



Journal Homepage: -www.journalijar.com

INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR)

Article DOI:10.21474/IJAR01/11413
DOI URL: <http://dx.doi.org/10.21474/IJAR01/11413>



RESEARCH ARTICLE

IMPROVING EMPLOYEE PERFORMANCE THROUGH IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP STYLE, ORGANIZATIONAL CULTURE IMPROVEMENT AND MOTIVATION

Setyo Riyanto

Associate Professor at Mercu Buana University, Jakarta, Indonesia.

Manuscript Info

Manuscript History

Received: 28 May 2020
Final Accepted: 30 June 2020
Published: July 2020

Keywords:-

Employee Performance,
Transformational Leadership Style,
Organizational Culture, and Motivation

Abstract

As an archipelago country with the 4th most significant population in the world, Indonesia cares deeply about the efforts to equalization development, especially the infrastructure. The quality of the access to the national development of the infrastructure will largely depend on the quality of its human resources that currently become one of the responsibilities of the Human Resources Development Agency (BPSDM) Ministry of Public Works Republic of Indonesia. This study is intended to conduct research and analysis of what factors have a significant impact on the performance of BPSDM employees. The results of the survey of 100 employees BPSDM the Ministry of Public Works, indicating that three main factors affect the performance of BPSDM Employees, namely the Transformational Leadership Style, Organizational Culture, and Employee Motivation. The calculations using the multiple regression with the SPSS ver. 24 show that The Organizational Culture has the biggest and most significant influence on The Performance of BPSDM employees and Transformational Leadership Style is the least impact variable on the performance of BPSDM employees of the Ministry of Public Works.

CopyRight, IJAR, 2020., All rights reserved.

Introduction:-

Increasing the competency of human resources to support infrastructure development in order to achieve national economic growth and global competitiveness in Indonesia will be very dependent on Badan Pengembangan Sumber Daya Manusia / BPSDM (The Human Resources Development Agency Ministry of The Public Works Republic of Indonesia) in charge of improving the quality of human resources in the field of infrastructure development. BPSDM, it is required to be able to produce integrated technocrats, effective, and efficient concerning the mainstreaming of sustainable development with good governance in the process of achieving national development objectives.

At this time, Indonesia is building various types of infrastructures on a large and wide-scale to prepare the foundation for the welfare of the people in the future, so that it requires competent human resources and adequate amounts.

Improving human resource competence is the task of BPSDM. BPSDM has a target of human resource development in the form of programs and activities that have been established as an indicator of performance success for more

Corresponding Author:- Setyo Riyanto

Address:- Associate Professor at Mercu Buana University, Jakarta, Indonesia.

than one year. Apart from programs and activities, financial planning is an important factor that must be determined because today's budget is included in performance measuring tools or called performance-based budgeting.

Based on the e-Monitoring data on the budget implementation, the financial target has not been able to reach 100% over the last three years, as shown in Table 1:

Table 1:- BPSDM Budget Implementation Report.

Unit	FISCAL YEAR	FINANCIAL TARGET	FINANCIAL REALIZATION
		(%)	(%)
BPSDM	2018	100	93.38
DGof BK	2018	100	98.94
DG of PnP	2018	100	95.10
Unit	FISCAL YEAR	FINANCIAL TARGET	FINANCIAL REALIZATION
		(%)	(%)
BPSDM	2017	100	87.98
DG of BK	2017	100	95.01
DG of BM	2017	100	92.49
DG of PnP	2017	100	94.34
Unit	FISCAL YEAR	FINANCIAL TARGET	FINANCIAL REALIZATION
		(%)	(%)
BPSDM	2016	100	89.48
SEC GEN	2016	100	91.69
BALITBANG	2016	100	91.50

Source: e-Monitoring (2016-2018)

In 2016, the financial realization of BPSDM was 89.48%; this value is still underperformance that was successfully achieved by the Secretariat General (SEC GEN) and The Research and Development Agency (BALITBANG). In 2017, the realization or achievement of BPSDM program was 87.98%. Nevertheless, the value is still under the organizational unit of the Directorate General of Construction/BK (95.01%), The Directorate General of Bina Marga/BM (92.49%), and the Directorate General of Housing/PnP (94.34%). In 2018, the financial realization of BPSDM was quite high (93.38%), but the figure is still under the Directorate General of BK (98.94%) and The Directorate General of PnP (95.10%).

The above data shows that not all programs planned by BPSDM can be realized as expected. Even the percentage achievement of the performance of BPSDM still under another unit under the Ministry of Public Works. To find out what factors are currently perceived by the employees, who influence the efforts to achieve their performance in carrying out daily tasks, then acquired the main nine factors felt by the employees of BPSDM have a significant contribution to the effort to achieve the performance of the organization. From the results of the data carried out, obtained three main factors that are most influential to the performance, namely The Transformational Leadership, then Employee Motivation and Organizational Culture. The results of the data can be seen in Diagram 1.



Diagram 1:- Preliminary survey results.

The pre-survey data, as seen in Diagram 1, shows that three main variables affect the performance of the BPSDM organization, namely The Style of Transformational Leadership, Organizational Culture, and Motivation.

Based on the results of the initial survey, we conduct research involving 100 employees of BPSDM who have direct links to the planning activities to evaluate the work program of human resources development in the Ministry of Public Works to be researched using the survey method using questionnaires to measure the influence of the three variables that have the strongest influence on the performance of BPSDM employees of Ministry Public Works of the Republic of Indonesia.

Literature Review:-

Employee Performance, transformational leadership:

Achieving organizational objectives cannot be separated from resources owned by organizations run by employees who play an active role as perpetrators in achieving organizational objectives. Therefore, the level of achievement of the organization will be heavily influenced by how well the human resources are empowered and inspired by the leadership system that supports them to achieve their best performance (Peter, 2018:97; Falcone, 2017, Fisher, 2015; Lloyd, 2010; Prentice, 2013).

Employee performance is synonymous with high productivity and passion in achieving results, and it will be closely related to how to manage team members who are competent and always motivated to contribute theirs all the best to the organization they are currently working on (Andrew, 2019; Peter, 2016; Harrison, 2018; Kyle, 2011).

Various previous studies it is known that dimensions in employee performance are determined by the quality of work, which is commonly measured from error rate, level of damage, degree of accuracy. In addition to quality, performance is also often measured by the achievement of the resulting quantity of work and the effectiveness of the work it generates. Another thing that is not less important is working time, the indicator that is often used to measure it is level of absence, level of delay, and use of work time. Another very important part of the current era is the capability of employees in building the collaboration with others in working, given that without cooperation between employees, it is very difficult to create the performance expected by an organization (John Miner, 2011; Shantz, 2011; Shi, 2011; Sobihah, 2017), as the results of the research show that leadership in the current

knowledge-based era is more aimed at connecting people than making them rivals (Peter et al., 2018:115; Mickahail, 2019; Northouse, 2016; Setyo, 2017).

Almost all research conducted agreed that the important element of the achievement of an organization's performance is leadership. This element is capable of engaging the relationship between its leader and Followersnya, and the two are united by many reasons, including mutual need relationships, a bond of respect, and a bond of common interest in an idea or project. Whatever the relationship, it is not static, but it grows and changes as the needs and interests of both leaders and followers change. This relationship will be very productive when the leader can be an individual who serves or leads a fellow for the good of all and not for personal gain (Ann, 2013; Yulk, 2015; Ebenezer, 2016; Cheryl, 2016; Daft, 2011). The transformational Leadership style value is very effective in building and developing team collaboration to achieve the best organizational performance (Cheng, 2011; Pratelli, 2017; Allen, 2017; Davids, 2019; McManus, 2015).

In other words, when leaders engage in transformational leadership behavior, employees are more satisfied, more optimistic about the future, less likely to abandon their jobs, more likely to trust their leaders, and perform at a higher level than employees who work for leaders who do not display this key behavior (Baldwin et al., 2013:323; John et al., 2018:154; Jose & Ronald, 2013:398; Bass, 2008).

Organizational Culture and Motivation:

Organizational culture is defined as a shared meaning system held by members of an organization and is important in characterizing the identity of the organization. Organizational culture provides norms, standards, values, and behaviors for those in the organization. By defining the identity of the organization, organizational culture also establishes their membership in the organization and commitment to the group as a whole. Individuals who do not follow this norm are punished or removed from culture (Margaret, 2014; Peter, 2016; Garo, 2016).

Organizational Behavior (OB) is a study of human behavior in the workplace, the interaction between people and organizations, and the organization itself. The two main objectives of organizational behavior are to explain, predict, and control behavior. The explanation refers to explaining the underlying reason or process where the phenomenon occurred (Andrew, 2019; Taejo, 2010; Schein, 2010; Bryan, 2017).

Organizational culture not only defines the relevant employees, customers, suppliers, and competitors but also defines how a company will interact with this key actor. Thus, an influential culture facilitates understanding of business strategy by employees and motivates supporting behavior by members through mentoring, storytelling, and examples. Consequently, the success of the business strategy will significantly depend on the proper behavior (Stanley, 2011). Not only should one understand the job assignment, but we also have to be aware of how interacting with colleagues may represent different cultures, and with those, they serve that can also represent different cultures (Ann, 2013; Peter et al., 2018; Margaret, 2014).

Robbins (2014) stating that organizational culture is a shared meaning sharing system by members that differentiate organizations from other organizations. According to Robbins, several dimensions of organizational culture include innovation I, and the courage to take risks, the orientation of results, orientation to people, orientation to the team, aggressiveness and competitiveness, and stability. Managers can build a positive culture in their group and hope that their success is contagious outside of their departments or units. (Baldwin et al., 2013; Pfeffermann, 2020; Ann, 2013; Nancy, 2020).

Some of the most important and imperceptible elements of organizational culture are common ground assumptions that evolve about how things should be done, how missions should be accomplished, how goals should be met. Min becomes an element of the culture that is perhaps the hardest to change (Schein, 2017; John, 2016; Alison, 2014; Brent D. Timmerman, 2019). Organizational culture supports individual growth, open communication, collaboration, and follow personal goals and desires (Bethany, 2019; Fabiano, 2019; Jim, 2020; Cristina Pratelli, 2017).

The motivation of work is the one that makes a person act or behaves with the possibility of fulfilling personal goals or needs in the workplace (Robbins, 2014; Shuck, 2018; Vina, 2018). The cultivation of work can be driven from several things, such as The need and the urge to do something new at work, The motivation to be able to do The job better than before and always want to achieve higher achievements. An employee in need of high achievers will

likely take risks, avoid or minimize conflicts and misunderstandings arising from differing values, beliefs, assumptions, motivations (Mohit, 2013; Andrew, 2017; Jutta, 2018; Lambert, 2018; Helena, 2020).

My cultivation is often in the distinction between two types of motivation based on their origin, namely intrinsic and extrinsic motivation. Intrinsic motivation refers to activities in which the origin of motivation is driven by internal strength, which consequently returns to spontaneous gratification for oneself. Conversely, extrinsic motivation leads to satisfaction not rooted in the activity itself, not in the separable consequences of actions, such as (monetary) reward or avoidance of punishment (Maital, 2019; Gagari, 2018; Roland, 2020; Virginia, 2019; Fabian, 2019).

Research Hypothesis:

The research hypothesis as follows:

H₁: Transformational leadership influences Employee Performance;

H₂: Organizational culture influences Employee Performance;

H₃: Work motivation affects Employee Performance;

H₄: Transformational Leadership Style, Organizational culture, and Motivation simultaneously affect Employee Performance.

Framework:

Based on the aforementioned hypothesis, the framework of this research can be shown as Figure 1, where the relationship between independent variables (transformational leadership style, organizational culture, and motivation) to the dependent variable (employee performance) is formulated. Figure 1 shows that there are both partial relationships and influences from each independent variable or simultaneously to the dependent variables (employee performance) as in the following frameworks:

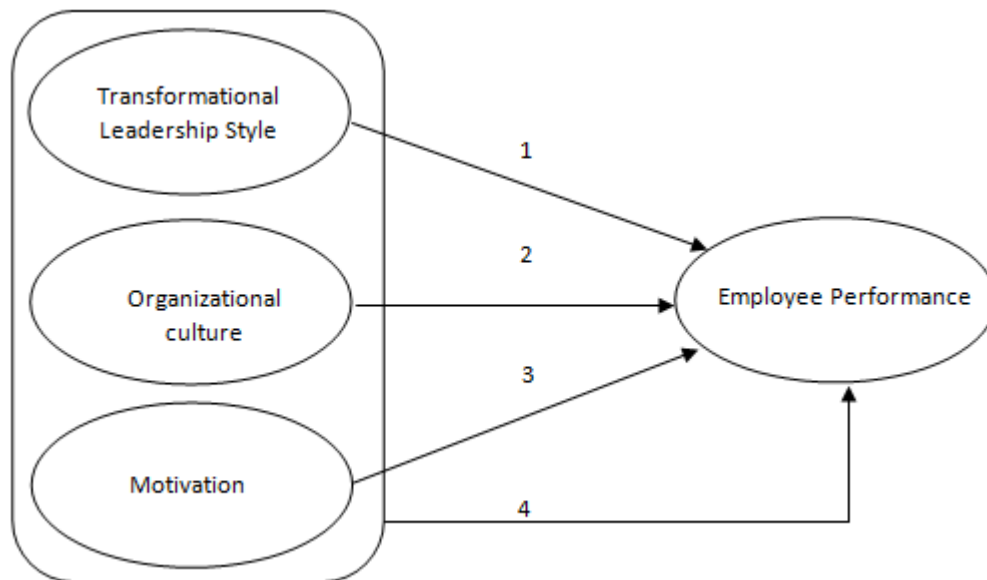


Figure 1:- Frameworks.

Methods:-

Research Type:

The methods of research used in this research are quantitative descriptive research and verification methods used to test the truth of the hypothesis gained through the collection of data in the field. Descriptive research is used to analyze the data by explaining the relationship between the research variables to be interpreted according to the research objectives. While the verification method is used to test the hypothesis according to the study objectives, the verification method is done to verify the code of the hypothesis implemented through the collection of data in the field. Data sources and sampling data are collected from the source and require further processing. The population of

this research is BPSDM employees of the Ministry of Public Works of the Republic of Indonesia. Samples are BPSDM employees who are directly related to the preparation of the plan until supervision. Amount 100 is obtained through the calculation of the sample size of Slovin with a level of reliability of 95%. The models used in this study were causality models, and to test the hypothesis, analytical techniques used multiple linear regression by placing BPSDM employee performance as a variable dependent, meanwhile, Transformational Leadership, Motivation and Organizational Culture variable as the independent variable. Data management Using SPSS ver, 24.

Result and Discussion:-

To test the level of reliability of questionnaires used in this study, We used the instrument reliability test of the Cronbach's Alpha coefficient (α). The Question Item of each of the research variables is highly reliable if it has a cronbach Alpha value > 0.70 .

Table 1:- Reliability Test Results.

Variable	Cronbach's Alpha	Reliability Limit	Reliability
Transformational Leadership Style	0.934	0.70	Reliable
Organizational culture	0.771	0.70	Reliable
Motivation	0.801	0.70	Reliable
Employee Performance.	0.762	0.70	Reliable

Table 1 shows that all variables in this study have a Cronbach alpha value greater than 0.70. So it can be concluded that all the research variables are reliable and suitable to be used as research instruments.

Validity Test:

Validity test for each item of questions do by comparing the value of R arithmetic with R table, for the degree of freedom the researcher uses $DF = N - 2$, in this study the number of samples used is 100 respondents, then to get the value of R table is $DF = 100 - 2 = 98$.

The amount of R table is 0.1966, with a confidence level of 95%. The costs for the decisions that can take are as follows:

1. If $R \text{ count} > R \text{ table}$ and is positive, then the item is declared valid.
2. If $R \text{ arithmetic} < R \text{ table}$ and is negative, then the question is declared invalid.

Table 2:- Test Results of Transformational Leadership Validity.

Variable	R Count	R Table	Description
X 1.1	0.823	0.1966	Valid
X 1.2	0.801	0.1966	Valid
X 1.3	0.743	0.1966	Valid
X 1.4	0.744	0.1966	Valid
X 1.5	0.700	0.1966	Valid
X 1.6	0.727	0.1966	Valid
X 1.7	0.703	0.1966	Valid
X 1.8	0.800	0.1966	Valid
X 1.9	0.772	0.1966	Valid

Table 3:- Test Results of Organizational Cultural Validity.

Variable	R Count	R Table	Description
X 2.1	0.453	0.1966	Valid
X 2.2	0.202	0.1966	Valid
X 2.3	0.569	0.1966	Valid
X 2.4	0.470	0.1966	Valid
X 2.5	0.626	0.1966	Valid
X 2.6	0.416	0.1966	Valid
X 2.7	0.472	0.1966	Valid

X 2.8	0.495	0.1966	Valid
X 2.9	0.552	0.1966	Valid

Table 4:- Motivation Validity Test Results.

Variable	R Count	R Table	Description
X 3.1	0.597	0.1966	Valid
X 3.2	0.577	0.1966	Valid
X 3.3	0.487	0.1966	Valid
X 3.4	0.395	0.1966	Valid
X 3.5	0.348	0.1966	Valid
X 3.6	0.292	0.1966	Valid
X 3.7	0.608	0.1966	Valid
X 3.8	0.730	0.1966	Valid
X 3.9	0.413	0.1966	Valid

Table 5:- Test Results of Validity of Performance.

Variable	R Count	R Table	Description
Y 1.1	0.482	0.1966	Valid
Y 1.2	0.558	0.1966	Valid
Y 1.3	0.436	0.1966	Valid
Y 1.4	0.383	0.1966	Valid
Y 1.5	0.225	0.1966	Valid
Y 1.6	0.300	0.1966	Valid
Y 1.7	0.549	0.1966	Valid
Y 1.8	0.531	0.1966	Valid
Y 1.9	0.575	0.1966	Valid

All values calculated for each statement in this study have benefits above 0.1966. It shows that every account in this questionnaire is valid.

Data Analysis:

Following are the results of multiple Linear Regression analysis:

Table 6:- Results of Multiple Linear Regression Tests.

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	Constant	1.199	.424		2.829	.006
	Transformational Leadership Style	.054	.063	.088	.859	.039
	Organizational culture	.321	.122	.286	2.629	.010
	Motivation	.195	.085	.231	2.283	.025

Based on the results of the Multiple Linear Regression in Table 6, it can explain that:

1. The regression coefficient value of the Transformational Leadership Style is 0.054. It means that any increase in the value of the Transformational Leadership Style will cause an increase in Employee Performance just only 5.4%, which positively relate between the Transformational Leadership Style and Employee Performance.
2. Organizational culture regression coefficient value of 0.321. It means that any increase in the amount of Organizational culture will cause an increase in Employee Performance by 32.1%, which positively relate between Organizational Culture and Employee Performance.
3. Motivation regression coefficient value of 0.195. It means that any increase in the employee motivation will cause an increase in Employee Performance of 19.5%, which positively relate between Motivation and Employee Performance.

Discussion:-**Conclusion and Suggestion:-**

Based on the results of this study, the researchers found several findings indicating that the very significant influence of organizational culture on the employee's performance. This influence is much greater compared to the influence of motivation and even transformational leadership. The results of this study differ from the results of research conducted by Ann, 2013; Yulk, 2015; Ebenezer, 2016; and Cheryl, 2016 which explains the dominant influence of transformational leadership style, as well as its influence on team collaboration that encourages the realization of organization Performance (Cheng, 2011; Pratelli, 2017), in this study was not proven. This research shows that transformational leadership is not the dominant factor that affects employee performance. The exciting thing about the results is that, from several dimensions in the leadership, the dimensions are quite prominent to influence the employee's performance is the aggressive attitude demonstrated by the leader. This condition is also not in accordance with the research results of Baldwin et al., 2013; John et al., 2018; Jose & Ronald, 2013; Peter, 2016; and Garo, 2016 who stating that the success of leadership practices cannot be based on using an aggressively inclined approach. Similarly, the research results from Mohit, 2013; Andrew, 2017; Jutta, 2018; Lambert, 2018; and Helena, 2020, who found a strong influence from positive motivation to employee performance. With this picture, it appears that the performance of BPSDM is now more contributed by the implementation of organizational culture and the lowest motivation and contribution from transformational leadership.

Considering the dominance of the aggressiveness of leadership in maintaining employee performance, after considering the results of previous research, it is advisable to further enhance the leadership role by advancing the dimensions of the transformational leadership, but while still striving to build and maintain a culture of the organization that is considered very effective today in the. To improve organizational performance, it is important to make improvements to the factors that are capable of motivating employees, and by remembering that the results of this study still contain many limitations; therefore it is advisable to do the research using the same variables but done against other work units in the environment of Ministry of Public Works of The Republic of Indonesia.

References:-

1. Ahmad et al. (2014), "Impact of Transformational Leadership on Employee Motivation in Telecommunication Sector," Vol. 2, No. 2, pp. 11-25. Retrieved from American Research Institute for Policy Development.
2. Alison Maitland, Peter Thomson. (2014), "Future Work" 2nd edition, Palgrave Macmillan, ISBN 978-1-349-47441-7 ISBN 978-1-137-36716-7 (eBook) DOI 10.1057/9781137367167.
3. Allen Janis, Michael McCarthy. (2017), "How to Engage, Involve, and Motivate Employees Building a Culture of Lean Leadership with Two-Way Commitment and Communication," Taylor & Francis Group 6000 Broken Sound Parkway NW, Suite 300 Boca Raton, FL 33487-2742.
4. Andreas, Hack. (2017), "CEO of Succession, Leadership, and (Dis)similarity A Mixed Methods Approach," Springer Fachmedien Wiesbaden GmbH, Abraham-Lincoln-Str. 46, 65189 Wiesbaden, Germany
5. Andrew J. Elliot, Carol S. Dweck, David S. Yeager. (2017), "Handbook of Competence and Motivation," Theory and Application, Second Edition, The Guilford Press, ISBN 9781462529605.
6. Babak Naderi. (2018), "Motivation of Workers on Microtask crowdsourcing Platforms," ISBN 978-3-319-72699-1. ISBN 978-3-319-72700-4 (eBook) <https://doi.org/10.1007/978-3-319-72700-4>.
7. Bass Bernard M and Ruth Bass. (2008), "The Bass Handbook of Leadership: Theory, Research, and Managerial Applications," Free. New York.
8. Brent D. Timmerman. (2019), "Starting Lean from Scratch A Senior Leader's Guide to Beginning and Steering an Organizational Culture Change for Continuous Improvement", Routledge/Productivity Press, ISBN 9780367185695.
9. Bryan Christiansen, Harish C. Chandan. (2017), "Handbook of Research on Organizational Culture and Diversity in the Modern Workforce", IGI Global Business Science Reference, ISBN 9781522522508 (Hardcover) | ISBN 9781522522515 (ebook).
10. Cheng-Kang Yuana, Chuan-Yin Lee. (2011), "Exploration of a construct model linking leadership types, organization culture, employees Performance and leadership performance", International Conference on Asia Pacific Business Innovation & Technology Management, Procedia-Social and Behavioral Sciences 25 (2011) 123 – 136. DOI: 10.1016/J. Sbspro. 2011.10.534.
11. Cheryl, Cran. (2016), "Driving Transformation in a Fast-Paced World", John Wiley & Sons, Inc., Hoboken, New Jersey, ISBN 978-1-119-12475-7 (hardback) 978-1-119-12477-1 (epdf) 978-1-119-12476-4 (epub).

12. Cristina Pratelli. (2017), "CEO of Succession, Leadership, and (Dis) similarity A Mixed Methods Approach", Springer fachmedien Wiesbaden GmbH, ISBN 978-3-658-24818-5, ISBN 978-3-658-24819-2 (eBook) <https://doi.org/10.1007/978-3-658-24819-2>.
13. Daft, Richard L. (2011), "The Leadership Experience," Sixth Edition, 200 First Stamford Place, 4th Floor Stamford, CT 06902 USA.
14. Davids Bob, Brian M. Carney. (2019), "Leadership without Ego: How to Stop Managing and Start Leading," Springer Nature Switzerland AG Gewerbestrasse 11, 6330 Cham, Switzerland.
15. Ebenezer Obadare, Wale Adebawo. (2016), "Governance and the crisis of rule in contemporary Africa: Leadership in Transformation," Palgrave Macmillan, ISBN: 978-1-349-56222-0, E-PDF ISBN: 978-1-137-56686-7 DOI: 10.1007/978-1-137-56686-7.
16. Fabian Homberg, Joyce Costello. (2019), "Public Service Motivation and Civic Engagement, The Role of Pro-social motivations in Shaping Society, Springer Nature Switzerland AG, ISBN 978-3-030-02452-9 ISBN 978-3-030-02453-6 (eBook) <https://doi.org/10.1007/978-3-030-02453-6>.
17. Fabiano Iarentis, Claudia Simone, Antonello Luiz Antonio Slongo. (2019), "Inter-Organizational Culture Linking Relationship Marketing with Organizational Behavior," Springer Nature Switzerland, ISBN 978-3-030-00391-3 ISBN 978-3-030-00392-0 (eBook) <https://doi.org/10.1007/978-3-030-00392-0>.
18. Falcone, Paul. (2017), "101 Sample Write-Ups for documenting Employee Performance Problems: A Guide to Progressive Discipline & Termination," Third Edition, American Management Association Amacom.
19. Fisher, John G. (2015), "Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives," Kogan Page Limited
20. Gagari Chakrabarti, Tapas of Chatterjea. (2018), Employees' Emotional Intelligence, Motivation & Productivity, and Organizational Excellence, A Future Trend in HR", Palgrave Macmillan, ISBN 978-981-10-5758-8 ISBN 978-981-10-5759-5 (eBook) DOI 10.1007/978-981-10-5759-5
21. Garo D. Reisman. (2016), "Neuro Organizational, Culture A New approach to understanding human behavior and interaction in the workplace, Springer International Publishing Switzerland, ISBN 978-3-319-22146-5 ISBN 978-3-319-22147-2 (eBook) DOI 10.1007/978-3-319-22147-2.
22. Harrison, Christian. (2018), "Leadership Theory and Research A Critical Approach to New and Existing paradigms" Springer Nature Switzerland AG Gewerbestrasse 11, 6330 Cham, Switzerland.
23. Helena Seli, Myron H. Dembo, (2020), "Motivation and Learning Strategies for College Success A Focus on Self-Regulated learning" Sixth Edition, Routledge 2 Park Square, Milton Park, Abingdon, Oxon, ISBN 9780429400711.
24. Jim MacQueen. (2020), "The Flow of Organizational Culture New Thinking and Theory for Better Understanding and Process" ISBN 978-3-030-25684-5, ISBN 978-3-030-25685-2 (eBook) <https://doi.org/10.1007/978-3-030-25685-2>.
25. John B. Miner. (2011), "Integrated Theory Development and the role of the unconscious" M.E. Sharpe, Inc, Armonk, New York 10504, ISBN 978-0-7656-1992-1.
26. John Sullivant. (2016), "Building a Corporate Culture of Security Strategies For Strengthening Organizational Resiliency" Elsevier Inc. ISBN: 978-0-12-802019-7.
27. John, Antonakis, David V. Day. (2018), "The Nature of Leadership" Third Edition, SAGE Publications, Inc. 2455 Teller Road Thousand Oaks, California 91320
28. Jutta Heckhausen, Heinz Heckhausen. (2018), "Motivation and Action" Third Edition, Springer International Publishing AG, ISBN 978-3-319-65093-7 ISBN 978-3-319-65094-4 (eBook) <https://doi.org/10.1007/978-3-319-65094-4>.
29. Kyle-Needs, Denise A, Robin Lindbeck. (2011), "Manager's Tool for Analyzing Individual Employee performance" Performance Improvement, Vol. 50 No. 3.
30. Lambert Deckers. (2018), "Motivation Biological, Psychological, and Environmental" Fifth Edition, Taylor & Francis, ISBN: 978-1-315-17861-5.
31. Lloyd D. Restubog, Simon, Prashant Bordia, Robert L. Tang, Scott A. Krebs. (2010), "Magistrates The moderating effects of Leader-Member Exchange in the Psychological Contract Breach – Employee Performance Relationship: A Test of Two Competing Perspectives" British Journal of Management, Vol. 21, 422 – 437.
32. Maital Neta, Ingrid J. Haas. (2019), "Emotion in the Mind and Body" Springer Nature Switzerland, ISBN 978-3-030-27472-6 ISBN 978-3-030-27473-3 (eBook) <https://doi.org/10.1007/978-3-030-27473-3>.
33. Margaret Lee (2014), "Leading Virtual Project Teams Adapting Leadership Theories and Communications Techniques to 21st Century Organizations" Taylor & Francis Group 6000 Broken Sound Parkway NW, Suite 300 Boca Raton, FL 33487-2742.

34. McManus Warnell, Jessica. (2015), "Engaging Millennials for Ethical Leadership What Works for Young Professionals and Their Managers" Business Expert Press, LLC 222 East 46th Street, New York, NY 10017.
35. Mickahail, Bethany K. Carlos Tasso Eira de Aquino. (2019), "Effective and Creative Leadership in Diverse workforces Improving Organizational Performance and Culture in the Workplace", Palgrave Macmillan, ISBN 978-3-030-02347-8 ISBN 978-3-030-02348-5 (eBook) <https://doi.org/10.1007/978-3-030-02348-5>.
36. Mohit, Arora, Haig Baronikian. (2013), "leadership in Project Management Leading People and Projects to Success" Second Edition, Leadership Publishing House, Toronto, Canada.
37. Nancy E. Snow, Darcia Narvaez. (2020), "Self, Motivation, and Virtue Innovative Interdisciplinary Research" Routledge 2 Park Square, Milton Park, Abingdon, Oxon, ISBN: 978-0-429-26085-8.
38. Northouse, Peter G. (2016), "Leadership Theory and Practice" Seventh Edition, SAGE Publications, Inc. 2455 Teller Road Thousand Oaks, California 91320.
39. Peter, Thomson, Mike Johnson, J. Michael Devlin. (2018), "conquering Digital Overload: Leadership Strategies that Build Engaging Work Cultures" Springer Nature Switzerland AG gewerbestrasse 11, 6330 Cham, Switzerland.
40. Pfeffermann, Nicole. (2020), "New Leadership in Strategy and Communication Shifting Perspective on Innovation, Leadership, and System Design" Springer Nature Switzerland AG gewerbestrasse 11, 6330 Cham, Switzerland.
41. Prentice, Ann E. (2013), "Leadership for the 21st Century" ABC-CLIO, LLC 130 Cremona Drive, P.O. Box 1911 Santa Barbara, California 93116-1911.
42. Robbins, S. P., & Judge, T. A. (2014), "Organizational Behavior" (15 ed.). New Jersey: Pearson Education, Inc.
43. Roland Mees. (2020), "Sustainable Action and Motivation Pathways for Individuals, Institutions, and Humanity" Routledge 52 Vanderbilt Avenue, New York, ISBN: 978-0-429-19967-7.
44. Schein Edgar H. (2010), "Organizational Culture and Leadership" Fourth Edition, John Wiley & Sons, Inc. ISBN 978-0-470-18586-5.
45. Schein Edgar H. Peter Schein. (2017), "Organizational Culture and Leadershi" 5th Edition, y John Wiley & Sons, Inc. ISBN 9781119212058 (epub).
46. Setyo Riyanto, Ady Sutrisno, & Hapzi Ali. (2017). "The Impact of working Motivation and working Environment to Employee Performance in Indonesia Stock Exchange" International Review of Management and Marketing, Vol. 7, No. 3, P. 342-348.
47. Shantz, Amanda, Gary Latham. (2011), "The Effect of primed Goals on Employee Performance: Implications for Human resource management" Human Resource Management, Vol. 50 No. 2, Pp. 289 – 299.
48. Shi, Junqi, Zhuo Chen, & Le Zhou. (2011), "Testing Differential Mediation Effects of Sub-dimensions of Political Skills in Linking Proactive Personality to Employee Performance" J Bus Psychol 26:359 – 369.
49. Shuck, B., Peyton Roberts, T., & Zigarmi, D. (2018), "Employee Perceptions of The Work Environment, Motivational Outlooks, and Employee Work Intentions: An HR Practitioner's Dream or Nightmare" Advances in Developing Human Resources, 20(2), pp. 197-213.
50. Sobihah M. Alsheikh, G. A & Ayaşrah A.Y.A. (2017), "A Study on the Relationship between Organizational Culture, Leadership Style, Organizational Commitment and Organizational Citizenship Behaviour" Intrinsic Motivation as mediating with Reference to Employees Working in Jordanian Luxury Class Hotel. World Applied Sciences Journal, pp. 119-126.
51. Stanley F. Slater & Eric M. Olson & Carol Finnegan. (2011), "Business Strategy, Marketing organization culture, and performance" Mark Lett, Springer Science, DOI 10.1007/s11002-010-9122-1.
52. Taejo Lim. (2010), "Relationships Among Organizational commitment, job satisfaction, and learning organization culture in one Korean private organization," Asia Pacific Education DOI 10.1007/s12564-010-9087-Z.
53. Vina S.M., Saudi, M.H. M, Dora H.E. & Arabia N.S. (2018), "The Influence of Transformational Leadership and Employee Engagement to Organizational Citizenship Behavior (OCB) and The Effect to Division Effectiveness at PT. X in Indonesia," International Journal of Engineering & Technology (Ijet), Volume 7, pp. 309-313.
54. Virginia Demos. (2019), "The Affect Theory of Silvan Tomkins for psychoanalysis and psychotherapy," Recasting The Essentials, Routledge 2 Park Square, Milton Park, Abingdon, Oxon, ISBN 9780415886505.
55. Yang, Jixia, Zhi-Xue Zhang, Anne S. Tsui. (2010), "Middle Manager Leadership and Frontline Employee Performance: Bypass, Cascading, and Moderating Effects," Journal of Management Studies 47:4.