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Performance is Reviewed from Transformational Leadership Style, and Organizational Culture with Work Motivation as an Intervening Variable

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ABSTRACT

The study's goal is to identify and assess the impact of transformational leadership style and organizational culture on employee performance using work motivation as an intervening variable at the PT. PNM Banyuwangi Branch. The research design outlines the causal relationship between variables so that hypotheses can be tested quantitatively. The study's population consisted of 82 employees from PT. PNM Banyuwangi Branch. This study used a saturation sampling strategy. Data is collected via a questionnaire. The data from the questionnaire was analyzed using SEM PLS. This study found that transformational leadership style and organizational culture had a direct influence on employee performance. Leadership style and company culture have a direct impact on employee motivation. Transformational Leadership Style Organizational culture has an indirect impact on employee performance through job motivation

INTRODUCTION

A leader has a big responsibility in the organization. In an organization, a leader will always be faced with various kinds of problems within the organization, therefore a leader is required to have good abilities in reading the situation at hand. In an organization, a transformational leadership style contributes strongly to organizational survival. The role of leadership is very strategic and important in an Organization culture has an indirect impact on employee performance through job motivation.

Organizational culture is also a factor that plays an important role in helping to increase work motivation and employee performance. Organizational culture can differ between firms because it reflects the personality or traits that set one organization apart from another. These qualities can include things that resemble organizational regulations as well as things that do not resemble the organization's thinking (Wahjoedi, 2021). Organizational culture can motivate individuals to give their all when taking advantage of the chances presented by their firm. A culture that grows strong can spur an organization towards better development. A strong organizational culture can influence coordination and control within the organization, better alignment of goals between the organization and its members, and improve employee work.

Employee performance cannot be separated from motivation as stated by Zulkarnaen et al. (2020) the Ability and motivational factors both influence performance achievement. Organizations have long struggled to understand motivation. Organizational leaders must continue to work to better understand how motivation drives employee performance and how to leverage it to boost staff productivity. Employees who have high motivation toward organizational goals are a very important factor in organizational development (Chien et al., 2020).

There are several theories in motivation, including those put forward by Maslow, known as the hierarchy of needs theory, from the most basic needs, namely physiological (eating, drinking, shelter) to the highest needs, namely self-

actualization (self-development). According to McClelland, humans are motivated by a desire for achievement, affiliation, and power. McClelland's motivation theory is not hierarchical, therefore someone driven for power does not need to first satisfy their requirements for affiliation and achievement (Yuniardi & Dayakisni, 2022). McClelland's motivation theory served as the foundation for this investigation. McClelland's motivation theory served as the foundation for this investigation. This is due to staff of PT Banyuwangi Branch PNMs have different backgrounds so the needs that drive motivation can be different and do not have to start from physiological needs.

Previous research have found variations in the impact of informative leadership style, organizational culture, and work motivation on performance. According to Putra & Sudibya (2019) and Zulkarnaen et al. (2020), transformational leadership has a considerable effect on employee performance, however Eliyana et al. (2019) found that employee performance is not influenced by transformational leadership style.

The research findings of Zulkarnaen et al. (2020) and Martini & Sarmawa (2019) support the influence of organizational culture on employee performance; however, a gap exists in other studies that show that organizational culture has no significant influence on employee performance (Sanosra et al., 2022). There is also a study vacuum regarding the impact of transformational leadership style on work motivation. Several prior research have found that transformational leadership styles have a considerable impact on job motivation (Putra & Sudibya, 2019; Ekhsan & Setiawan, 2021). However, in other research, the opposite results were obtained: transformational leadership style did not have a substantial effect on staff performance. (Maulana et al., 2022).

Organizational culture has a significant influence on work motivation, as evidenced by previous research from Efrianto et al. (2023) and Martini & Sarmawa (2019), whereas Shodikin's (2018) research shows that organizational culture has no significant influence on work motivation. There is

also a gap in research results on the influence of work motivation on performance, as research by Putra & Sudibya (2019) and Zulkarnaen et al. (2020) provided substantial results, whereas the results of the study conducted by Wahjoedi (2021) were not significant.

The current study was conducted on personnel of PT. PNM Banyuwangi Branch. The phenomenon that arises is related to staff performance at PT. PNM Banyuwangi Branch: the KPI (Key Performance Index) target established by PT management has not been met. PNM Banyuwangi branch. As a result, this study must examine the factors that influence employee performance in terms of transformational leadership style, organizational culture, and job motivation.

METHODS

The The research design explains the causal relationship between variables in order to test the hypothesis through a descriptive quantitative technique. This method of research is also known as case study research. Arikunto (2016) defines case study research as comprehensive, detailed, and in-

depth investigation on a specific symptom. The study's population consisted of 82 employees from PT. PNM Banyuwangi Branch. This study used a saturation sampling strategy.

Data is collected via a questionnaire. The questionnaire uses a Likert scale with a score range of 1 to 4. Employee performance characteristics are measured using the Zeb et al. (2020) scale, which has eight items. The measuring of the transformational leadership style variable is based on Siswanto and Yuliana's (2022) list of eight elements. Measurements for organizational culture factors are based on Gholamzadeh et al. (2014) and consist of nine questions. Work motivation variables are measured using Efrianto et al.'s (2023) 8-item scale. The data from the questionnaire was analyzed using SEM PLS.

RESULTS AND DISCUSSION

Respondent Identity

This study included 82 employees from the PT PNM Banyuwangi Branch. The attributes of the respondent's profile are displayed based on gender, age, greatest level of education, and length of service.

Table 1. Respondent Identity

Characteristics	Amount	Percentage (%)
Gender:		
a. Man	57	69,5
b. Woman	25	30,5
Total	82	100,0
Age:		
a. > 45 years	5	6,1
b. 36 - 45 years old	19	23,2
c. 26 - 35 years old	37	45,1
d. 20 - 25 years old	21	25,6
Total	82	100,0
Educational level:		
a. Bachelor degree	33	40,2
b. Diploma	7	8,5
c. SMA/SMK	42	51,3
Total	82	100,0
Length of working:		
a. < 6 years	50	61,0
b. 6 - 10 years	20	24,4

Characteristics	Amount	Percentage (%)
c. 11 - 15 years old	11	13,4
d. > 15 years	1	1,2
Total	82	100,0

Based on Table 1, it can be seen that the respondents in this study were 57 respondents (69.5%). Furthermore, with a smaller number, there were 25 female respondents (30.5%). So it can be concluded that there are more male employees at PT PNM Banyuwangi Branch than female.

The most dominant age range of respondents was 26 - 35 years with 37 respondents (45.1%). Respondents with the lowest age range, namely 20 - 25 years, amounted to 21 respondents (25.6%). Respondents in the older age group, namely 36 - 45 years, amounted to 19 respondents (23.2%) and respondents in the age group > 45 years had 5 respondents (6.1%). These results show that most employees of PT PNM Banyuwangi Branch are aged 26 - 35 years.

The last educational characteristics of respondents who are employees of PT PNM Banyuwangi Branch have the lowest level, namely SMA/SMK, totaling 42 respondents (51.3%), then for respondents with a final education Diploma, there

are 7 respondents (8.5%), while the educational level Lastly, Bachelor Degree had 33 respondents (40.2%). These results show that most employees of PT PNM Banyuwangi Branch have a high school/vocational education level.

Respondents who had worked <6 years were 50 respondents (61.0%), then respondents who had worked 6 - 10 years were 20 respondents (24.4%). Meanwhile, there were 11 respondents (13.4%) who had worked for 11 - 15 years and only 1 respondent with the longest working period, namely > 15 years. Thus, most of the employees of PT PNM Banyuwangi Branch have at least 6 years of service.

Convergent Validity

The convergent validity test is based on the outer loading and AVE values. The conditions used are an outer loading value ≥ 0.7 so that an item is declared valid and a minimum AVE value is 0.5 so that the research variable can be declared valid.

Table 2. Outer Loading Values

Variable	Number of Items	Minimum Value	Maximum Value
Transformational leadership style	8 items	0,783	0,867
Organizational culture	9 items	0,793	0,894
Work motivation	8 items	0,755	0,885
Employee performance	8 items	0,800	0,882

All statement items contained in The variables transformational leadership style, corporate culture, job motivation, and employee performance all have outer loading values larger than 0.7. Thus,

the statement items that make up the variables transformational leadership style, organizational culture, job motivation, and employee performance are legitimate.

Table 3. AVE Value

Variable	AVE value
Transformational leadership style	0,693
Organizational culture	0,688
Work motivation	0,651
Employee performance	0,706

The convergent validity test results based on the AVE value provided in Table 3 reveal that each research variable consisting of transformational leadership style (X1), organizational culture (X2), work motivation (I), and performance. (Y) produces a greater AVE value. of 0.5. So it can be stated that all variables are valid based on the AVE value.

Construct Reliability

Construct reliability testing was carried out to determine the dependability of the variables in the research model. Construct reliability testing can be identified by composite reliability and Cronbach's alpha values more than 0.7.

Table 4. Construct Reliability Results

Research variable	Composite Reliability	Cronbach's Alpha
Transformational leadership style	0,942	0,937
Organizational culture	0,946	0,943
Work motivation	0,928	0,923
Employee performance	0,941	0,940

Table 4 provides information on each research variable consisting Transformational leadership style, company culture, work motivation, and employee performance all contributed to composite reliability and Cronbach's alpha values more than 0.70. Based on the composite reliability and Cronbach's alpha values, we may conclude that all variables are reliable.

R Square

The criteria for the R Square coefficient value are substantial (0.75), moderate (0.5), and a value that is considered weak (0.25) (Hair et al., 2017). The R Square results in this research are shown in Table.

Table 5. R Square Coefficient Value

	R Square
Work motivation	0,571
Employee performance	0,666

The R Square score for the work motivation variable is 0.571, showing that transformational leadership style and organizational culture have a moderate effect on work motivation. Transformational leadership style and organizational culture account for 57.1% of the changes in the work motivation variable, with the remaining 42.9% explained by variables not explored.

The R Square result for the employee performance variable is 0.666, showing that transformational leadership style, organizational culture, and job motivation all have a moderate effect on employee performance. Transformational leadership style, organizational culture, and work motivation account for 66.6% of changes in employee performance characteristics, with the

remaining 33.4% explained by other variables that were not analyzed.

Hypothesis testing

Hypothesis testing criteria are based on comparing T-Statistics values to the study's minimal

t-table limit of 1.65 (T-Statistics > 1.65; P-Values < 0.05). The results of testing the direct influence hypothesis in this study are shown in Table 6.

Table 6. Direct Effect Hypothesis Test

Influence Between Variables	T statistics	P values	Conclusion
Transformational leadership style -> Employee performance	2,450	0,014	H1 accepted
Organizational culture -> Employee performance	3,512	0,000	H2 accepted
Transformational leadership style -> Work motivation	3,902	0,000	H3 accepted
Organizational culture -> Work motivation	2,111	0,035	H4 accepted
Work motivation -> Employee performance	3,800	0,000	H5 accepted

Transformational leadership style contributes positively to performance. The resulting The transformational leadership style has a considerable impact on the performance of PT personnel, with a T-statistics value of 2.450 (>1.65) and a significance level of 0.014 (<0.05). PNM Banyuwangi branch. Thus the outcomes of hypothesis testing are that H1 is accepted.

Organizational culture contributes positively to performance. The resulting T Statistics value is 3.512 > 1.65 and is significant at 0.000 < 0.05 so organizational culture contributes significantly to the performance of PT employees. PNM Banyuwangi Branch. Thus the result of hypothesis testing is that H2 is accepted.

Transformational leadership style contributes positively to work motivation. The resulting T Statistics value is 3.902 > 1.65 and is significant at 0.000 < 0.05 so the transformational leadership style contributes significantly to the work motivation of PT employees. PNM Banyuwangi

Branch. Thus, the results of hypothesis testing are that H3 is accepted.

Organizational culture contributes positively to work motivation. The resulting T Statistics value is 2.111 > 1.65 and is significant at 0.035 < 0.05 so organizational culture contributes significantly to the work motivation of PT employees. PNM Banyuwangi Branch. Thus the result of hypothesis testing is that H4 is accepted.

Work motivation contributes positively to employee performance. The resulting T Statistics value is 3,800 > 1.65 and is significant at 0.000 < 0.05 so that Work motivation greatly improves the performance of PT personnel. PNM Banyuwangi branch. Thus, the hypothesis testing results indicate that H5 is accepted.

After discussing the direct contribution of transformational leadership style and organizational culture to work motivation and employee performance, we will turn our attention to their indirect contribution. Table 7 shows the results of hypothesis testing for the indirect contribution of

transformational leadership style and organizational culture on employee performance, with work motivation as an intervening variable.

Table 7. Indirect Effect Hypothesis Test

Influence Between Variables	<i>T statistics</i>	<i>P values</i>	Conclusion
Transformational leadership style -> Work motivation -> Employee performance	2,868	0,004	H6 Accept
Organizational culture -> Work motivation -> Employee performance	2,126	0,034	H7 Accept

The transformational leadership style contributes positively to performance through work motivation. The resulting The transformational leadership style has a considerable impact on employee performance, with work motivation acting as an intervening variable (T Statistics value: 2.868 > 1.65, p-value: 0.004 < 0.05). Thus, the hypothesis testing findings show that H6 is accepted.

Organizational culture improves performance by motivating employees. The resulting T Statistics value is 2.126 > 1.65 and is significant at 0.034 < 0.05, indicating that corporate culture strongly impacts employee performance with work motivation as an intervening variable. Thus the outcomes of hypothesis testing are H7 accepted

Contribution of Transformational Leadership Style to Employee Performance

Based on the research results, demonstrates that the transformational leadership style has a substantial impact on the performance of PT personnel. PNM Banyuwangi branch. As a result, it is possible to conclude that transformational leadership is one of the aspects that can contribute to improved employee performance. The findings of this study reflect recent research by Putra & Sudibya (2019) and Zulkarnaen et al. (2020), which found that transformational leadership style has a significant impact on employee performance. Leaders who use a transformational leadership style

prioritize their followers' needs, inspire subordinates to follow the organization's vision, stimulate subordinates to find new and innovative ways to complete work more efficiently and effectively, and encourage and support their subordinates. The greater the use of transformative leadership The more flair an employee has, the better their performance. According to Rivai (2020), the transformational leadership style is a leadership model for a leader that tries to push subordinates to work better by focusing on behavior in order to support the change between employees and the company.

Contribution of Organizational Culture to Employee Performance

According to the research findings, organizational culture has a substantial impact on the performance of PT staff at PNM Banyuwangi Branch. So, organizational culture is one of the aspects that can lead to an increase in employee performance. The findings of this study confirm recent studies by Zulkarnaen et al. (2020) and Martini & Sarmawa (2019), which found that corporate culture has a considerable impact on employee performance. The organizational culture of PT. PNM Banyuwangi Branch has an impact on employee performance, with a better organizational culture leading to improved employee performance in the company. According to Kuswati (2020), a

strong organizational culture is believed to strengthen individuals in the organization in forming attitudes, and behaviors that can promote maximum performance in order to increase performance quality via corporate culture.

Contribution of Transformational Leadership Style to Work Motivation

According to the research findings, the transformational leadership style has a substantial impact on the work motivation of PT staff. PNM Banyuwangi branch. As a result, the transformational leadership style can be attributed to an increase in work motivation. The findings of this study confirm recent research by Putra & Sudibya (2019) and Ekhsan & Setiawan (2021), which found that transformational leadership has a substantial effect on work motivation. The branch head at PT uses a transformative leadership style. The PNM Banyuwangi Branch hopes to foster employee engagement in decision-making and empower employees to take initiative at work. Laksmana also agrees with this. & Riana (2020) explain that transformational leadership inspires employees to work harder. Employees become more aware of their roles and responsibilities within the organization.

Contribution of Organizational Culture to Work Motivation

According to the research findings, organizational culture has a substantial impact on the work motivation of PT staff. PNM Banyuwangi branch. So, corporate culture is one of the aspects that might lead to an increase in job motivation. The outcomes of this study reflect previous research conducted by Efrianto et al. (2023) and Martini & Sarmawa (2019), which found that organizational culture has a significant effect on employee work motivation. Organizational culture at PT. The powerful and good PNM Banyuwangi Branch has a significant influence on employee behavior in the organization, one of which is motivation at work. Employees become more motivated to succeed which will later contribute to the company. According to Shodikin (2018), organizational culture can help employees to have high motivation to

provide maximum abilities in assignments given by superiors.

Contribution of Work Motivation to Employee Performance

Based on the research findings, work motivation has a major impact on the performance of PT personnel. PNM Banyuwangi branch. So, job motivation is one of the aspects that might lead to an increase in employee performance. This study's findings support recent research by Putra and Sudibya (2019) and Zulkarnaen et al. (2020), which found that work motivation has a significant effect on employee performance. Most employees want to feel appreciated. This need encourages individuals internally to complete certain tasks assigned to them, which has an impact on increasing employee performance. As Sulila (2019) said, the motivational power that exists in humans can be generated by the impulse that exists within them. Motivated employees find it easier to achieve higher performance.

Contribution of Transformational Leadership Style to Employee Performance with Work Motivation as an Intervening Variable

Based on the results The results of the indirect impact hypothesis test reveal that a transformational leadership style improves employee performance through work motivation. As a result, the more transformational leadership style is used, the greater employee work motivation, which has an impact on improving employee performance at PT. PNM Banyuwangi Branch. The transformational leadership style used at PT. PNM Banyuwangi Branch can align organizational goals with employee requirements or components of the goals that individuals expect for their work, resulting in employees becoming motivated and ultimately improving their performance. This is corroborated by a study conducted by Laksmana and Riana (2020), which found that the transformational leadership style has a significant influence on employee performance with job motivation as an intervening variable meaning that employee performance is very dependent on the level of motivation and also the application of the transformational leadership style.

Contribution of Transformational Leadership Style to Employee Performance with Work Motivation as an Intervening Variable

Hasil uji hipotesis pengaruh tidak langsung menunjukkan bahwa budaya organisasi berkontribusi terhadap kinerja karyawan melalui motivasi kerja. Oleh karena itu, semakin baik budaya organisasi di PT. PNM Cabang Banyuwangi, semakin tinggi juga motivasi kerja karyawan, yang pada akhirnya berdampak pada peningkatan kinerja karyawan. Budaya organisasi yang positif dapat menciptakan lingkungan kerja yang ramah dan menyenangkan di tempat kerja. yang tinggi. Hasil studi yang dilakukan oleh Wahjoedi (2021) menunjukkan bahwa semakin besar nilai-nilai yang dapat diterima oleh karyawan maka semakin kuat pula budaya organisasinya, sehingga pengaruhnya akan semakin nyata terhadap karyawan. Dengan budaya organisasi yang kuat diharapkan dapat terwujud mendorong motivasi yang tinggi dari karyawan sehingga dapat meningkatkan kinerja karyawan.

CONCLUSION

The results obtained in this research are that employee performance and job motivation are directly impacted by organizational culture and transformational leadership style. Through work motivation, corporate culture and transformational leadership have an indirect impact on employee performance..

The recommendations put forward in this study by the research results are:

1. For Branch Heads at PT. PNM Banyuwangi Branch should be able to maintain a transformational leadership style. Improving the transformational leadership style can be done by frequently inviting employee discussions to find out employee input, criticism, and desires.
2. PT. PNM Banyuwangi Branch should be able to provide appreciation or recognition for employee performance to increase motivation at work.

3. PT. PNM Banyuwangi Branch should be able to improve good cooperation between employees to support the achievement of PNM Banyuwangi Branch goals.
4. Future researchers should be able to conduct research at PT branch offices. Other PNMs also add variables that can influence employee performance such as compensation and competency.

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