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A REVIEW LITERATURE EMPLOYEE PERFORMANCE MODEL: MOTIVATION, LEADERSHIP, AND ORGANIZATIONAL CULTURE

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Abstract: This study aims to determine the model of employee performance that is influenced by motivation, leadership and organizational culture. The method of writing scientific articles is by using qualitative methods and library research or library research. The results of this literature review article are: motivation has a positive and significant effect on employee performance, leadership has a positive and significant effect on employee performance, and organizational culture has a positive and significant effect on employee performance.

Keywords : employee performance, motivation, leadership and organizational culture

INTRODUCTION

The success of a business in achieving its goals and meeting the needs of the community is very dependent on the performance of employees and business leaders in carrying out their responsibilities. Performance is a description of the implementation or targets of program implementation, efforts, and policies carried out to realize the vision, mission, and goals in a group or organization (Mahsun, 2006).

very high performance means increased efficiency, effectiveness, and better quality in completing tasks that will be assigned to each individual (Murty & Hudiwinarsih, 2012).

The success of individual performance is strongly influenced by motivational factors. Motivation can be seen as a change in energy in a person which is characterized by the emergence of feelings, and is preceded by a response to the existence of a goal. Motivation is the basic drive that moves someone or the desire to devote all energy because of a goal.

As stated by (A.A. Anwar Prabu Mangkunegara, 2009) motivation is a condition or energy that moves employees to be directed or directed to achieve the company's organizational goals. The positive mental attitude of employees towards the work situation strengthens their work motivation to achieve maximum performance.

In addition, leadership can be said as a way of a leader in directing, encouraging and regulating all elements in the group or organization to achieve a desired organizational goal so as to produce maximum employee performance.

A strong and healthy organizational culture is an issue that has been described by many companies at the global level. (Robbins, S.P., dan Judge, 2013) state that a strong culture will have a great influence on the behavior of its members because of the high level of togetherness and intensity of creating an internal climate. of high behavioral control. Culture is the root in tradition, so culture reflects what is done, and not what will happen (Moeljono, 2005).

If there is a strong organizational culture, it will affect the behavior and performance of its members, which in turn will increase the success of the organization (Edison, Emron. Yohny anwar, 2015). If the organizational culture is strong, employees in the organization consider the rules no longer a shackle of obligations, but have become the needs of employees and the organization.

Tabel 1.
Journal and Publisher Distribution

No	Article Name	Author(s)	Journal	Publisher	Tahun
1	The effect of organizational culture and work ethics on job satisfaction and employees performance	(Bijaang et al., 2018)	The International Journal of Engineering and Science (IJES)	Google scholar	2018
2	The effects of leadership styles on team motivation	(Al Rahbi et al., 2017)	Academy of Strategic Management Journal	Google scholar	2017
3	The Effect of Leadership, Work Motivation and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Pariaman	(Noviyanti et al., 2019)	Advances in Economics, Business and Management Research	Third International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019)	2019
4	organization culture impact to performant hotel employe (case study :hotel legian	(Pantiyasa & Michelle, 2017)	Journal of Business on Hospitality and Tourism	Google scholar	2017

	resort –bali)				
5	The Influence of Organizational Culture, Work Motivation and Working Climate on the Performance of Nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior in the Private Hospitals in Jakarta, Indonesia	(Ariyani et al., 2016)	Scientific Research Journal (SCIRJ)	Emeraldinsight	2016
6	The influence of leadership, competency, motivation and organizational culture on employees' job satisfaction and performance in ternate city goverment	(Jusuf Sunya, Salim Basalamah, Ahmad Gani, 2017)	International journal of Business Management	Science Arena Publications	2017
7	The Effects of Transformational Leadership Styles, Organizational Culture and Work Motivation on Employee Performance	(Idris et al., 2014)	International Journal of Business and Management Invention	Google scholar	2014
8	The effect of organizational culture, knowledge of educational management, work motivation and job satisfaction to performance of the state primary school principals in North Tapanuli district	(Simorangkir et al., 2018)	International Journal of Development and Sustainability	Google scholar	2018
9	The Influence of Organizational Culture And Work Motivation on Employee Performance, Job Satisfaction As Intervening Variable (Study On Secretariat Staff of Pasuruan Regency)	(Mariati. Mauludin Hanif, 2018)	IOSR Journal of Business and Management (IOSR-JBM)	Emerald insight	2018
10	How Effective Leadership can Facilitate Change in Organizations through Improvement and Innovation	(Hao & Yazdanifard, 2015)	Double Blind Peer Reviewed International Research Journal	Global Journals Inc. (USA)	2015
11	The effect of leadership and organizational culture on employee performance	(Lolowang et al., 2019)	Problems and Perspectives in Management"	LLC "Consulting Publishing	2019

	that is educated by motivation (study on the implementation empowerment programs in Jayapura city)”			Company “Business Perspectives”	
12	The Impact of Organizational Culture and Leadership Style on Job Satisfaction and Employee Performance	(Ilham, 2017)	Journal of Advanced Management Science	researchgate	2017
13	Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City	(Arif et al., 2019)	Budapest International Research and Critics Institute- Journal (BIRCI- Journal	Google scolar	2019
14	The influence of transformational leadership style and organizational culture on organizational performance with emotional intelligence as a mediation variables: a case study at the jatimelati bekasi village office	(Mona et al., 2020)	International Journal of Business and Social Science Research	Elsevier	2020
15	The Influence of Leadership, Motivation and Discipline on Organizational Commitment and Its Impact on Employee Performance at the Agriculture Office in Pidie Regency	(Zulkifli & Italina, 2020)	Journal of Management Science (JMAS)	Google scolar	2020

Table 2.
Articles Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendations
1	The effect of organizational culture and work ethics on job satisfaction and employees performance	to determine the influence of organizational culture and work ethics on job satisfaction and employee performance	The result of this study provides evidence that the organizational culture and work ethic is proven to increase the perceived of employee job satisfaction. Good organizational culture and perceived of employee job satisfaction proven to improve employee performance.	Organizational culture which either are proven to increase job satisfaction, so it is getting better and organizational effective, it will increase job satisfaction and employee performance in carrying out its activities.

			Results are shown in different work ethic in practice has not been able to improve the performance of employees. Perceived of employees job satisfaction proved able to act as a mediating variable in explaining the effect of organizational culture and work ethics on employee performance	
2	The effects of leadership styles on team motivation	to find out if Democratic leadership style is positively correlated with team motivation, Authoritarian leadership style is positively correlated with team motivation, Laissez-faire leadership style is negatively correlated with team motivation and Organizational culture dynamic mediates the relationship between leadership styles and dynamic team motivation	Democratic leadership style is positively correlated with team motivation, Authoritarian leadership style is positively correlated with team motivation, Laissez-faire leadership style is negatively correlated with team motivation and Organizational culture dynamic mediates the relationship between leadership styles and dynamic team motivation	This study provides an effective framework for determining the association between different leadership styles and team motivation in the healthcare sector. The framework also focuses on the dynamics of organizational culture and team motivation. Hence, this paper provides opportunities to improve team motivation in healthcare organizations. In addition, the paper establishes a clear link between leadership style (democratic, authoritarian and laissez-faire) and team motivation. Future studies can focus on developing other frameworks for investigating the relationship between aspects such as leadership style and employee satisfaction and happiness. In this context, researchers can use both qualitative and quantitative studies. This will help to investigate the profound details of leadership styles and their impact on the various aspects of organizations.
3	The Effect of Leadership, Work Motivation and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Pariaman	Penelitian ini bertujuan untuk menguji pengaruh kepemimpinan, motivasi, dan kepuasan kerja terhadap kinerja pegawai dinas pendidikan dan kebudayaan Kabupaten Padang Pariaman	Hasil penelitian menunjukkan bahwa kepemimpinan berpengaruh signifikan terhadap pekerjaan motivasi, kepemimpinan tidak berpengaruh signifikan terhadap kepuasan kerja, motivasi kerja	Further analysis of to increase the motivation of the leadership

			berpengaruh signifikan terhadap kepuasan kerja, kepemimpinan tidak berpengaruh signifikan terhadap kinerja, motivasi kerja berpengaruh signifikan terhadap kinerja dan kepuasan kerja berpengaruh signifikan terhadap kinerja pegawai Dinas Pendidikan Kabupaten Padang Pariaman dan Dinas Kebudayaan	
4	organization culture impact to performant hotel employe (case study :hotel legian resort –bali)	This research is conducted to discover the effect of organisation culture towards employee performance at Padma Resort Legian.	Hasil penelitian menunjukkan bahwa ada hubungan antara budaya organisasi terhadap kinerja karyawan secara keseluruhan, meskipun hanya pencapaian dan fokus pelanggan yang menunjukkan signifikan nilai korelasi terhadap kinerja pegawai.	Based obtained results, the management of Padma Resort Legian can use factors beyond organizational culture to enhance employee performance, such as the leadership style of the manager or supervisor and employee motivation, Although the value of excellence, honesty and integrity and people oriented don't pose any effect on employee performance, but these values are very influential on employee satisfaction or the satisfaction of the guests who interact with employees. These values should continue to be cultivated in the company, The Management of Padma Resort Legian is suggested to create and abide reward and punishment system that is to employees Padma Resort Legian, and In order to deepen the values of the organisation culture of Padma Resort Legian towards their employees, the management of Padma Resort Legian can use the story telling technique to employees Padma Resort Legian.

<p>5</p>	<p>The Influence of Organizational Culture, Work Motivation and Working Climate on the Performance of Nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior in the Private Hospitals in Jakarta, Indonesia</p>	<p>This study has six objectives. First, to examine the influence of organizational culture, work motivation and working environment on the performance of nurses. Second, to examine the influence of organizational culture, work motivation, and working environment on the performance of nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (OCB). Third, to examine the influence of organizational culture, work motivation and working environment on Organizational Citizenship Behavior (OCB) through Job Satisfaction and Organizational Commitment. Fourth, to examine the influence of job satisfaction on Organizational Citizenship Behavior (OCB) through organizational commitment. Fifth, to examine the influence of organizational commitment on the performance of nurses through Organizational Commitment. Sixth, to examine the influence of Organizational Citizenship Behavior (OCB) on the Performance of Nurses in the Private hospitals in Jakarta, Indonesia.</p>	<p>The study found that organizational culture has a positive and significant influence on the performance of nurses. The organizational culture, work motivation and working environment have also positive and significant influences on the performance of nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (OCB). Also, it was found that organizational culture, motivation and work climate have positive and significant influence on Organizational Citizenship Behavior (OCB) through job satisfaction, organizational commitment. Similarly, Job satisfaction has positive and significant influence on the performance of nurses through Organizational Commitment and Organizational Citizenship Behavior (OCB). Also, it was found that organizational commitment has significant influence on the performance of nurses through Organizational Citizenship Behavior (OCB) and the organizational Citizenship Behavior (OCB) has positive and significant impact on the performance of nurses through organizational commitment. However, the work motivation was found to have negative and</p>	<p>Based on the above findings, both hospitals need to make improvements toward variables that were found to be significant. These improvement is a must to be undertaken by the two hospitals in order to optimize the performance of nurses. Therefore, much remain to be done by these two hospital in increasing the performance of nurses.</p>
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			insignificant influence on the performance of nurses. Also, there was negative and insignificant influence of working environment on the performance of nurses. This negative and insignificant influence was also for the Job satisfaction on Organizational Citizenship	
6	The influence of leadership, competency, motivation and organizational culture on employees' job satisfaction and performance in ternate city government	To find out whether leadership, competence, motivation and organizational culture have a positive and significant effect on job satisfaction;	The result of the study found that leadership, competency, motivation and organizational culture have positive and significant impact on job satisfaction; leadership has a negative impact and not significant effect on performance; competency has a positive but not significant impact on performance; motivation, organizational culture and job satisfaction have positive and significant impact on performance; leadership, competence, motivation and organizational culture have positive and significant effect on performance through job satisfaction.	conduct research by adding other variables such as technology and facilities and infrastructure
7	The Effects of Transformational Leadership Styles, Organizational Culture and Work Motivation on Employee Performance	The purpose of this study was to identify and explore the conceptual framework of the relationship model of transformational leadership style, organizational culture and work motivation on employee performance	Results of the study is to obtain review of the conceptual framework of research variables that affect the relationship of transformational leadership style, organizational culture and work motivation on employee performance.	This research is original it will produce an integrated conceptual framework that combines the relationships of transformational leadership style, organizational culture and work motivation on employee performance
8	The effect of organizational culture, knowledge of educational management, work motivation and job	This study aims to determine the fixed model or theoretical model that can illustrate the causal relationship between	The result of the research shows a theoretical model or a fixed model that describes the structure of causal relationships between variables of	According to the conclusions and implications of the research, there are several attempts by the headmaster to improve his performance: a. Building an organizational

	<p>satisfaction to performance of the state primary school principals in North Tapanuli district</p>	<p>the latent variables that determine the principal's performance</p>	<p>organizational culture, knowledge of educational management, work motivation, job satisfaction and performance of Elementary School principals.</p>	<p>culture on an ongoing basis based on ethics and solidarity values, resulting in good cooperation between teachers, parents, students and other stakeholders through improved people orientation, outcome orientation, team orientation, attention to detail, and steadiness.</p> <p>b. Improve knowledge of educational management through the improvement of cognitive abilities in planning, organizing, directing, and controlling educational resources.</p> <p>Increase work motivation through activities to do things as well as possible; doing something by achieving success; completing tasks that require effort and skill; wishing to be a famous person and mastering a particular field; do the hard with satisfactory results; doing something very meaningful; and do something better than others). Improving ability in science and technology to improve principals' performance.</p> <p>d. Increase job satisfaction through increased promotion opportunities, job itself as principal, salary, fellow principal, and supervision.</p>
<p>10</p>	<p>The Influence of Organizational Culture And Work Motivation on Employee Performance, Job Satisfaction As Intervening Variable (Study On Secretariat Staff of Pasuruan Regency)</p>	<p>This research aims to analyze the direct and indirect influence of organizational culture and work motivation on employee performance through employee job satisfaction</p>	<p>The results of this research indicate that: 1). Organizational culture direct positive and significant influences on job satisfaction 2) organizational culture direct positive and significant influences on employee performance. 3) job satisfaction a direct positive and significant influences on employee performance, 4) work motivation a direct positive</p>	<p>The findings of this research provide both theoretical and practical implications. This research contributes to the existing management literature related to Organizational Culture, work motivation on employee performance through job satisfaction. The findings of this research are expected to be a source of information and material considerations for the Regional Secretariat Pasuruan in improving the performance of employees by forming</p>

			and significant Influences on job satisfaction, 5) work motivation did not influence on employee performance, 6) job satisfaction mediate a relationship between organizational culture and work motivation with employee performance.	organizational culture and improve motivation and employee job satisfaction. Keywords: Culture of Organizational, work motivation, employee performance, job satisfaction.
11	The effect of leadership and organizational culture on employee performance that is educated by motivation (study on the implementation empowerment programs in Jayapura city)”	to know the effect leadership on employee performance, organizational influence culture on employee performance, the third is the influence of leadership on work motivation, fourth, the influence of organizational culture on work motivation, fifth, the effect of work motivation on employee performance, influence, the influence of work motivation is a perfect mediator of the influence of leadership on employee performance, seventh, work motivation as a mediator of influence organizational culture on employee performance	The results of the study show that, first, direct leadership has no significant effect on employee performance, second, organizational culture has a significant effect on employee performance, third, leadership has a significant effect on work motivation, fourth, organizational culture has a significant effect on work motivation, fifth, work motivation has a significant effect on employee performance, sixth, work motivation is a perfect mediator of the influence of leadership on employee performance, seventh, work motivation as a partial mediator of the influence of organizational culture on employee performance	focus more on the performance of educators and add other variables that affect performance
12	The Impact of Organizational Culture and Leadership Style on Job Satisfaction and Employee Performance	The purpose of this study is to determine the impact of organizational culture and leadership style on job satisfaction and employee performance	The results showed that organizational culture dimension had positive impact on employee performance, leadership style had positive impact on employee performance, job satisfaction had positive impact on employee performance, organizational culture had positive impact on job satisfaction, leadership style had positive impact	For future research is not the object of higher educational institutions only. Will the research object be expanded to all private educational institutions in Surabaya.

			on job satisfaction and leadership style had positive impact on organizational culture	
13	Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City	This study aims to determine and examine the influence of Leadership (X1), Organizational Culture (X2), Work Motivation (X3), and Job Satisfaction (X4), on the Performance of High School Heads (X5) in Medan. This study also aims to determine the theoretical model of performance (fixed model) that can describe the structure of the causal relationship between the exogenous variable and the endogenous variable.	there is a positive and significant direct influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction on the Performance of High School Heads in Medan City.	<p>Increasing the variables influencing the variables of work motivation and job satisfaction.</p> <p>Future studies are expected to work on various methods and strategies to improve leadership quality, organizational culture, work motivation, job satisfaction, and performance.</p> <p>This research has not seen the influence of each indicator on other indicators so that further research is recommended to analyze the effect of each indicator on other indicators, and what are the best methods and strategies for improving these indicators.</p>
14	The influence of transformational leadership style and organizational culture on organizational performance with emotional intelligence as a mediation variables: a case study at the jatimelati Bekasi village office	This study aims to examine the influence of transformational leadership style and organizational culture on organizational performance with emotional intelligence as a mediation variable	<p>In this study, in determining the sample using saturated samples. Researchers set the sample in this study consisting of 30 employees.</p> <p>Based on result that partially, it shows that there is a positive and significant influence between transformational leadership style variables on emotional intelligence. Partially, it shows that there is a positive and significant influence between organizational culture variables on emotional intelligence. Partially, it shows that there is a positive and significant influence between transformational leadership</p>	<p>a. The leader should be able to maintain the quality of his leadership by improving the quality of employee performance by conducting regular job evaluations. So that it has an impact on improving the quality of better services, according to the mission and vision of the organization</p> <p>b. Leaders should maintain and improve the quality of organizational culture and good emotional management of employees which will have a good impact on the performance appraisal of each employee.</p> <p>c. Leaders should be able to maintain and improve performance with good emotional management</p>

			<p>style variables on organizational performance variables. Partially it shows a positive and significant influence between organizational culture variables on organizational performance variables. The emotional intelligence variable does not influence organizational performance; this is in contrast to previous research. So that it distinguishes this research from previous research. The results showed that simultaneously there was an influence between transformational leadership style and organizational culture on organizational performance, with emotional intelligence as an intervening variable</p>	<p>which will result in good organizational performance, to reduce the negative stigma of society towards unsatisfactory service quality, will be better than before</p>
15	<p>The Influence of Leadership, Motivation and Discipline on Organizational Commitment and Its Impact on Employee Performance at the Agriculture Office in Pidie Regency</p>	<p>The purpose of this research was to determine the influence of empirical evidence of the leadership, motivation and discipline toward organization commitment.</p>	<p>The result showed that the leadership, motivation and discipline variable had a positive impact toward organization commitment. They also had positive influence toward the employee performance. While the variable of mediation testing showed that organization commitment mediated the correlation among leadership, motivation and discipline fully toward the employee of the government duty of agriculture in Pidie District Area.</p>	<p>adding other variables that have not been studied by other researchers, such as leadership and co-worker support</p>

RESULT AND DISCUSSION

This article is organized systematically by determining the context and knowing the articles in mini-reviews. Referring to the reviews in tables 1 and 2, it can be seen that various opinions regarding the positive and significant influence of motivation, leadership and organizational culture on employee performance.

Or further researchers are expected to develop more variables that affect employee performance because during the research researchers still found many other variables such as facilities and infrastructure, incentives, technology and coordination and many others

CONCLUSION

The success or failure of a company depends on the performance of the employees who work for the company. To achieve this, motivation, good leadership and a dynamic organizational culture are needed in the company

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