

THE EFFECT OF ORGANIZATIONAL CULTURE AND MOTIVATION ON THE PERFORMANCE OF CLASS I SOEKARNO HATTA PORT HEALTH OFFICE EMPLOYEES AT TERMINAL 3 SOEKARNO HATTA AIRPORT

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Abstract

This study aims to determine and analyze the influence of Organizational Culture and Work Motivation on The Performance of Employees of Soekarno Hatta Class I Port Health Office. The population in this study employees who worked at Terminal 3 of Soekarno Hatta Airport. The sampling technique use saturated sample technique and is obtained from 66 respondents. Data collection methods using questionnaires distributed to Terminal 3 of Soekarno Hatta Airport employee and analysis using Multiple Linear Regression. For the result of the validity and reability test in this study has significant and real value. This research method uses quantitative descriptive. To test the classic assumptions and hyphotesis tests in this study and the collected data was then analyzed using SPSS system. This proved that between variables cultural organization (X1) on variables the employee performance (Y) having significant influence. This proved that between variables motivation work (X2) on variables the employee performance (Y) has a real effect or significant. Then it can be concluded that the organizational culture variable (X1) and the Work Motivation variable (X2) jointly affect the employee performance variable (Y) at the Class I Soekarno Hatta Port Health Office.. Simultaneously there is a positive influence between organizational culture variables and work motivation on employee performance variables based on Model Summary value or R value of 0.701 has positive value and strong influence level, while R Square value is 0.492 or 49.2%.

Keywords: Organizational Culture, Work Motivation, and Employee Performance

INTRODUCTION

Every organization has people in it, be it a small organization or a large organization, people or human are important factors that determine whether the organization can operate effectively to achieve organizational goals. Basically, the failure or success of an organization in achieving its goals is very dependent on the people who manage the organization. People or employees in an organization are usually referred to as human resources or human resources.

Starting in the 1980s, the use of lean manufacturing operational methods to promote a sustainable competitive advantage has become a cornerstone of global manufacturing strategies. Unfortunately, the success of using lean manufacturing operational methods is not evenly distributed across all lines of the manufacturing industry. Some researchers believe that context variables play a central role in explaining inconsistent results and tend to be ineffective and inefficient (Hardcopf et al., 2021). Research on the impact of culture on performance in corporate management does not reveal the specific impact of national culture and balanced organizational culture on organizational performance. Even the national culture of employees in a company will affect organizational culture which in turn affects performance (Nazarian et al., 2017). The success of the company's business operations is not much related to how the company can practice organizational culture in the company and employee knowledge so that the company will get advantages such as competitive advantage (Azeem et al., 2021). This confirms the direct impact of this type of innovative and supportive culture on company performance (Jogarathnam, 2017). Timely culture in the company and organizational growth is always evaluated with network performance measures. A theory of contingent configuration confirms the importance of this theory. Where we can see that the impact of corporate culture such as gender diversity at the company management level is the company's strategic orientation (Dwyer et al., 2003).

Every company has a culture that is different from one another. Understanding performance-based corporate culture requires a cultural intelligence for every employee. The cultural intelligence of each employee contributes positively to social integration in the company and improves performance. This is identified from the level of cultural intelligence motivation that is experiencing bottlenecks and which becomes the driving force for every employee in the company, which turns out to be relevant to employee performance (Richter et al., 2021). Every company in measuring performance has a different concept. But basically the main concept in measuring performance is how we can see from the participation, intrinsic motivation, and perception of employees at work (Bai et al., 2021).

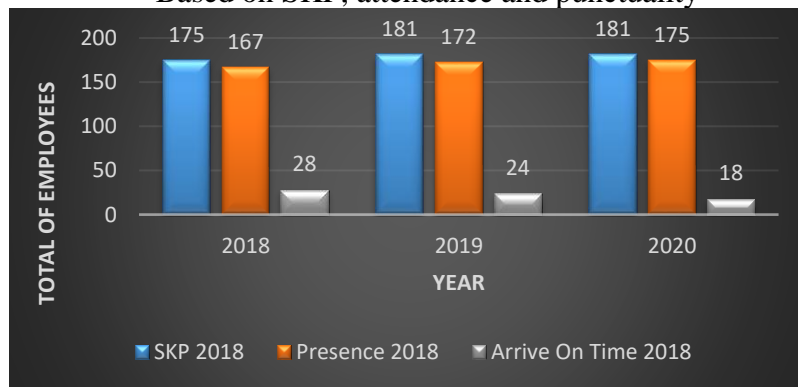
The success of an organization depends largely on the performance of its employees. Every organization or institution will always strive to improve the performance of its employees, hoping that the objectives of the organization can be achieved. An organization takes a way to improve employee performance, such as through education, training, proper compensation, motivation, and creating a disciplined and conducive work environment. Improving employee performance will bring progress to the organization, allowing it to survive in an unstable competitive business environment. Therefore, working hard to improve employee performance is challenging. Performance is the result of a person or group of people in an organization working hard to achieve the organization's goals in accordance with their respective powers and responsibilities, it is not illegal, and it conforms to morals and ethics. Performance is important to an organization or organization. All organizations and institutions are always trying to improve employee performance. One way is to create educational programs, training,

appropriate compensation, motivation and traditions of the work environment, create an educational environment and produce an educational environment that can improve the performance of an organization's employees.

This research focuses on developing the performance of employees at Soekarno-Hata airport. Where Soekarno-Hata airport is a Technical Implementation Unit (UPT) of the Indonesian Ministry of Health, which is responsible to the Director General of Disease Prevention and Control. This is also regulated by the Minister of Health Regulation number 77 of 2020. Based on the observations of researchers at the Soekarno Hatta Class I Port Health Office, in improving the performance of employees, they are faced with obstacles that arise, namely the presence of employees who are not on time, not optimal teamwork and communication with superiors, employee commitment when working so that they are not at work when passengers are busy arriving or departing, and not yet optimal education and training on excellent service provided to employees. All of that can affect the performance of the Soekarno Hatta Class I Port Health Office employees. As shown in Figure below:

Graph 1.1

Distribution of Class I Soekarno-Hatta KKP Employees Based on SKP, attendance and punctuality



Source: Soekarno Hatta KKP Profile Book

From the data above, it can be seen that the phenomenon that occurs is that the performance of employees depicted in the SKP has a high percentage and also a good percentage of absenteeism, but there is a low level of attendance on time. The graph shows that the timeliness of employees at work is still not good and can cause problems in the field in providing services to passengers. Problems were found in the field, such as complaints from passengers due to the length of the document validation queue process, the limited number of officers at the time of arrival or departure of passengers being crowded, resulting in less harmonious interactions between officers and passengers.

LITERATURE REVIEW

Employee Performance

According to Ramos et.al(2021), performance is the result of a competitive competition from a training program that focuses not only on product orientation but also on process through in-depth contextual analysis so that it can recalibrate the consistency of theory and practice. Meanwhile, according to Ali et al(2021), theoretically and empirically, performance is highly dependent on employee job satisfaction, behavior to help employees and supervisor's evaluation of the employee's own performance. Factors that are very relevant to improving employee performance are the work environment, discomfort at work, and virtual (internet) connectivity, where by improving technology to facilitate work and relationships with each other can overcome employee performance problems(Narayanamurthy & Tortorella, 2021). Organizations that employ disadvantaged employees need true leaders, who not only have a

positive impact on performance through employee performance management, but also have a positive impact on the quality of life of disadvantaged employees (Ramos et al., 2021). The problem of stress factors that are shared at the commercial group level, such as employee self-assessment and performance and organizational citizenship behavior, the problem of barriers to group level and tension provide signals to represent individual characteristics are factors that are important for the development of employee performance (Bisht & Mahajan, 2021).

Employee Work Motivation

Motivation is a factor in how employees get satisfaction with the needs of employees for autonomy, relevance and the ability of employees to carry out their work in the company (Akif & Chen, 2019). There are factors that influence innovative work behavior, so there is a relationship between the form of incentives and the concept of human organization based on the theory of autonomous determination. Autonomous motivation forms a mediating effect between personal organizational adjustment and innovative work behavior (Saether, 2019). The literature on proactiveness focuses primarily on its positive performance outcomes. However, the effects of proactive behavior on employee well-being are relatively unknown. When an individual's motivation at work is characterized by pressure and coercion (high controlled motivation), no intrinsic interest in compensation or identification with work (low autonomic motivation), proactive behavior tends to consume resources. employees, resulting in job stress (Strauss et al., 2017). In general, the fear of losing a job experienced by workers seems to be related to the work environment and can predict employee happiness and employee behavior towards the occurrence of motivational processes in workers (Budnick et al., 2020). The development of the work development of these professionals seems to be a mechanism common for their motivation (Mooney, 2020).

Organizational Culture

Organizational culture can be established through two factors, such as leadership, organizational culture, and professional ethics, which have a positive impact on employee performance. A conflicting organizational culture can affect the overall performance of employees (Farida et al., 2021). Knowledge-friendly organizational culture is positively correlated with the overall performance of financial and non-financial companies (G. Liu et al., 2021). The emergence of the theory of green organizational culture can be used as an alternative to increase morale employee based on improving employee performance. awareness Environmental, green human resource management and green leadership behavior have an impact on green organizational culture. Besides that, it is important to ensure that culture green organizational is significantly positively correlated with employee behavior green and environmental organizational performance Urgent that culture green organizational also regulates the relationship between environmental awareness, green human resource management, green leadership behavior, and employee green behavior (Al-swidi et al., 2021). Organizational culture greatly influences the way think and behave employees. The intensity, consensus, and consistency of cultural norms serve as a social control system for employee attitudes and behavior (Yip et al., 2020).

HYPOTHESIS DEVELOPMENT

Employees Performance will grow if the professional career development, the development of skills in determining a strategy to get support from his superiors. In addition, behavioral factors can help employees relevant to employee performance and employee career

development (Ali et al., 2021). Exploitative leadership has a negative impact on performance service employee (Wu et al., 2021). Organizational culture and the company's ability to be an ambidextrous culture on company performance (Hardcopf et al., 2021). According to Hardcopf et al (2021), Culture Conflict that occurs in the company has a negative effect on employee performance. However, leadership, organizational culture, and work ethic have a positive effect on employee performance. Knowledge-friendly organizational culture is positively correlated with the overall performance of financial and non-financial companies (G. Liu et al., 2021). Organizational culture, employee behavior and green human resource management have a positive effect on overall employee performance (G. Liu et al., 2021). In general, characteristics of organizational cultural norms can independently and repeatedly affect the magnitude of anxiety, and have a constructive or destructive effect on performance (Yip et al., 2020). Sourced from the descriptions of these experts, the researchers proposed the following hypotheses:

H1: Organizational culture has a positive effect on employee performance

The key drivers of a positive work environment can have a negative impact on motivation and performance employee. However, the mediating role of religious beliefs provides evidence that the effects negative of the subtleties of workplace bullying, bullying, and workplace aggression can occur naturally reduced by religious beliefs (Y. Liu et al., 2021). Empirically the effect of motivation on employee performance has been proven. Motivation is built by the level of appreciation given by the company to employees. This award will ultimately increase the emotional commitment of employees and at the same time can improve employee performance (Alcover et al., 2020). A group of human resources with improvement of skills and opportunities will increase the capacity and motivation of employees; Opportunity packages - boosting HR also will help increase opportunities employee engagement (Beltrán-martín & Boullusar, 2018). Safety motivation reduces violations safety while improving performance outcomes safety employee (Vatankhah, 2021). Sourced from the descriptions of these experts, the researchers proposed the following hypotheses:

H2: Motivation has a positive effect on employee performance

Judging from the relationship between variables initiated by Saether (2019); Nazarian et al (2017); and Dwyer et al (2003), it is reasonable to suspect that there is a simultaneous relationship between organizational culture and work motivation on employee performance. Therefore, the researcher makes a hypothesis as outlined below:

H3: Organizational culture, motivation has a positive effect on employee performance

As for the framework of thought in this research, the researchers put it in Figure 1-1 Research Framework as follows:

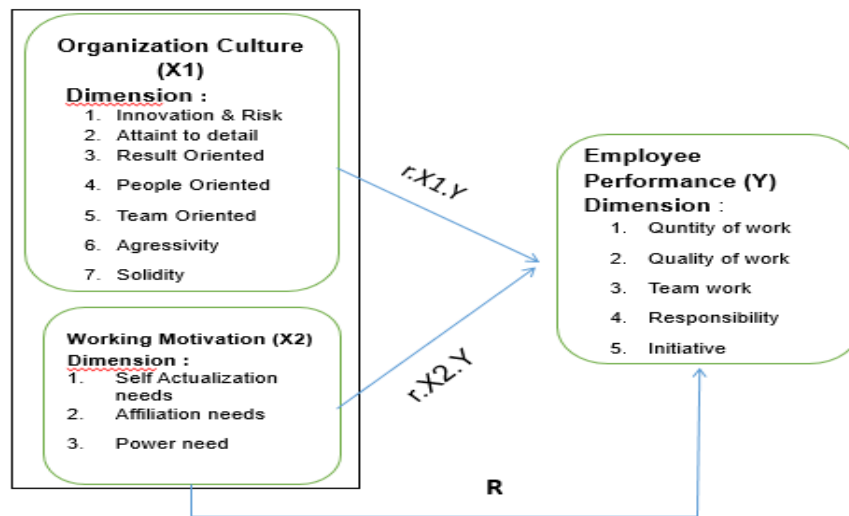


Figure 1-1 : Research Framework
Source: Processed by researchers(2021)

From the descriptions of the experts above, it can be assumed that cultural and motivational factors have an impact on the development of employee performance.

RESEARCH METHODOLOGY

This study uses a quantitative approach, namely research that emphasizes analysis on numerical data or numbers obtained by statistical methods and hypothesis testing is carried out so that the significance of the relationship between the variables studied is obtained. The data studied are data from samples taken from the population, so that relative, distributive events and relationships between variables are found. From the data, facts or information obtained through the survey, it can be described the condition of each of the variables studied so that it is possible to know the influence of organizational culture and work motivation on the performance of Soekarno Hatta Class I Port Health Office employees.

The population taken in this study amounted to 66 employees in 2021 at the Soekarno Hatta Class I Port Health Office at Terminal 3 Soekarno Hatta Airport. The sampling technique used in this study is a saturated sampling technique, which is a sampling technique when all members of the population are used as samples. The total population in Terminal 3 Soekarno Hatta Airport is not greater than 100 respondents, so the authors take 100% of the existing population, namely all employees on duty at Terminal 3 Soekarno Hatta Airport as many as 66 respondents. Thus the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique.

DISCUSSION

The purpose of this study was to determine and analyze the influence of organizational culture and work motivation on the performance of the Soekarno Hatta Class I Port Health Office employees at Terminal 3 Soekarno Hatta Airport. Based on the research data that has been analyzed, the following discussion is carried out:

Performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization. Performance improvement for both individuals and groups becomes the center of attention in an effort to improve organizational

performance. A person's performance does not happen by itself but requires building factors, including organizational culture and work motivation.

1. The Influence of Organizational Culture on the Performance of Soekarno Hatta Class I Port Health Office Employees

The results of study this are in line with the grand theory in Chapter II from Robbins, that an innovative organizational culture usually begins by providing great support for the creativity of its employees. Organizations can dramatically improve employee creative performance. Stability has a relationship with employee performance because with long-term attention in the organization, efficiency, stability, and predictability, employees are in a conducive situation to work calmly so that they can achieve high performance. Results orientation, the extent to which the organization focuses on results, not on the techniques and processes for achieving those results. The value to be achieved is measurable, and employees are required to achieve the goals. Intense competition and profit orientation will strengthen the organization. Employees will be responsible for achieving some level of performance.

This finding strengthened by the research findings by Farida et al., (2021), by analyzing the impact of conflict, leadership, organizational culture and ethics on performance employee at an educational institution in Sumatra, Sumatra northern, Indonesia. With a sample around 180 officials local. Shows that the confrontation adversely affect performance employee. However, leadership, organizational culture and work ethic have a positive effect on employee performance. Like the research conducted by Farida et al., (2021), the results of the G. Liu et. al(2021), study strengthen the results of this research. In one of his scientific publications G. Liu et.al(2021) said that knowledge-friendly organizational culture has a relationship positive with performance overall. The results of this study are also supported by the theoretical concept proposed by Al-swidi et.al(2021). In Al-swidi et.al(2021), research using a quantitative research design, with a sample of 615 employees in the public and private sectors in Qatar analyzed using SEM analysis tools. The results strengthen the results of this study, where it is stated that organizational culture has a relevant impact on employee performance. Not much different from Al-swidi et.al(2021), research conducted by Yip et.al(2020), the results of his research say that organizational culture is the most important factor in improving employee performance.

At the implementation at the airport company Soekarno Hatta Class I. There been has a Work Culture Decree from the Head of the Class I Health Office Soekarno Hatta which has been issued since March 25, 2019. According to Michael Jordan in Madiistriyatno, one of the factors that influence work culture is Organizational Culture. In the decree there are 13 Work Cultures, one of which goes to work on time. In practice, there are still many employees who don't come on time. This should be a correction for the leadership in enforcing the rules. Other points are Proactive, think innovatively and work professionally. Employees are often not at work at the time of arrival of passengers or departure of passengers which causes long queues of passengers because the number of officers is not optimal. Innovation must also be created in order to provide breakthroughs and convenience for the community in receiving and accessing services. The provision of rewards and punishments can be re-enforced. Good organizational formulations such as working according to procedures, a conducive work climate, working by emphasizing maximum results can be maintained and even further improved. The author suggests that the organization provides opportunities for all employees to further develop and have a career. The organization provides education and training to increase the skills and competencies of employees.

2. The Effect of Work Motivation on the Performance of Soekarno Hatta Class I Port Health Office Employees

From the results of the hypothesis test of the Work Motivation variable (X2) that is obtained because the value of $t_{count} = 2.595 > t_{0.05(66)} = 1.998$, then H_0 is rejected and H_a is accepted which means it has evidence, that between the variables of Work Motivation (X2) on the Employee Performance variable (Y) has a real or significant effect.

The results of this study are in line with the grand theory in Chapter II, namely McClelland's Needs Theory which is often referred to as the Three Needs Theory. Individuals with this high need for achievement or achievement are highly motivated by challenging and competitive work. They seek promotion opportunities on the job and have a strong desire to get feedback on their achievements. They will try to find satisfaction in doing things better. High achievement or achievement will be directly related to high performance. Individuals who perform better and above average are highly motivated. These people can assume responsibility for solving problems in the workplace. The need for power is the desire in a person to have control and authority over others and to influence and change decisions according to his own needs or desires. The individual will be motivated by the need for reputation and self-esteem. Individuals with greater power and authority will perform better than those with less power. Individuals who are motivated by this need for affiliation prefer to be part of a group. They like to spend time socializing and maintaining relationships and have a strong desire to be loved and accepted. People who belong to this group tend to adhere to the cultural norms in the workplace concerned and usually will not change the norms at work for fear of being rejected by the people around them.

Another theory from PF. Drucker in Anoraga, which states that motivation acts as a driver of one's will and desires. This is the basic motivation that they try themselves to join themselves with the organization to play a good role. Motivation is an urge or willingness possessed by a person to work in order to achieve goals. With this motivation, employees can improve their performance because of the urge to do something so that employee performance is in accordance with agency goals. Based on the results of this study, it is supported by the statement of Hasibuan(2007) motivation is the provision of a driving force that creates enthusiasm for one's work so that they want to work together, work effectively and be integrated with everything. Another theory from PF. Drucker in Anoraga, which states that motivation acts as a driver of one's will and desires. This is the basic motivation that they work on themselves to combine themselves with the organization to play a good role. Motivation is an urge or willingness possessed by a person to work in order to achieve goals. With this motivation, employees can improve their performance because of the urge to do something so that employee performance is in accordance with agency goals. Based on the results of this study, it is supported by the statement of Hasibuan(2007) motivation is the provision of a driving force that creates enthusiasm for one's work so that they want to work together, work effectively and be integrated with everything.

The results of this study confirm the results of research conducted by Akif & Chen(2019), which examine the use of the theory of self-determination to analyze the relationship between the use of social media for work purposes and the fulfillment of needs and intrinsic work motivation of government employees. The results strongly support the results of study this, namely the use of networks social by employees is correlated positively with satisfaction of employee needs (autonomy, affinity, and ability), and therefore positively correlated with intrinsic work motivation and has an impact on employee performance. Hasil penelitian yang dilakukan oleh Saether(2019); Strauss et al(2017); Budnick et al(2020); Mooney(2020), membuktikan bahwa budaya organisasi merupakan faktor terpenting dalam membangun kinerja karyawan.

3. The Influence of Organizational Culture and Work Motivation on the Performance of Soekarno Hatta Class I Port Health Office Employees

Based on the results of the ANOVA test or $F_{\text{calculated}}$, a value of 30.485 is obtained which is greater than $F_{\text{table (66)}}$ of 3.14 with a significant level of 0.000 because $0.000 < 0.05$, it can be concluded that the Organizational Culture variable (X1) and Work Motivation variable (X2) simultaneously affect the Employee Performance variable (Y) at the Port Health Office. Class I Soekarno Hatta.

The results of this study are in line with grand theory McClelland's of Needs Theory which is often referred to as the Three Needs Theory. Individuals with this high need for achievement or achievement are highly motivated by challenging and competitive work. They seek promotion opportunities on the job and have a strong desire to get feedback on their achievements. They will try to find satisfaction in doing things better. High achievement or achievement will be directly related to high performance. Individuals who perform better and above average are highly motivated. These people can assume responsibility for solving problems in the workplace. The need for power is the desire in a person to hold control and authority over others and to influence and change decisions according to his own needs or desires. The individual will be motivated by the need for reputation and self-esteem. Individuals with greater power and authority will perform better than those with less power. Individuals who are motivated by this need for affiliation prefer to be part of a group. They like to spend time socializing and maintaining relationships and have a strong desire to be loved and accepted. People who belong to this group tend to adhere to the cultural norms in the workplace concerned and usually will not change the norms at work for fear of being rejected by the people around them.

In general, these results confirm the theory of motivation, organizational culture that has implications for employee performance. As has been pointed out by Edgar H. Schein, (2004), Hardcopf et.al(2021); Strauss et.al(2017)(Alcover et al., 2020). That the factors of organizational culture, motivation have a positive influence in improving employee performance. For some employees, organizational culture plays an important role in improving their performance. The application of organizational culture that is full of complications creates employee dissatisfaction and discomfort at work. This also has an effect on the work motivation of each individual employee.

CONCLUSION

From the results of previous research and discussion, the authors draw overall conclusions from the variables studied. The conclusions that the author can put forward are as follows:

- 1) Based on the results of the partial correlation analysis, it is stated that there is a positive influence between the Organizational Culture variable on the Employee Performance variable. Evidenced by the organizational culture variables hypothesis test obtained value t of $= 2.921 > t_{0.05 (66)} = 1.998$, then H_0 rejected and H_a accepted. This proves that the Organizational Culture variable (X1) on the Employee Performance variable (Y) has a significant influence.
- 2) Based on the results of the partial correlation analysis, it is stated that there is a positive influence between the work motivation variables on the employee performance variables. Evidenced by the results of hypothesis testing work motivation variable obtained $t_{\text{count}} = 2.595 > t_{0.05 (66)} = 1.998$, then H_0 rejected and H_a accepted. This proves that the work motivation variable (X2) on the employee performance variable (Y) has a real or significant effect.

- 3) Simultaneously there is a positive influence between the variables of Organizational Culture and Work Motivation on the Employee Performance variable, the *Summary Model* value or R value is 0.701 while the R value is *Square* 0.492 or 49.2%. It is proven by the ANOVA or F test to calculate the Organizational Culture and Work Motivation variable on the Employee Performance variable, which is obtained a value of 30.485 which is greater than $F_{table (66)}$ of 3.14 with a significant level of 0.000 because $0.000 < 0.05$, it can be concluded that the Organizational Culture variable (X1) and Work Motivation variable (X2) simultaneously affect the Employee Performance variable (Y) at the Port Health Office. Class I Soekarno Hatta.

SUGGESTION

From the conclusions that have been stated above, the authors provide suggestions to the Soekarno Hatta Class I Port Health Office as follows:

1. Strategic Advice :
 - a) Organizational culture that is already good in order to be maintained and even improved. The implementation of the Work Culture Decree from the Head of the Soekarno Hatta Class I Health Office issued since March 25, 2019 and the Head Office Decree regarding the policy of awarding and punishing employees of the Soekarno Hatta Class I Port Health Office which has been issued since January 3, 2019 needs to be improved. The provision of *rewards* and *punishments* can be re-enforced. Policies in implementing the rules must be a correction for the leadership in improving employee performance.
 - b) Organizations can further increase the work motivation of all employees by providing equal opportunities for employees in achieving careers, developing creativity in work and involving employees in every agency activity.
 - c) Employee performance should be further improved with the leadership monitoring and evaluating the performance of each employee. The leader evaluates the presence of employees who have not been disciplined with respect to time. Leaders evaluate the performance of employees related to the achievement of established agency targets.
2. Operational Suggestion :
 - a) It is necessary to make a *Standard Operating Procedure* (SOP) on Organizational Culture and Work Motivation in support of any policies that have been made by the leadership to facilitate employees in carrying out daily tasks in the field in order to improve employee performance in achieving organizational goals.
 - b) As a monitoring and evaluation material for leaders in carrying out policies that have been set to improve employee performance in achieving organizational goals.
 - c) Leaders support organizational members to always work hard to get promotion opportunities.
 - d) Leaders increase the motivation of all members of the organization to actively take opportunities or opportunities that exist.
 - e) Leaders must improve the performance of organizational members to always take the initiative to do tasks according to their abilities before being ordered by the leadership

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