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The Impact of Work Culture and Leadership on Employee Performance at Pegadaian Boulevard Kelapa Gading Branch Through Motivation as an Intervening Variable

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Abstract: In order to finish the mission, human resources are necessary. Only human resources such as emotions, reason, abilities, desires, knowledge, and skills can be replicated. Operational challenges will arise for the organisation in the absence of sufficient human resources. Human resources are one of the crucial elements that must be taken into account in order to attain organisational goals. This is a result of human resources' involvement in and management of the business's operations. A quality human resource base is required to keep up with the rapid advancement of research. Human resources are crucial in many different industries these days. The aim of this research is to ascertain the impact of motivation, work culture, leadership, and performance. Because the author's research approach is based on true, objective, measurable, logical, and methodical data, it is quantitative in nature. All of the employees of the PT Pegadaian Kelapa Gading Boulevard Branch made up the whole population sample used in this investigation, and samples were then taken from each employee. There are thirty-six people in total. This study's analysis approach is variant-based structural equation modelling, and the Partial Least Square (PLS) software tool is used during the data processing step to generate relevant hypotheses and models. The findings demonstrated that at Pegadaian Boulevard Kelapa Gading Branch, leadership had a minimally negative impact on worker performance and a good effect.

Keywords: Performance, Motivation, Work Culture, Leadership

INTRODUCTION

It is well known that the greatest contribution to goal achievement comes from human resources. Only human resources such as emotions, reason, abilities, desires, knowledge, and skills can be replicated. Operational challenges will arise for the organisation in the absence of sufficient human resources. An organization's ability to succeed in achieving its objectives is greatly influenced by its human resources. This is due to the fact that human resources direct, oversee, and control the organization's operations. Good human resources become increasingly crucial as science and technology advance at a rapid pace. Human resources are crucial for

many different sectors nowadays. Human resources are one essential element that needs to be taken into account in order to accomplish organisational goals. This is a result of the HR department's joint implementation and advocacy of organisational initiatives with the organisation. The need for high-caliber human resources is growing due to the swift advancement of science and technology, and these resources are now crucial for many different businesses. Performance, according to Mangkunegara (2018), is the amount and calibre of work that workers do in compliance with their supervisors' expectations. The outcomes of a representative's work demonstrate effective execution. A state-owned company called PT Pegadaian Boulevard Kelapa Gading Branch loans money to borrowers in exchange for products, which can include gold or silver or other home items like gadgets or house tokens.

Nowadays, there is a growing rivalry between businesses that borrow and those who do not. The number of distinct businesses that have been formed and are engaged in loan and borrowing activities that are detrimental to Pegadaians illustrates this. Effective weapons are also produced by business competition, particularly in light of the fact that many businesses have ceased operations during the pandemic, have incurred significant losses, and have laid off staff. Here, employee performance is impacted by the significance of leadership, workplace culture, and motivation. Consequently, this problem is regarded as a research project.

At Pegadaian Boulevard Kelapa Gading Branch, there are still issues with motivation, organisational culture, leadership, and worker performance. The role of leadership, low motivation, and organisational culture are some of the issues. Comparable studies by Hishna Syadiida Rahman and Fuad Mas'ud (2022) indicate that increasing employee performance requires an emphasis on motivation, cultural change, and leadership. Because they have an impact on the performance of Pegadaian Boulevard Kelapa Gading Branch staff, performance improvement initiatives are crucial. An overview of the Pegadaian Boulevard Kelapa Gading Branch staff's performance is shown below.

Table 1. Pegadaian Boulevard Kelapa Gading Branch Employees

Total Employees	Period	Presence	%	Absence	%
36 People	2021	26	72%	10	28%
36 People	2022	28	78%	8	22%

Source: Pegadaian Boulevard Kelapa Gading Branch HRD data

The average employee assessment for 2021–2022 is sufficient, according to the table data, indicating that the organisation thinks most employees have realised their full potential. However, some people continue to receive high marks and scores. It receives a negative evaluation, indicating that it has to perform better in order to successfully meet the company's objectives.

Table 2. Pegadaian Workers' Pre-Survey Results Boulevard Branch of Kelapa Gading

No	Statement	Yes	%	No	%
1	Employees are required to have good work results in order to realize the specified goals	15	42%	21	58%
2	The assessment standard is a goal that will later be realized	20	56%	16	44%
3	Improving the quality of work is a shared responsibility	18	50%	18	50%
4	Facilities or suggestions can support the completion of tasks given to employees	13	36%	23	64%
5	Employees are required to work optimally to realize the goals determined by the Company	26	72%	10	28%
6	Employees can complete additional tasks well and on time	18	50%	18	50%

Source: Data that has been processed (2023)

The pre-survey's results indicate that workers have not met expectations, have not developed evaluation criteria, have not raised the calibre of their job, and have not given workers the best support or facilities. In order to enable the accomplishment of assignments, workers must dedicate themselves. The company's mission sets a maximum amount of effort that can be made to accomplish the goal, and personnel are not permitted to exceed that amount within the allotted time.

Table 3. Pegadaian Leadership Branch Boulevard Kelapa Gading Pre-Survey Results

No	Statements	Yes	%	No	%
1	Leaders prioritize organizational interests rather than personal interests	10	28%	26	72%
2	Leaders want to listen to criticism, suggestions and complaints from subordinates	15	42%	21	58%
3	Leaders care about the welfare of subordinates	13	36%	23	64%
4	Leaders are able to communicate well with their subordinates	17	47%	19	53%
5	Leaders want to help develop the skills/abilities of their subordinates	14	39%	22	61%
6	Leaders hold discussions or ask for opinions from their subordinates before making policies	13	36%	23	64%
7	Leaders explain clearly to their subordinates the company's strategies, policies and targets	16	44%	20	56%
8	Leaders are able to set a good example at work	17	47%	19	53%

Source: Data that has been processed (2023)

The pre-survey's results indicate that workers have not met expectations, have not developed evaluation criteria, have not raised the calibre of their job, and have not given workers the best support or facilities. In order to enable the accomplishment of assignments, workers must dedicate themselves. The company's mission sets a maximum amount of effort that can be made to accomplish the goal, and personnel are not permitted to exceed that amount within the allotted time.

Table 4. Pre-Survey of Pegadaian Branch Boulevard Kelapa Gading's Work Culture

No	Statements	Yes	%	No	%
1	Every time a leader works, they prioritize public service rather than personal matters	18	50%	18	50%
2	Leaders motivate other employees to work harder so that performance increases	17	47%	19	53%
3	If problems arise in the workplace, they must be resolved together	15	42%	21	58%
4	Leaders can provide creative ideas for the company's progress	17	47%	19	53%
5	The services provided are the same as the predetermined rules	13	36%	23	64%
6	Leaders comply with existing rules in the company	15	42%	21	58%
7	Every job we do is after we assess the problems that exist in the company	16	44%	20	56%
8	Leaders make suggestions in the work environment to develop the company	12	33%	24	67%

Source: Data that has been processed (2023)

The Pegadaian Boulevard Kelapa Gading Branch's culture is still regarded as primitive, according to the preliminary survey results of 36 employees. This can negatively affect employee performance because, when a leader assumes responsibility for their work, they put the needs of the public before their own interests. Other staff members become demotivated as a result, and the boss is unable to motivate them to work more. Once more, in order for a leader's performance to increase, he or she must be proactive. If issues at work come up and are not addressed, the leader is unable to come up with innovative solutions for business issues, the services rendered differ from how they are applied, the leader is unable to adhere to

company policies, and every job. Ultimately, the leader is unable to identify the issues facing the business and offer guidance on how to move it forward.

Motivation is a process that classifies the frequency, duration, and consistency of attempts to accomplish an objective, according to Dwi Suci Agustin (2020). In the meantime, motivation, according to Chyntia Krisna Inggira (2021), is a behaviour and set of values that help people fulfil their own obligations and reach certain goals. Additionally, out of a population of 36 employees, researchers gave pre-survey questionnaires asking about factors of interest to 36 of them. This method is employed to compile the viewpoints of all individuals regarding motivation.

Table 5. Pegadaian Branch Boulevard Kelapa Gading Pre-Survey of Work Motivation

No	Statements	Yes	%	No	%
1	Every employee who has high work performance will get the opportunity to develop their career	15	42%	21	58%
2	Employees have the opportunity to take part in education and training to support their achievements	17	47%	19	53%
3	Employees have authority and responsibility for the success of the company	19	53%	17	47%
4	In completing work, employees have their own methods and authority that they can rely on	13	36%	23	64%
5	Establishing relationships with fellow employees and superiors is one of the company's priorities	15	42%	21	58%
6	In doing their work, every employee wants to get recognition for their work from the community	15	42%	21	58%

Source: Data that has been processed (2023)

According to the findings of an initial survey conducted among 36 employees, Pegadaian Boulevard Kelapa Gading Branch's work motivation is still comparatively low, which may have an adverse effect on the performance of all employees, including those with high levels of work motivation. Employees have not been empowered or required to contribute to the organization's goals, nor have they been given the chance to develop their personal skills. Each worker has not received local recognition for his efforts, nor have they been provided with the opportunity to receive education and prepare for the purpose of aiding in achievement.

The author is interested in researching "The Influence of Leadership and Work Culture on Employee Performance through Motivation as a Mediation Variable at Pegadaian Boulevard Kelapa Gading Branch" in light of the aforementioned issues.

LITERATURE REVIEW

Performance

According to Chaerudin (2023:269), performance refers to an employee's ability to carry out specific tasks. Performance is crucial because it lets workers understand that their coworkers hold themselves to the same standards. Consequently, it's critical to clearly define and quantify criteria before defining them together as partners. This explanation makes it clear that participant actions, constrained by time and objectives, determine performance. To make sure that the work adheres to and does not diverge from the company's objective, it is imperative to keep the amount of work completed to a minimum. Ensuring that work activities are executed in compliance with established norms and rules and that they will be efficient is insufficient.

According to Stephen and Robbins (2018), measures and components of employee performance should: 1). amount of work completed. The total number of tasks produced or finished is the volume of work accomplished. Quantitative measurement includes the computation of a process or activity's output. This is related to the quantity of work required. You may gauge how much work an employee produces by looking at how hard he works and

how many goals he accomplishes. The different results of the quantity of labour are as follows: (1) Work Performance: (a) When task results are hard to determine, the organisation can evaluate employee behaviour (or work output) in relation to the tasks. (a) Reaching goals: If staff members are unable to do their tasks, then they are not performing to the best of their abilities. This is an efficient method of evaluating them. (c) Skills, encompassing a blend of business, social, and technical aptitudes: Secondly, the calibre of the output generated. The degree of completion satisfaction, or how well it is finished, is reflected in the output's qualitative measurement, regardless of whether the quality is intended (good or not).

This has to do with how outputs like customer happiness, marketing campaigns, and expertise are produced. (a) Work that is deemed satisfactory is defined as the calibre of output that arises from workers' appropriateness and preparedness. (a) Initiative is the drive to accept and finish a new role: (4). Punctuality: (a) An activity's likelihood of being finished on time is ascertained using a special kind of measurement known as punctuality measurement. The degree to which workers participate and follow instructions at work is indicative of this. Attendance is one of the simplest ways to gauge an employee's level of discipline; high or low attendance or absenteeism has demonstrated high discipline, which may have an impact on their performance. (b) Give up, particularly with regard to awareness and motivation to finish the work. (c) Reliability, particularly with reference to the quantity of work that can be finished in a given amount of time.

Leadership

Suryant, Windijarto, and Chyntia Krisna Inggira (2021) define leadership as a branch of study that entails knowing how to organise, influence, and direct others in order to execute a particular work with certain directions. According to L. Lamere, C. Kirana, and H. Welsa (2021), leadership is the process by which a leader moulds his followers' attitudes in order to encourage them to keep working together to accomplish the goals of the company. Based on this description, it can be seen that leadership is a process that affects the ability to convince other individuals to participate in organizational goals, meaning that leadership can be considered as a form of expertise that changes the behavior of others in certain situations. In order to achieve predetermined goals.

According to Thoha (2018), there are several ways to increase efficiency and activity. Firstly, there are pioneers who set trends. These include their ability to develop and their administrative skills in implementing concepts overall, with the ultimate goal of contributing to and improving the appearance of the organisation. (b) Communicator: Capacity to explain the aim and objective of a conversation to others; the leader's capacity to comprehend, ascertain, and identify the essential elements of the exchange. (c) Motivator (the ability of the leader to encourage subordinates to finish duties and to contribute to the accomplishment of organisational objectives). (d) Regulatory (Pioneers' capacity to employ resources and to govern them).

Work Culture

According to Mangkunegara (2018), a company's people resources are crucial and a positive corporate climate is advantageous. Because it sets businesses apart from one another, work culture is crucial in the business sector. Workplace culture is a tool used to impart specific skills, information, and attitudes to staff members, enhancing their ability to carry out duties and adhere to rules. According to Chaerudin (2022), culture plays a big part in helping organisations accomplish their objectives. Establishing a learning environment inside an organisation can be facilitated by its organisational culture. based on the knowledge that already exists. As previously said, organisational culture refers to the basic values, attitudes, norms of behaviour, and expectations that all members of the organisation share. Organisational thinking is predicated on this premise. This explanation makes it clear that

understanding work culture is an attempt to create harmony with the nature of human resources in society. Because job needs can change, both new hires and seasoned workers are attempting to adapt to work culture. as a result of modifications to workspaces, protocols, etc.

According to Rini Astuti (2023), the following factors make it clear how big the work culture programme is that the company offers to its employees: (a) The program's content is pertinent to the programme and fits the demands of the workplace. (b) It is recommended to implement a work culture that aligns with the learner's preferred learning method and is appropriate to the subject matter. (c) When learning, students should be aware of the behaviour, abilities, and delivery style of their instructor. (d) How long has the relevant work culture been in place and how to finish assignments quickly? (e) Workplace cultural resources, which give educators the ability to judge what is and isn't culturally suitable.

Motivation

Work attitudes, or individual attitudes towards one's work, are greatly influenced by motivation. To be inspired by others, one needs to know where inspiration comes from. Bambang Riswanto (2020) asserts that in order to perform at one's highest level at work, one must be motivated. On the other hand, motivation is a process that influences an individual's level of commitment and action done to accomplish a goal, according to Medina Nilasari (2018). According to Defina Sulastiningtiyas (2018), a person's motivation at work is one of the things that influences their performance. The frequency of motivation determines how motivation affects performance.

It is clear from the previous explanation that motivated leaders are especially important for organisational management, as they are the ones who deal with subordinates on a daily basis. Suharto (2018) identifies three essential elements that can be utilised to motivate individuals to focus on their work: (a) The need for achievement refers to the drive to succeed, which is determined by the degree of one's defects. These demands, which are frequently connected to the workplace, directly influence behaviour to accomplish particular objectives. (b) The need for companionship is the need for support and warmth on par with that of other people. This urge drives the establishment of personal relationships with other people. (c) The need for dominance or the want to manipulate and control people. People rarely take other people's sentiments into consideration as a result of this requirement.

RESEARCH METHODS

Because the author's research approach is based on tangible, objective, quantifiable, logical, and methodical facts, it is quantitative in nature. Additional terminology related to this quantitative approach include time-honored techniques that are grounded in positivism or tradition. Because the study data is expressed as numerical values and statistics are used in the approach, this process is known as quantitative. The Likert scale was used by the authors' surveys to gauge respondents' emotions, and survey techniques were also key components of their approach. The Likert scale is frequently employed to assess the beliefs, actions, and viewpoints of people or groups about social issues. Figure 1 illustrates the characteristics that will be examined, which include employee performance, work culture, motivation, and leadership.

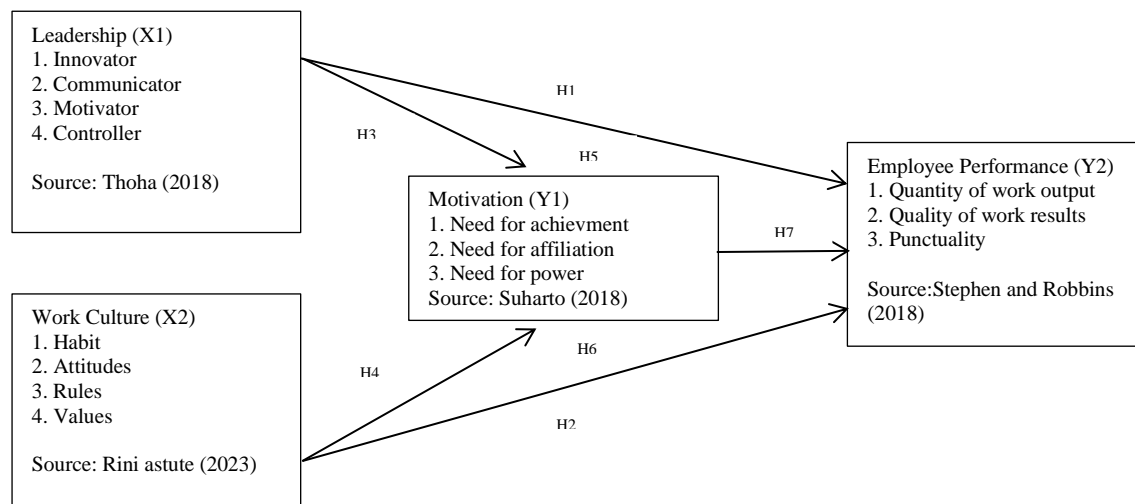


Figure 1. Research Framework of Mind

This study employed a saturated sample, which consisted of all 36 employees of PT Pegadaian Cabang Boulevard Kelapa Gading. This population was used as a sample for the study and was subsequently made into a saturated sample. Primary data, which are research data sources, were employed in this study. Through direct observation in the field and the use of questionnaires aligned with the study vector, information from several resource individuals will be immediately acquired. Researchers also make use of secondary data, or information that is vital to re-obtain from other sources. Secondary data for this study came from attendance rate data, articles from national and international publications that dealt with nearly the same issue, as well as information from books and theses that contained hypotheses linked to the study and other supporting theories.

The data used in this study were analysed using Structural Equation Modelling (SEM), one method currently employed to address the limitations of regression methods. In order to test theories and create models that may be used, this study analysis approach uses Variance-Based Structural Equation Modelling. The data processing is done using the Partial Least Square (PLS) software programme. According to Ghazali (2018), the evaluation of external models or estimating models is done in order to determine the reliability and validity of the model. External models with reflexive indicators are assessed using the closed and discriminant validity of the indicators comprising the latent construct, as well as the composite and Cronbach alpha reliability for the indicator block.

According to Ghazali (2018), the requirement that the building's tick (manifest factor) be closely tied is linked to contemporaneous validity. In explanatory research, any number between 0.6 and 0.7 is acceptable, and the average variance extract (AVE) value must be more than 0.5. In confirmatory investigations, the loading factor value must be greater than 0.7. These are broad standards for assessing convergent validity. During discriminant validity testing, cross-loading between the indicator and its construct reveals a reflexive indicator. If a marking has an accumulation factor on other buildings, it is considered high. Consequently, latent structures predict indicators on one block more accurately than indicators on another.

Ghozali (2018) contends that by comparing the value of the link between builds in the model with the AVE square base of each build, discriminant legitimacy may also be discovered in the Fornell Larcker Standard test. Henseler et al. (2018) contend, however, that in the majority of significant cases, Fornell Larcker Croulion's method is unable to detect discriminant validity. Because of this, it is advised to use the heterotrait-monotrait ratio of correlations (HTMT) to evaluate discriminant validity. If the HTMT value exceeds either the 0.90 HTMT0.90 value or the 0.85 HTMT0.85 value. Thus, it can be concluded that discriminant validity is unaffected.

All values of the latent variables with Composite Reliability and Cronbach's Alpha values less than 0.7 were assessed for reliability using these tests. Consequently, it stands to reason that either the development has a high degree of dependability or the survey that was employed as a study instrument has been reliable. Deep model testing is the process of creating theory- and concept-based models in order to assess how conceptually defined exogenous and endogenous variables relate to one another. For the main model survey (internal model), it can be suggested to examine the values of the assurance coefficient (R2), the road coefficient (road coefficient), the value of t-measurement (bootstrapping), and the forecast significance (Q2).

The value of R-Square (R2) is between 0 and 1. If the R-Square (R2) value is close to one, all the data required to forecast changes in endogenous variables can be found on the independent variable. On the other hand, when the value of the R-Square (R2) declines, so does the independent variable's ability to explain the fluctuation of the endogenous variable. According to Steerage et al. (2018), Hair et al. (2019) suggest that the coefficient (Road Coefficient) is used to determine the estimated relationship between developing, that the coefficient's value falls between -1 and +1, and that the relationship's primary strength is discussed when the coefficient's value approaches +1 and is indicated by the coefficient's value of -1.

In order to finish a bootstrapping methodology with a retest score of 5,000, Steerage et al. (2018) suggested in Hair et al. (2019) that the t-measurable checking technique be introduced through bootstrapping systems anticipating to see massive quality among advancements. The null hypothesis (H0) will be accepted or the hypothesis will be rejected if the t-statistic values fall between -1.96 and 1.96. 1.96 is the threshold at which the presented hypothesis can be accepted or rejected. In order to analyse the mediation effect, Capeda et al. (2018) state that it is required to look at the shift in influence from the direct effect channel to the indirect path. Three sorts of effects can be analysed for mediation: no mediation effect, complete mediation effect, and partial mediation impact.

FINDINGS AND DISCUSSION

Measurement Model Testing (Outer Model)

Outer model testing can be done by testing convergent validity, discriminant validity, and composite reliability.

Convergent Validity

To identify instrument items that are capable of measuring all latent variables, convergent validity is applied. The average construct indicator outer load value and the average construct indicator variance value represent the test's outcomes. When each indicator's loading value is 0.7 and its average value is 0.5, convergent validity is attained. The following table contains the convergent validity test results:

Table 6. Convergent Validity Test Results

	Outer Loading	AVE		Outer Loading	AVE
Leadership			Motivation		
X1.1	0.836	0.617	Y1.1	0.791	0.629
X1.2	0.799		Y1.2	0.776	
X1.3	0.732		Y1.3	0.897	
X1.4	0.789		Y1.4	0.766	
X1.5	0.819		Y1.5	0.869	
X1.6	0.731		Y1.6	0.752	
Work Culture			Y1.7	0.825	
X2.1	0.714	0.559	Y1.8	0.747	
X2.2	0.721		Y1.9	0.775	
X2.3	0.779		Y1.10	0.717	
X2.4	0.718		Employee Performance		
X2.5	0.751		Y2.1	0.870	0.740
X2.6	0.762		Y2.2	0.736	
X2.7	0.777		Y2.3	0.833	
X2.8	0.790		Y2.4	0.828	
X2.9	0.708		Y2.5	0.820	
X2.10	0.767		Y2.6	0.937	
X2.11	0.725		Y2.7	0.952	
X2.12	0.759		Y2.8	0.887	

As can be seen from the above table, each construct variable has an average value of 0.5 and all indicators have a loading factor of 0.7. This demonstrates that every indication in the research has convergent validity and can be tested further.

Discriminant Validity

Discriminant validity testing is the next outer model test that must be completed after convergent validity testing. The following table displays the results of the discriminant validity test:

Table 7. Discriminant Validity Test Results

	X1	X2	Y1	Y2
X1	0.785			
X2	0.268	0.748		
Y1	0.619	0.483	0.793	
Y2	0.508	0.519	0.783	0.860

It is evident from the graph above that every building is unique. Each component's square root AVE value is represented by the diagonal, and each component's correlation value is higher than the correlation values of the other components.

Composite Reliability

Testing was done by examining the values of Composite Reliability and Cronbach's Alpha on each construct to ascertain the dependence of each construct on this study. A high level of dependability is defined as having a Cronbach alpha value greater than 0.6 and a composite reliability rating of 0.7. A table with the following content is produced by the composite's dependability:

Table 8. Composite Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability
Leadership	0.877	0.906
Work Culture	0.930	0.938
Motivation	0.934	0.944
Employee Performance	0.949	0.958

The aforementioned table demonstrates that, given the data in the table, the composite reliability value of higher than 0.7 indicates that all latent variables are regarded as reliable, indicating the utility of the test results. This indicates that each indicator has the ability to measure its own construct. It is clear from the table that every latent variable has a Cronbach's alpha value higher than 0.7.

Structural Model Measurement (Inner Model)

A structural model test called the Inner Model is used to evaluate the connections between hidden notions. In this study, the R-square value for endogenous latent variables was displayed in order to conduct inner model testing. The R-Square value shows that the suggested research model will be more accurate the higher the R-Square value. The R-square value of the conclusion reached with SmartPLS 3.0 is as follows:

Table 9. R-Square Values

Construct	R-Square Values
Motivation	0.491
Employee Performance	0.640

The motivation variable's R-square value, which is 0.491 in the table above, indicates that work culture and leadership have a major impact on motivation, accounting for 49.1% of the total. Additionally, the Employee Performance variable's R-Square value of 0.640 indicates that 64% of the variables—leadership, work culture, and motivation—have a substantial impact.

Hypothesis Test

The t-statistics listed on the t-table are taken into consideration while doing hypothesis testing. The link between latent variables can be deemed significant if the t-statistic value is higher than the t-table value. In PLS, samples are used to test hypotheses using the bootstrapping method. The following are the outcomes of using SmartPLS 3.0 to bootstrap the deep mode path diagram:

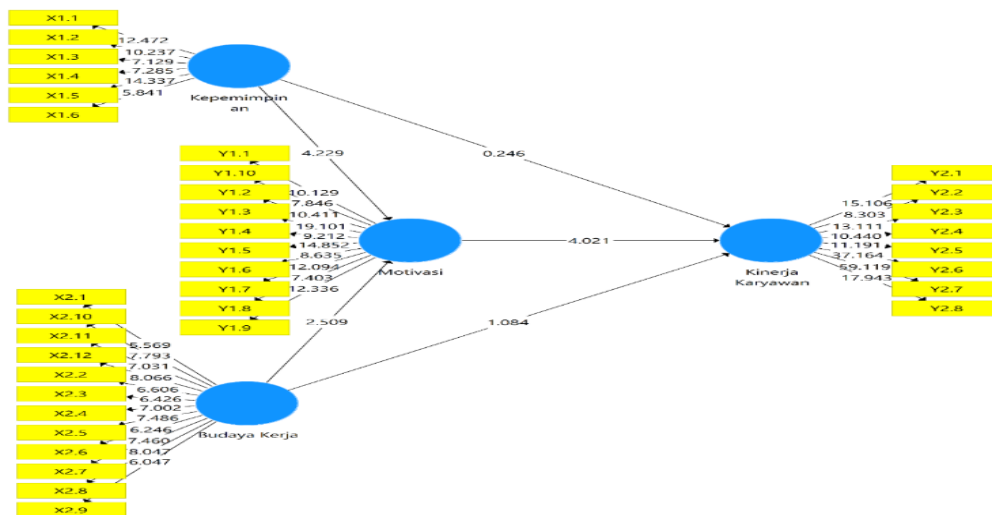


Figure 2. Bootstrapping Results

The summary of *Original Sample values* and *t-value* constructs in this study is presented in Table 10 below:

Table 10. Values of Path Coefficient and T Statistics

Construct Relationship	Original Sample (O)	T Statistics	P-Values	Description
Leadership → Employee Performance	0.048	0.246	0.806	Not Significant
Work Culture → Employee Performance	0.186	1.084	0.279	Not Significant
Leadership → Motivation	0.527	4.229	0.000	Significant
Work Culture → Motivation	0.341	2.509	0.012	Significant
Motivation → Employee Performance	0.663	4.021	0.000	Significant
Leadership → Motivation → Employee Performance	0.350	2.516	0.012	Significant
Work Culture → Motivation → Employee Performance	0.226	2.308	0.021	Significant

In this study, a two-tailed test with a 5% error rate was used for hypothesis testing. Consequently, 1.96 is the crucial value that needs to be reached. Influence, either positive or negative, between endogenous and exogenous latent constructs as observed by the original sample value.

Leadership Affects Employee Performance

The study's initial hypothesis is as follows:

- a) H_0 = In Pegadian Branch Boulevard Kelapa Gading, staff performance is positively and marginally impacted by leadership.
- b) H_1 = Pegadian Branch Boulevard Kelapa Gading, staff performance is positively and significantly impacted by leadership.

Hypothesis 1 is rejected, since Table 17 demonstrates that the findings of the Leadership Effect Test on Employee Performance are positive but not significant (Original Sample = 0.048; T-Statistics = 0.246). Thus, having good leadership won't make a difference in how well employees perform.

Work Culture Affects Employee Performance

The second hypothesis for this research is as follows:

- a) H_0 = The work culture at Pegadian Branch Boulevard Kelapa Gading has a negligible but beneficial impact on employee performance.
- b) H_2 = Employee performance at Pegadian Branch Boulevard Kelapa Gading is positively and significantly impacted by the work culture there.

Hypothesis 2 is rejected since Table 17's test results for the relationship between work culture and employee performance are positive but not statistically significant (Original Sample = 0.186; T-Statistics = 1.084). This implies that employee performance is unaffected by the quality of the workplace culture.

Leadership Affects Employee Motivation

The third hypothesis for this research is as follows:

- a) H_0 = Pegadian Branch Boulevard Kelapa Gading, staff motivation is positively and marginally impacted by leadership.
- b) H_3 = At Pegadian Branch Boulevard Kelapa Gading, leadership has a favourable and noteworthy impact on worker motivation.

As demonstrated by Table 17 (Original Sample = 0.527; T-Statistics = 4,229), the Leadership on Motivation test findings are positive and significant, indicating the acceptance of hypothesis 3. This implies that effective management will greatly raise worker productivity.

Work Culture Affects Employee Motivation

The fourth hypothesis in this research is as follows:

- a) H_0 = The work culture at Pegadian Branch Boulevard Kelapa Gading has a negligible but beneficial impact on employee motivation.
- b) H_4 = The work culture at Pegadian Branch Boulevard Kelapa Gading has a noteworthy and favourable impact on employee motivation.

The test results for the relationship between work culture and employee performance are positive and statistically significant (Original Sample = 0.341; T-Statistics = 2,509), as indicated by Table 17. This indicates that hypothesis 4 is accepted. This implies that employee performance will be greatly enhanced by a positive workplace culture.

Motivation Affects Employee Performance

The study's fifth hypothesis is as follows:

- a) H_0 = At Pegadian Branch Boulevard Kelapa Gading, staff performance is positively and marginally impacted by motivation.
- b) H_5 = At Pegadian Branch Boulevard Kelapa Gading, staff performance is positively and significantly impacted by motivation.

The findings of the test demonstrating the positive and significant relationship between motivation and employee performance (Original Sample = 0.663; T-Statistics = 4,021) are displayed in Table 17, which indicates that Hypothesis 5 is accepted. This implies that high levels of motivation at work will greatly enhance worker output.

Motivation Affects Employee Performance Under Leadership

The sixth hypothesis in this research is as follows:

- a) H0=At Pegadian Branch Boulevard Kelapa Gading, motivational leadership has little bearing on worker performance.
- b) H6=At Pegadian Branch Boulevard Kelapa Gading, motivation is a key factor in how well employees perform.

According to Table 17, which displays the positive and significant results of the test of how leadership affects employee performance through motivation (Original Sample = 0.350; T-Statistics = 2.516), hypothesis 6 is accepted. This indicates that a strong mediator between the impact of leadership and worker performance can be found in motivation.

Work Culture Affects Employee Performance by Using Motivation

The seventh hypothesis in this research is as follows:

- a) H0=Employee motivation at Pegadian Branch Boulevard Kelapa Gading is not impacted by work culture.
- b) H7=Employee motivation at Pegadian Branch Boulevard Kelapa Gading is impacted by work culture.

The results of the test demonstrating the positive and significant impact of work culture on employee performance through motivation are displayed in Table 17 (Original Sample = 0.226; T-Statistics = 2,308), indicating the acceptance of hypothesis 7. This indicates that a strong mediator between the impact of workplace culture on worker performance and motivation.

Discussion

The Influence of Leadership on Employee Performance

The SEM-PLS model was utilised to assess the employee performance leadership factors, yielding a t-statistic of 0.246 (<1.96) and a p-value of 0.806 (>0.05). As a result, the study's first hypothesis—that leadership influences employee performance in a favourable but non-significant way—is not supported. In summary, the impact of leadership at the Pegadian Boulevard Kelapa Gading Branch on employee performance is either positive or negative, although it is not statistically significant. The findings of this study are consistent with a study by L. Lamere, C. Kirana, and H. Welsa (2021) that used motivation as a mediating variable to look at how work ethic and leadership style affect employee performance. The findings demonstrated that while motivation had a considerable impact on performance, leadership style had no discernible effect.

A more thorough analysis of a leader's duties reveals the nuanced role that leaders play in performance enhancement. It's vital to understand that leadership is a blend of duties and tasks that work well together, even though certain functions don't have a big immediate influence. M. Riduansyah Syafari's (2021) advice for leaders on identifying and performing intrapersonal, informational, and decision-making responsibilities might be quite beneficial in this area. Understanding and supporting leaders in each function can assist enhance the work atmosphere and boost productivity, even though this study's conclusions are not very strong.

Even while this study did not find a significant correlation, this does not imply that leaders have no influence at all. It is still crucial to make improvements to the quality of leadership. It is possible for leaders to acquire training that emphasises the development of interpersonal skills, effective communication, and the ability to recognise and address the needs of their staff. Furthermore, it's critical for management to acknowledge the range of choices when it comes to leadership. Certain employees might react more favourably to a more democratic style of leadership, whereas others might be more comfortable with participative

approaches. Because of this, leaders need to be able to adapt their style of leadership to suit the needs and preferences of each individual.

The Influence of Work Culture on Employee Performance

The Work Culture Against Employee Performance SEM-PLS model variable test findings show a t-statistic of 0.186 (<1.96) and a p-value of 0.279 (>0.05). As a result, the study's second hypothesis—that work culture influences employee performance favourably but not significantly—is not supported. It may be inferred that the work culture at Pegadian Boulevard Kelapa Gading Branch is favourable or not will not effect employee performance. The results of this study are in line with Dwi Suci Agustin's (2020) research which explores the association between organizational culture and leadership style with employee performance in MSMEs with motivation as a mediation variable. These results imply that organisational culture has no discernible impact on small firm employees' performance.

According to Point Hinawati (2022), shifts in employee performance are what necessitate adjustments to the workplace culture. The impact of work culture on employee performance will decrease if a company undergoes big and quick changes that do not foster the growth of a more expansive work culture. This is corroborated by a remark made by Rini Astuti in 2023, according to which there are a number of characteristics of work culture that must be taken into account. These include the nature of the culture, methods of operation, conduct of instructors, duration of employment, and available amenities.

In light of this, Pegadian Boulevard Kelapa Gading Branch needs to carry out a thorough analysis of cultural requirements that align with the goals, objectives, and core values of the organisation. This entails recognizing common behaviors and value-based expectations from employees in helping the organisation achieve its goals. Employee commitment to and sense of ownership over the culture can also grow as a result of their involvement in its creation. A more meaningful and real culture can emerge when workers are given the opportunity to contribute to the definition of desired behaviours and values.

The Influence of Leadership on Motivation

Testing the Leadership on Motivation variable using the SEM-PLS model produced significant results at the p-level of 0.806 (<0.05). As a result, it is possible to accept the third hypothesis in this study, which states that motivation is positively and significantly impacted by leadership. We can draw the conclusion that Pegadian Boulevard Kelapa Gading branch motivation can be raised by good leadership. The findings of this study are consistent with those of Abadi Sanosra, Dikdik Susanto, and Nursaid's (2020) investigation into the relationship between work motivation as a mediator between leadership, organisational culture, job satisfaction, and performance at Muhammadiyah Jember University. This study demonstrates that job motivation is positively and significantly impacted by leadership.

These results align with the leadership idea outlined in the theoretical framework. Leadership theory states that a leader motivates and guides his subordinates to accomplish organisational objectives, and he has a major impact on their behaviour. In this situation, leaders who are able to carry out their leadership responsibilities—guidance, organising, and delegation—can cultivate an environment that encourages employee passion.

Organisations can design leadership development programmes that address decision-making, effective organisation, and delegating to improve leadership that motivates. Branch managers at Pegadian Boulevard Kelapa Gading also need to work on their ability to interact and communicate with their subordinates and comprehend their requirements and desires. Furthermore, the study's findings can be applied to establish a work atmosphere that values diversity in job qualities. By doing so, employees will be more engaged and will feel more accountable, which will support their skills and interests. To establish an environment that is

conducive to work and inspire employee motivation, cultural diversity and connections within the organisation must be taken into consideration.

The Influence of Work Culture on Motivation

The test results using the variable Work Culture Against Employee Performance in the SEM-PLS model show a p-value of 0.012 (<0.05) and a t-statistic of 2.509 (>1.96). As a result, the study's fourth hypothesis—that work culture significantly and favourably influences inspiration—can be accepted. We may conclude that at the Pegadian Boulevard Kelapa Gading branch, a constructive work culture will boost employee motivation. The study's findings are consistent with those of Chyntia Krisna Inggira, Suryanto, and Windijarto's (2021) investigation on the relationship between millennial employee performance and organisational culture/transformational leadership, using work motivation as a mediating variable. According to this study, millennial employee inspiration is greatly influenced by organisational culture.

According to Chaerudin (2022), a company's work culture serves as a vehicle for imparting specific skills, information, and attitudes to its workforce. Workplace culture creates an environment where employees can carry out their responsibilities and adhere to procedures. This notion is supported by study findings that indicate a positive and significant association between motivation and work culture. An atmosphere that supports employee success and performance and satisfies their motivating demands for success can be facilitated by a strong and good work culture.

Recognising and rewarding staff members who continuously uphold and advance work culture ideals is another important way to apply a positive and meaningful work culture to motivation. These prizes may come in the form of cash, extra credit, or services for professional growth. Additionally, designing workspaces that support work culture—such as areas for relaxation, cooperation, or physical spaces that uphold particular work culture values—can boost workers' excitement and sense of commitment.

The Effect of Motivation on Employee Performance

The variable Motivation Against Employee Performance test results with the SEM-PLS model have a t-statistic of 4.021 (>1.96) and a p-value of 0.000 (<0.05). Therefore, it can be said that this study supports the fifth hypothesis, which states that employee performance is positively and significantly impacted by motivation. It can be inferred that appropriate motivating will increase the performance of employees of Pegadian Boulevard Kelapa Gading branch. The findings of this investigation align with the findings of a study carried out in 2022 by Mila Fursiana, Salma Musfiroh, Point Hinawati, and Diana Febi Swasti. The study examined the impact of organisational culture, work motivation, and leadership style on employee performance, with job satisfaction serving as an intervening variable. According to this study, employee performance is positively and significantly impacted by work motivation.

The findings of this investigation are consistent with Defina Sulastiningtiyas's (2018) assertion that workers who experience intense motivation perform better. Employees are more likely to work harder and accomplish more when they have a strong drive to succeed. Employees' urge for camaraderie may also motivate them to work together, share, and contribute to the group's success. Furthermore, employee performance may be impacted by the desire for authority. Workers who desire power and influence over others will be more likely to take initiative in their work, improve the workplace culture, and aid in the accomplishment of company objectives.

Overall, the Pegadian Boulevard Kelapa Gading branch's employees' success is mostly determined by their level of motivation. Employees can improve their productivity, efficiency, and job quality if they are sufficiently motivated. In order to accomplish business objectives, managers must give special consideration to this factor and foster a work environment that inspires greater drive to provide the greatest performance possible.

The Influence of Leadership on Employee Performance through Motivation

The test findings at p-level 0.012 (<0.05) for the SEM-PLS model variable Leadership to Employee Performance through Significant Motivation. Consequently, it can be concluded that the sixth hypothesis in this study—that is, motivation can lessen the impact of leadership on worker performance at the Pegadian Boulevard Kelapa Gading branch—is true. The study's findings are consistent with those of Hishna Syadiida Rahman and Fuad Mas'ud (2022), who examined the impact of Islamic culture and leadership on nurses' performance at Muhammadiyah Islamic Hospital as an intervening variable. The findings demonstrated that religious leadership and nursing performance are mediated by religious work motivation.

Studies indicate that motivation plays a part in the relationship between the two. This suggests that great performance and effective leadership are connected through motivation. In the end, motivated staff members perform better since they are more enthusiastic about their work. The assertion made by Dwi Suci Agustin (2020), which emphasises the value of effective leadership in fostering an atmosphere that fosters employee motivation, supports this. Employees are more likely to work hard and strive to meet company goals when they feel motivated. Employee excitement can be increased by providing leadership support in the form of opportunities for training, growth, and advancement.

Effective leadership should stem from an inspiring and inclusive style that motivates staff members to take initiative and feel valued. Moreover, highly motivating initiatives like career growth, success recognition, and continuous training can help staff members become more driven to carry out their jobs. Companies can develop a more comprehensive strategy that will guarantee that workers not only receive the proper guidance from their leaders, but also feel motivated and capable of delivering superior performance by acknowledging the role that motivation plays in the relationship between leadership and employee performance.

The Influence of Work Culture on Employee Performance through Motivation

The Work Culture Towards Employee Performance through Motivation SEM-PLS model variable test findings show a t-statistic of 2.308 (>1.96) and a p-value of 0.021 (<0.05). Consequently, it can be concluded that the seventh hypothesis in this study—that is, motivation can lessen the impact of work culture on performance at Pegadian Boulevard Kelapa Gading Branch—is true. The findings of this investigation are consistent with those of a study carried out in 2018 by Evi Wahyuni, who examined the relationship between work motivation as a mediating variable in Tasikmalaya City Government employees and organisational culture and leadership style with the performance of employees in the financial department of public sector organisations. It shows that, through work motivation, organisational culture has a positive and considerable impact on employee performance.

The study's findings demonstrate that motivation has a major impact on how culture and performance are related on Pegadian Boulevard Kelapa Gading Branch. According to Mangkunegara (2018), a company's people resources are its most valuable assets, and having a positive workplace culture is one approach to achieve excellence. Workplace ethics, practises, and attitudes are all part of the work culture, in addition to the company's standards and values.

Based on the study's findings, it seems that work culture and performance are influenced by motivation. This implies that a positive workplace culture can motivate staff members to aim for performance improvement. The ambition to serve as a liaison or mediator who guides the beneficial effects of workplace culture on workers' output at Pegadian Boulevard Kelapa Gading Branch. This makes it simpler for businesses to implement employee incentive initiatives that are tailored to their unique needs and to establish and preserve a positive workplace culture. This will stimulate a dynamic and productive work atmosphere and help to raise overall staff productivity.

CONCLUSION AND RECOMMENDATION

Conclusion

The following is a summary of the study's findings:

1. Leadership influences employee performance in a way that is favourable but not statistically significant—was rejected.
2. Work culture has a positive but not statistically significant impact on employee performance at Pegadaian Boulevard Kelapa Gading Branch. As a result, the study's second hypothesis—that work culture influences employee performance favourably but not significantly—is not supported.
3. Motivation is positively and significantly impacted by leadership. We can draw the conclusion that Pegadian Boulevard Kelapa Gading branch motivation can be raised by good leadership.
4. Work culture has a positive and substantial impact on motivation. This is demonstrated by the SEM-PLS model findings, which indicate that the factors related to work culture on employee performance received t-statistics of 2.509 (>1.96) with a p-value of 0.012 (<0.05).
5. Motivation on employee performance is positive and not statistically significant at the Pegadaian Boulevard Kelapa Gading branch.
6. Leadership variable on employee performance through motivation has a t-statistic of 2.308 (>1.96) with a p-value of 0.012 (<0.05), indicating an indirect influence of leadership on performance.
7. Work culture has an indirect impact on performance through motivation. This is because, according to the SEM-PLS model results, the variables related to work culture on Employee Performance through Motivation had t-statistics of 2.308 (>1.96) and a p-value of 0.021 (<0.05).

Recommendation

1. Other variables that may influence worker motivation and output in the future include job satisfaction, supervisors, and ambient conditions that are both psychological and physical.
2. Businesses should focus on enhancing and developing success motivation factors by rewarding workers based on their productivity and the outcomes of their work in the future; leaders can foster a productive environment; workers receive performance-based compensation; and workers must be autonomous in completing tasks.
3. Pegadaian Cabang Boulevard Kelapa Gading can commit to ensuring that all leaders has the knowledge and skills required to motivate and guide staff members by adding this commitment to its leadership development programme.
4. Pegadaian Boulevard Kelapa Gading branch staff members can take part in projects aimed at coming up with original solutions to issues and boosting the company's overall worth.

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