

Intrinsic Motivation Mediates the Relationship Between Organizational Culture and Job Satisfaction Employees at the External Affairs & Sustainable Division PT Kaltim Prima Coal Sangatta Kutai Timur Regency

Budi NanangKetutHariadi, Tetra Hidayati, Saida Zainurossalamia

*Corresponding Author: Budi NanangKetutHariadi
Mulawarman University, Samarinda - Indonesia*

ABSTRACT: *The purpose of this study was to determine the effect of organizational culture on intrinsic motivation and employee job satisfaction. The sample in this study were 50 employees. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program. Data analysis through partial Least Square (PLS) was carried out in two stages, namely: First, assessing the outer model or measurement model. Second, assessing the Inner model or structural model. The results of this study indicate that organizational culture has no significant negative effect on intrinsic motivation. Organizational culture has no significant negative effect on job satisfaction. Intrinsic motivation has a positive and significant effect on job satisfaction.*

KEY WORD: *BudayaOrganisasi, MotivasiIntrinsik, KepuasanKerja*

Date of Submission: 15-06-2022

Date of Acceptance: 30-06-2022

I. INTRODUCTION

PT Kaltim Prima Coal (KPC) is a company engaged in the mining and marketing of coal for industrial customers in both export and domestic markets. PT Kaltim Prima Coal is a coal mining company located in Sangatta, East Kalimantan, Indonesia that manages one of the largest open pit mines in the world. From the head office of PT Kaltim Prima Coal in Sangatta, East Kutai Regency, East Kalimantan Province and representative offices in Jakarta, Samarinda, and Balikpapan.

Based on the results of observations, it can be seen that there are still employees who are still not satisfied with what has been received from the company, this is so far the company in providing jobs for employees in accordance with the field of work of each company provides opportunities for promotions for their employees, where the company stipulates the requirements for promotion, namely based on the period of service and achievements given to the company during work. The promotion is carried out as an effort to increase job satisfaction of employees in the company. In the implementation of the promotion, the company determines certain criteria so that the implementation of the promotion is carried out in accordance with the stipulated provisions or procedures so that employees do not feel disadvantaged. The consideration in granting a promotion is based on the period of service and achievements given in the company. This policy can support the company's efforts to create job satisfaction for employees so that employees can maximize their potential to maximize their potential.

Through the results of observations on employees of the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai is an indication of low work motivation. Where low motivation is seen from the achievement of achievement targets that have not been achieved by employees. The lack of awareness, trust, and spirit of working together from employees has an impact on the poor performance of achieving KPC's optimization goals. Employees need great motivation. Involvement in internal decision making is necessary so that every decision made can be carried out. The example of a leader in carrying out organizational values will be a separate motivation for employees. Performance is an employee's achievement of certain job requirements that can be measured and assessed. Williams (2012:75) states that performance can also be defined as all work results on job functions and special activities for a certain period, the work results can be achieved optimally if there is an influence from the leadership of a company that is oriented to the interests of employees.

Based on the results of observations, there are still employees who have not been able to adapt to the existing culture in the company environment, this can have a bad impact on other employees. His deep

appreciation for the individual to the company's values has resulted in a change, thinking and acting. determine changes in attitudes, changes in ways of thinking and acting will affect behavior changes. Meanwhile, changes in behavior will affect the increase in the effectiveness of the organization. This means that if there is a process of habituation for members of the organization for these changes, it means forming a habit that is widely believed by members of the organization. Habits are widely believed and feel dependent on them, as an important and valuable source of strength, which results in cultural change and formation. Thus the occurrence of cultural changes that affect the effectiveness of the organization and its performance to grow and develop.

II. LITERATURE REVIEW

The Influence of Organizational Culture on Motivation

Work culture is formed once the work unit or organization is established. The formation of a work culture when the work environment or learning organization faces problems, both regarding external and internal changes, which are related to the unity and needs of the organization as well as employee motivation. The formation of culture is initiated by the founders or top management or appointed officials. The amount of influence they have will determine what way they are carried out in the work unit or organization they lead and the level of employee motivation.

The influence of organizational culture on work motivation can be explained through empirical studies, research conducted by Giantari & Riana (2017), Liliyana, Hermina & Zain (2011), Maithel, Chaubey & Gupta (2012) and Panagiotis, Alexandros & George (2014) stated that organizational culture has a significant influence on work motivation, in contrast to research conducted by Ucar & Ipek (2019), Weerasinghe (2017) and Yusof et al. (2017) stated that organizational culture has no significant effect on work motivation.

The Influence of Organizational Culture on Job Satisfaction

Schein (2017) defines organizational culture as the basic assumptions and beliefs shared by members of an organization. These assumptions and beliefs concern the group's views on the nature of time and scope, as well as human nature and human relationships. Meanwhile, Robbins (2018) explains that organizational culture is a system of shared meaning and control held by members that distinguishes the organization from other organizations. The system of shared meaning and control contains the intention of realizing unwritten customs or rules that must be agreed upon by every worker. The more complete the unwritten rules, the more complete the rules that give instructions to workers in carrying out their daily tasks so that the success of the organization is higher. Robbins suggests that there are seven main characteristics in organizational culture, namely: Innovation, Attention to task details, Result orientation, People orientation, Team orientation, Aggressiveness, and Stability.

The characteristics of organizational culture take place in unity from low to high. The higher the characteristics of organizational culture, the more conducive the organizational culture will be in shaping positive behavior for members of the organization. On the other hand, the weaker the characteristics of the organizational culture, the less conducive the organizational culture of the members will tend to be.

Robbins (2018) explains that organizational founders can be the main source of organizational culture. The vision and mission of the founders of the organization naturally had a great impact on the initial culture of the organization. This initial culture generally continues to develop until it becomes the shared meaning and control that characterizes the organizational culture. Furthermore, Robbins explained that the process of creating organizational culture occurs in three ways, namely: First, the founders think and feel the strategies they are taking; second, the founders indoctrinate and socialize to their members about how to think and feel a strategy; Third, the founder's own behavior serves as a role model that encourages employees to identify beliefs, values, and assumptions in employees. Based on the process, it appears that organizational culture will have an impact on the behavior/performance of organizational members, because members think and feel the importance of internalizing organizational culture in their behavior to achieve organizational goals.

In fact, between organizational culture and employee satisfaction there is a relationship, where culture is said to provide guidance for an employee how he perceives the characteristics of organizational culture, the values that employees need in work, interacts with their groups, with systems and administration, and interacts with their superiors.

The influence of organizational culture on job satisfaction can be explained through empirical studies, research conducted by Alvi et al. (2014), Bhalla et al., (2017), Belias et al. (2014) stated that organizational culture has a significant influence on job satisfaction, in contrast to research conducted by Ahamed & Mahmood (2015), Zhang & Li (2013) stated that organizational culture has no significant effect on job satisfaction.

The Effect of Work Motivation on Job Satisfaction

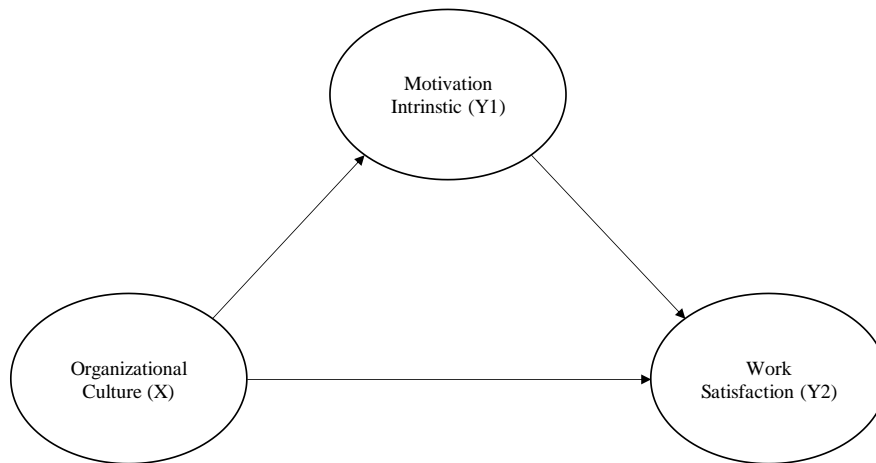
Davis & Newstrom (2018), in the Dharma translation, provide an understanding that job satisfaction shows a match between the expectations of employees that arise and the rewards provided by the job, so job

satisfaction is also closely related to the theory of justice, psychological agreement, and motivation. The impact of rewards and recognition, satisfaction with workload and the work itself on job satisfaction. In addition, the relationship between job satisfaction and work motivation was also explored with the help of responses collected from employees working in public educational institutions in the Rawalpindi area. The results showed a significant positive relationship between rewards and recognition, satisfaction with workload and the work itself with job satisfaction and a very positive and significant relationship was also observed between job satisfaction and intrinsic motivation, empirical findings which provide an understanding that job satisfaction has a positive and significant effect. significant to work motivation.

The effect of work motivation on job satisfaction can be explained through empirical studies, research conducted by Juniari et al. (2015), Almusaddar, Ramzan & Raju (2018), Hairuddin et al., (2017), Jusmin et al. (2016) and Permansari (2013) state that work motivation has a significant effect on job satisfaction, in contrast to research conducted by Tarigan (2017), Suhermin (2016) and Sujati (2017) which states that work motivation has no significant effect on job satisfaction. work.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2022

III. RESEARCH METHODOLOGY

This research was conducted on employees of the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai. Researchers distributed a total of 77 questionnaires. The results of the distribution of the 77 questionnaires, the questionnaires returned as many as 50 questionnaires and as many as 22 questionnaires did not return. The final number of questionnaires used in this study were 50 respondents. Based on the criteria that have been determined in the sample selection, there are 50 respondents whose data is processed. The responses were sought using Likert's five-point scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using

AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Organizational Culture (X1) →(X1.1)	0.708	0.914	0.605	Yes
Organizational Culture (X1)→(X1.2)	0.821			
Organizational Culture (X1)→(X1.3)	0.846			
Organizational Culture (X1)→(X1.4)	0.782			
Organizational Culture (X1)→(X1.5)	0.670			
Organizational Culture (X1)→(X1.6)	0.713			
Organizational Culture (X1)→(X1.7)	0.879			
Motivation Intirnsic(Y1) →(Y1.4)	0.759	0.929	0.653	Yes
Motivation Intirnsic(Y1) →(Y1.5)	0.892			
Motivation Intirnsic(Y1) →(Y1.6)	0.843			
Motivation Intirnsic(Y1) →(Y1.7)	0.812			
Motivation Intirnsic (Y1) →(Y1.8)	0.848			
Motivation Intirnsic (Y1) →(Y1.9)	0.769			
Motivation Intirnsic (Y1) →(Y1.10)	0.718			
Satisfaction (Y2) →(Y2.1)	0.845	0.901	0.649	Yes
Satisfaction (Y2) →(Y2.2)	0.690			
Satisfaction (Y2) →(Y2.3)	0.851			
Satisfaction (Y2) →(Y2.4)	0.688			
Satisfaction (Y2) →(Y2.5)	0.927			

Source: Calculated using SmartPLS, 2022

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Organizational culture has a negative and insignificant effect on the intrinsic motivation of employees at the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai.
2. Organizational culture has a negative and insignificant effect on employee job satisfaction at the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai.
3. Intrinsic motivation has a positive and significant effect on employee job satisfaction at the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai.
4. organizational culture has no significant negative effect on employee job satisfaction through intrinsic motivation at the External Affairs & Sustainable Division of PT Kaltim Prima Coal Sangatta Kab. East Kutai.

Table 2. Bootstraping Results

Path Coefficients				
Variable	Original Sample	t Statistics	p Values	5% Significance Level
Organizational culture on intrinsic motivation	-0.213	1.323	0.186	Not Significant
Organizational culture on job satisfaction	-0.047	0.535	0.593	Not Significant
Intrinsic motivation on job satisfaction	0.864	15.825	0.000	Significant
Organizational culture on job satisfaction through intrinsic motivation	-0.184	1.409	0.160	Not Significant

Source: Calculated using SmartPLS, 2022

Discussion

Organizational culture has a negative and insignificant effect on the intrinsic motivation of employees at the External Affairs & Sustainable Division of PT Kaltim Prima Coal Sangatta Kab. East Kutai. This means that organizational culture is not necessarily able to encourage an increase in intrinsic motivation. The increase in intrinsic motivation that comes from organizational culture has no significant effect. Organizational culture as

measured by the indicator as the highest indicator of employee stability in carrying out their duties and employee orientation with a team as the lowest indicator that encourages intrinsic motivation as measured by the indicator of working together as the highest indicator and decision making as the lowest indicator.

The negative and insignificant influence between organizational culture on intrinsic motivation is caused by the ability of employees to work with teams that are still not in accordance with what each employee expects, the desire to have an emotional attachment between employees and their co-workers does not materialize to increase motivation at work, some employees work only as obligations so that the emotional attachment to achieve optimal motivation has not been realized.

Work culture is formed once the work unit or organization is established. The formation of a work culture when the work environment or learning organization faces problems, both regarding external and internal changes, which are related to the unity and needs of the organization as well as employee motivation. The formation of culture is initiated by the founders or top management or appointed officials. The amount of influence they have will determine what way they are carried out in the work unit or organization they lead and the level of employee motivation.

The influence of organizational culture on work motivation can be explained through empirical studies, research conducted by Giantari & Riana (2017), Liliyana, Hermina & Zain (2011), Maithel, Chaubey & Gupta (2012) and Panagiotis, Alexandros & George (2014) stated that organizational culture has a significant influence on work motivation, in contrast to research conducted by Ucar & Ipek (2019), Weerasinghe (2017) and Yusof et al. (2017) stated that organizational culture has no significant effect on work motivation.

Organizational culture has a negative and insignificant effect on employee job satisfaction at the External Affairs & Sustainable Division of PT Kaltim Prima Coal Sangatta Kab. East Kutai. This means that organizational culture is not necessarily able to encourage increased job satisfaction. The increase in job satisfaction originating from organizational culture has no significant effect. Organizational culture as measured by the indicator as the highest indicator of employee stability in carrying out their duties and employee orientation with the team as the lowest indicator that encourages job satisfaction as measured by the indicator of being satisfied with co-workers in the employee's environment as the highest indicator and being satisfied with the amount of funds received for the work carried out employees as the lowest indicator.

Needs External Affairs & Sustainable Division PT Kaltim Prima Coal Sangatta Kab. East Kutai to have an organizational culture, one of which is collaborating with the team has not materialized because employees still consider that work as an obligation not as something that must be done sincerely so that this has an impact on the job satisfaction of some employees in the External Affairs & Sustainable Division of PT Kaltim Prima Coal Sangatta Kab. East Kutai.

Schein (2017) defines organizational culture as the basic assumptions and beliefs shared by members of an organization. these assumptions and beliefs concern the group's views on the nature of time and scope, as well as human nature and human relationships. Meanwhile, Robbins (2018) explains that organizational culture is a system of shared meaning and control held by members that distinguishes the organization from other organizations. The system of shared meaning and control contains the intention of realizing unwritten customs or rules that must be agreed upon by every worker. The more complete the unwritten rules, the more complete the rules that give instructions to workers in carrying out their daily tasks so that the success of the organization is higher. Robbins suggests that there are seven main characteristics in organizational culture, namely: Innovation, Attention to task details, Result orientation, People orientation, Team orientation, Aggressiveness, and Stability.

The characteristics of organizational culture take place in unity from low to high. The higher the characteristics of organizational culture, the more conducive the organizational culture will be in shaping positive behavior for members of the organization. On the other hand, the weaker the characteristics of the organizational culture, the less conducive the organizational culture of the members will tend to be.

Robbins (2018) explains that organizational founders can be the main source of organizational culture. The vision and mission of the founders of the organization naturally had a great impact on the initial culture of the organization. This initial culture generally continues to develop until it becomes the shared meaning and control that characterizes the organizational culture. Furthermore, Robbins explained that the process of creating organizational culture occurs in three ways, namely: First, the founders think and feel the strategies they are taking; second, the founders indoctrinate and socialize to their members about how to think and feel a strategy; Third, the founder's own behavior serves as a role model that encourages employees to identify beliefs, values, and assumptions in employees. Based on the process, it appears that organizational culture will have an impact on the behavior/performance of organizational members, because members think and feel the importance of internalizing organizational culture in their behavior to achieve organizational goals.

In fact, between organizational culture and employee satisfaction there is a relationship, where culture is said to provide guidance for an employee how he perceives the characteristics of organizational culture, the

values that employees need in work, interacts with their groups, with systems and administration, and interacts with their superiors.

The influence of organizational culture on job satisfaction can be explained through empirical studies, research conducted by Alvi et al. (2014), Bhalla et al., (2017), Belias et al. (2014) stated that organizational culture has a significant influence on job satisfaction, in contrast to research conducted by Ahamed & Mahmood (2015), Zhang & Li (2013) stated that organizational culture has no significant effect on job satisfaction.

Intrinsic motivation has a positive and significant effect on employee job satisfaction at the External Affairs & Sustainable Division of PT Kaltim Prima Coal Sangatta Kab. East Kutai. This means that work motivation is immediately able to encourage an increase in job satisfaction. The increase in job satisfaction that comes from intrinsic motivation has a significant effect. Intrinsic motivation as measured by the indicator of working with employees as the highest indicator and decision making as the lowest indicator that encourages job satisfaction as measured by the indicator of being satisfied with coworkers in the employee's environment as the highest indicator and being satisfied with the amount of funds received for the work carried out by employees as the lowest indicator .

Intrinsic motivation by employees at the External Affairs & Sustainable Division of PT Kaltim Prima Coal Sangatta Kab. East Kutai by always cooperating between employees has implications for increasing employee job satisfaction which is reflected in the level of employee satisfaction with their co-workers will have a positive impact on increasing employee job satisfaction.

Davis & Newstrom (2018), in the Dharma translation, provide an understanding that job satisfaction shows a match between the expectations of employees that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation. The impact of rewards and recognition, satisfaction with workload and the work itself on job satisfaction. In addition, the relationship between job satisfaction and work motivation was also explored with the help of responses collected from employees working in public educational institutions in the Rawalpindi area. The results showed a significant positive relationship between rewards and recognition, satisfaction with workload and the work itself with job satisfaction and a very positive and significant relationship was also observed between job satisfaction and intrinsic motivation, empirical findings which provide an understanding that job satisfaction has a positive and significant effect. significant to work motivation.

The effect of work motivation on job satisfaction can be explained through empirical studies, research conducted by Juniari et al. (2015), Almusaddar, Ramzan & Raju (2018), Hairuddin et al., (2017), Jusmin et al. (2016) and Permansari (2013) state that work motivation has a significant effect on job satisfaction, in contrast to research conducted by Tarigan (2017), Suhermin (2016) and Sujati (2017) which states that work motivation has no significant effect on job satisfaction. work.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Organizational culture has a negative and insignificant effect on the intrinsic motivation of employees at the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai. This means that organizational culture does not necessarily encourage an increase in intrinsic motivation. Organizational culture has a negative and insignificant effect on employee job satisfaction at the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai. This means that organizational culture does not necessarily encourage increased job satisfaction. Intrinsic motivation has a positive and significant effect on employee job satisfaction at the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai. This means that intrinsic motivation immediately encourages an increase in employee job satisfaction. Based on the results of the study, intrinsic motivation, job satisfaction, transformational leadership, organizational culture and workload have an influence on employee performance, should be the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai together with employees can foster a mutual sense of belonging to the company in the form of adhering to the values implemented by the company so as to be able to improve employee performance External Affairs & Sustainable Division PT Kaltim Prima Coal SangattaKab. East Kutai is even better. Based on the observations of researchers in the field, there is still a lack of tolerance for reminding each other of each work carried out by the leadership towards employees or fellow employees as employee responsibilities, this is due to the ongoing pandemic so that some employees take turns working from home, so that leaders have difficulty doing observations make work that is not completed according to the provisions, therefore supervision is needed by the leadership by delegating supervisory duties to parties who are able to carry out supervision so that employee performance increases followed by increased intrinsic motivation and job satisfaction provided by the External Affairs & Sustainable Division of PT Kaltim Prima Coal SangattaKab. East Kutai to employees.

BIBLIOGRAPHY

- [1] Adiningrum, Yesiana; Dwiwana; and Lestari, Trianingsih Eni. (2015). Path Analysis of the Trimming Model to Determine the Factors Affecting Learning Motivation on Students' Academic Achievement. February 28, 2015.
- [2] Aguirre, DeAnne; Post, Rutger von; and Alpern, Micah. (2013). Culture's Role in Enabling Organizational Change Survey Ties Transformation Success to Deft Handling of Cultures Issues. Berlin: Booz & Company
- [3] Ahmed, Maruf. Mahmood, Rezwan. (2015). Impact of Organizational Culture on Job Satisfaction: A Study on Banglalion Communication Ltd, Bangladesh. European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.7, No.10, 2015.
- [4] Ahmad, M. S. (2012) Impact of Organizational Culture on Performance Management Practices in Pakistan, Business Intelligence Journal, 5(1).
- [5] Akila. (2015). Relationship between workload and employee motivation at CV. Syailendra Jaya Palembang. Media WahanaEkonomika Journal, Vol. 11, No.4, January 2015: 75 – 83.
- [6] Aldag, R., and Reschke, W. (2017). Employee Value Added: Measuring Discretionary Effort and Its Value. Center for Organization Effectiveness, 1-8.
- [7] Allison, B., Voss, R., and Huston, C. (2018). An Empirical Investigation of The Impact of SDB on The Relationship Between OCB and Individual Performance. Organizational, 1-8.
- [8] Almansour, Yaser Mansour. (2012). The Relationship Between Leadership Styles and Motivation of Managers Conceptual Framework. Journal of Arts, Science & Commerce. E-ISSN 2229-4686. ISSN 2231-4172.
- [9] Almusaddar, A. A., Ramzan, S. R. and Raju, V. (2018) The Influence of Knowledge, Satisfaction and Motivation on Employee Performance Through Competence, International Journal of Business and General Management, 7(5 August-September 2018.
- [10] Alonderien, Raimonda. Majuskaite, Modesta. (2016). Leadership style and job satisfaction in higher education institutions. International Journal of Educational Management, Vol. 30 Issue: 1, pp.140-164.
- [11] Aluko, M. (2003). The Impact of Culture On Organizational performance in Selected Textile Firms In Nigeria. Nordic Journal of African Studies, Vol. 12. No. 2, 164–179.
- [12] Alvi, Huma Abid. Hanif, Mehmood. Adil, Muhammad Shahnawaz. Ahmed, Rizwan Raheem. Vveinhardt, Jolita. (2014). Impact of Organizational Culture on Organizational Commitment and Job Satisfaction. European Journal of Business and Management www.iiste.org 6(ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)): 27.
- [13] Amrullah, Muhammad Yusuf. Herman, Agus. (2018). The Effect of Competency and Compensation on Employee Motivation in CV. Like the Body & Frame Division. DIPONEGORO JOURNAL OF SOCIAL AND POLITIC Year 2018, p. 1-11.
- [14] Andreani, Francesca. Peter, Abelio. (2016). Employee Performance as The Impact of Transformational Leadership And Job Satisfaction In Pt AnugerahBaru Denpasar. Journal of Management and Entrepreneurship, VOL.18, NO. 1, MARCH 2016: 25–32.
- [15] Andriana, R., & Darmawan. (2019). Workload and Motivation on Employees Performance Analyzed by Information Technology. IOP Conf. Series: Materials Science and Engineering 662 (2019) 022120 IOP Publishing Doi:10.1088/1757-899X/662/2/022120.
- [16] Anita, J., Nasir, A., & Mukhlis, Y. (2019). The Effect of Placement and Workload on Work Motivation and Its Impact on Employee Work Performance at Labor and Population Mobility Agency of Aceh Province, Indonesia. International Journal of Scientific & Technology Research Volume 8, Issue 04, April 2019 ISSN 2277-8616.
- [17] Apenteng, Joyce Osae. (2012). The Effect of Supervision on Staff Performance in Ga South Municipal Education Directorate. A thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology In partial fulfillment of the requirements for degree of Commonwealth Executive Master of Business Administration Institute of Distance Learning, Knust.
- [18] Arianto, D. A. N. (2013) Effect of Discipline, Work Environment and Work Culture on Teacher Performance, *Economia Journal*, 9 (2).
- [19] Aripin, Ubud Salim, Margono Setiawan and Djumahir. (2013). Implications of Organizational Culture and Leadership Styles the Effects on Job Satisfaction and Organizational Performance Of Police Sector In Bandung, Cimahi, Garut-West Java. *IOSR Journal of Business and Management (IOSR-JBM)*. e-ISSN: 2278-487X. Volume 7, Issue 5 (Jan. - Feb. 2013), PP 44-49
- [20] Armanu, T. (2015). Relationship of Leadership, Culture, Strategy, and Performance: A Conceptual Approach. *Journal of Economics and Entrepreneurship*, Vol. 7 No. 1, 60-73.
- [21] Armstrong, M. and Baron, A. (1995). *Performance Management – The New Realities*. London: Institute of Personnel and Development.
- [22] Armstrong, M. and Baron, A. (2015). *Performance Management. The New Realities*. London: Institute of Personnel and Development.
- [23] Armstrong, Michael, (2012), *Human Resource Management, A Handbook of Human Resources Management*, Jakarta, PT. Elex Media Komputindo
- [24] Azam Afshan, Fu Qiang, Muhammad Ibrahim Abdullah and Muhammad Ibrahim Abdullah. (2012). Impact of 5-D of Religiosity on Diffusion Rate of Innovation. *International Journal of Business and Social Science*. Vol. 2 No. 17. PP. 177-185.
- [25] Barling J., Kelloway, E. K. Arnold, K. A. (2018). Transformational leadership or the iron cage: Which predicts trust, commitment, and team efficacy. *Leadership & Organization Development Journal* 22: 315-320.
- [26] Baron, R. A., and Greenberg, J. (2018). *Behavior in Organization: Understanding and Managing the Human Side of Work* Third Edition ed. Toronto: Allyn and Bacon.
- [27] Bass, B., Riggio, and Ronald, E. (2012). *Transformational Leadership*. New Jersey: Lawrence Erlbawn Associates.
- [28] Bass, B.M. (2018). *Leadership: Good, Better, best: Leadership and Beyond Expectations*. New York: The Free Press.
- [29] Bass, B.M. Avolio, B.J. (2018). *From Transactional to Transformational Leadership: Learning to Share the Vision*. *Organizational Dynamics*, 19-31.
- [30] Bass, Beamard M & Ronald E Riggio. (2012). *Transformational Leadership Second Edition*. New Jersey: Lawrence Erlbaum Associates, Publishers.
- [31] *Human Resources and Personal Management*. New York: McGraw Hill. Inc.