bring out the , this will also affect a good work culture and thus indirectly affect employee performance (Herman, 2008). A significant improvement in performance at a high percentage (over 50%) is one of the successes employees have in implementing work culture to create the ideal work environment. This shows that a good work culture produces a good and optimal output. In line with the findings of Mambang (2015), who conducted a study on employee performance.

#### **CONCLUSION**

The study concludes that transformative leadership styles directly affect job satisfaction, but not performance. Job motivation affects job satisfaction, but not employee performance. Work culture, on the other hand, directly affects performance, but not job satisfaction. The study suggests that company leaders need to be more proactive, capable, and willing to accept input from employees on leadership. Company management should improve the corporate culture related to time management so that employees always arrive at work on time and complete their work. Company management should provide a refresher on job rotation so that employees do not feel bored or feel new challenges in relation to the work goals set by the company.

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