

# **EFFECT OF WORK MOTIVATION, CLIMATE ORGANIZATION AND LEADERSHIP ON EMPLOYEE PERFORMANCE**

**(Case Study at PT Astra International BMW Sunter)**

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*Abstract - This study aims to determine the influence of work motivation, organizational climate and leadership on employee performance at PT Astra International BMW Sunter. Employee performance as an endogenous variable, while work motivation, organizational climate and leadership as an exogenous variable as an indicator.*

*The measurement scale in this study uses a Likert scale and the data is processed using the SEM-PLS (Structural Equation Modeling-Partial Least Square) method. The population of this study were employees who worked at PT Astra International BMW Sunter. The sample was determined based on a non-probability sampling method, with a total sample of 78 respondents. The data used in this study are primary data. The data collection technique used a questionnaire method.*

*Hypothesis testing using  $R^2$  and t-statistics.*

*The results of this study can be concluded that, work motivation, organizational climate and leadership have a significant effect. Leadership has a more dominant and positive influence on the Employee Performance of Pt Astra International BMW Sunter, meaning that leaders who have good leadership can be examples and motivate other employees in improving performance.*

**Keywords:** *Work Motivation, Organizational Climate, Leadership, Employee Performance*

*Abstrak– Penelitian ini bertujuan untuk mengetahui Pengaruh Motivasi kerja, Iklim Organisasi dan Kepemimpinan terhadap Kinerja Pegawai di PT Astra International BMW Sunter. Kinerja Pegawai sebagai variabel endogen, sedangkan Motivasi Kerja, Iklim Organisasi dan Kepemimpinan sebagai variabel eksogen yang menjadi indikator. Skala pengukuran dalam penelitian ini menggunakan skala likert dan data diolah menggunakan metoda SEM-PLS (Structural Equation Modeling-Partial Least Square). Populasi dari penelitian ini adalah Pegawai yang bekerja di PT Astra International BMW Sunter, Sampel ditentukan berdasarkan*

*metoda non probability sampling, dengan jumlah sampel sebanyak 78 responden. Data yang digunakan dalam penelitian ini berupa data primer. Teknik pengumpulan data menggunakan metoda kuisioner. Pengujian hipotesis menggunakan  $R^2$  dan  $t$ -Statistik.*

*Hasil dari penelitian ini dapat disimpulkan bahwa, Motivasi Kerja, Iklim Organisasi dan Kepemimpinan berpengaruh signifikan. Kepemimpinan memiliki pengaruh positif dan signifikan lebih dominan terhadap Kinerja Pegawai PT Astra International BMW Sunter, artinya pemimpin yang memiliki kepemimpinan yang baik dapat menjadi contoh dan memotivasi pegawai lainnya dalam meningkatkan kinerja.*

**Kata Kunci:** *Motivasi Kerja, Iklim Organisasi, Kepemimpinan, Kinerja Pegawai*

## **I. PRELIMINARY**

Performance is the result obtained through a series of activities and certain procedures using company resources to achieve predetermined corporate goals. The success of a company is largely determined by reliable human resources, therefore it is necessary to study what factors can improve the employee's performance. The goal of every company is to get as much profit as possible, and expect that profit to continue to grow.

In improving employee performance, management should know what its employees need. These things are useful for giving the impression to employees that they are noticed by the company they work for, and take part in achieving company goals. So in fact, the company's goals will be in line with the goals of its employees. An employee who has a good performance can support the achievement of the goals and objectives set by the company.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Factors that influence performance achievement consist of many factors, including work motivation, leadership, work discipline and organizational culture.

Factors that affect the performance of an employee, either from the employee himself or from outside the employee. Factors from employees are internal factors which include abilities based on knowledge and skills, work motivation, job satisfaction and leadership. Meanwhile, factors from outside the employee include work environment and work situation. Satriyani (2015: 16)

## **II. CONTENTS OF THE PUBLICATION TEXT**

### **2.1 Motivation**

Motivation is finding employees' needs and helping to achieve them in a smooth process. Motivating employees aims to expand their skills in meeting organizational demands. Every manager should have a responsibility to work with employees, knowing each other's needs and placing them side by side with the needs of the organization. Employees are one of our most valuable assets. More motivated employees will stay and help build the business. Keeping employees motivated will build the business and also reduce recruitment and training costs.

There is evidence to suggest that organizations are facing challenges in retaining employees due to limited opportunities for organizational advancement and today's competitive labor market. The loss of employees is a loss of skills, knowledge and experience which can create a significant economic impact and costs for the company as well.

## **2.2 Organizational Climate**

Organizational climate involves all aspects that act and react on the bodies and minds of employees. Under organizational psychology, the physical, mental and social environments in which employees work and work must be analyzed for better effectiveness in enhancing performance. Its main aim is to produce an environment that ensures ease of work and eliminates all causes of frustration, anxiety and worry. If the work environment is pleasant, then fatigue, monotony and boredom are minimized and performance can be maximized.

The organizational climate indicators according to Kusnan in Darodjat (2015: 85):

- a. a. Responsibility is defined as how to carry out tasks and achieve employee results within the company.
- b. b. Individual identity in the organization is defined as employees carrying out their work according to Standard Operating Procedures (SOPs) to be equally disciplined in working and achieving goals at the company.
- c. c. Warmth between employees is how the interaction between employees in establishing good communication within the company.
- d. d. Support is defined as employees helping each other and providing support between employees.
- e. e. Conflict is defined as how employees solve problems in differences of opinion between individuals or groups.

## **2.3 Leadership**

Leadership plays a very important role in management. Therefore, leadership is needed by humans, because of certain limitations in humans. From here comes the need to lead and be led. Leadership is defined in terms of individual characteristics, habits, ways of influencing others, interactions, positions in administration, and perceptions of legitimate influence. Leadership is an influencing process in determining the organization, motivating follower behavior to achieve goals, influencing to improve the group and culture. In the organization the leader is divided into three levels which are members of the management group

## **2.4 Performance**

Performance is a work achievement, namely the comparison between work results that can be seen in real terms with the work standards set by the organization. Performance is the level at which employees achieve job requirements efficiently and effectively. Performance is a result achieved by employees in their work according to certain criteria that apply to a job. In addition, performance is defined as the work result of a worker, a management process or an organization. as a whole, where the work results must be shown concrete and measurable evidence (compared to a predetermined standard). Performance (performance) refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well the employee meets the requirements of a job. Often misinterpreted as reflecting the energy expended, performance is measured by an outcome.

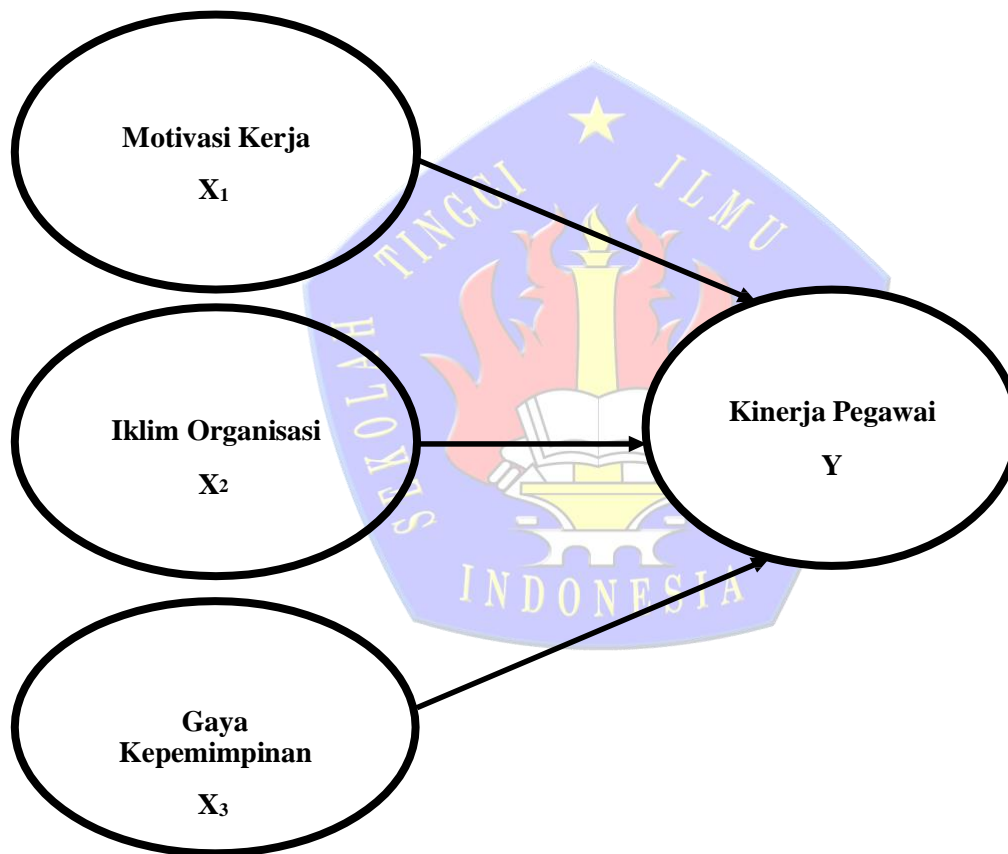
## 2.5 Hypothesis Development

- a. The hypothesis is a research statement about the influence of the variables in the study, and is the most specific statement (Sugiyono, 2017).
- b. The hypothesis in this study is as follows:
  - c. a. Work motivation has an effect on employee performance.
  - d. b. Organizational climate affects employee performance.
  - e. c. Leadership affects employee performance.

## 2.6 Conceptual framework

Based on the literature review and previous research that has been previously presented, a theoretical framework is drawn up as follows:

**Picture 1. Conceptual Framework**



## III. Research Methods

### 3.1 Research Strategy and Methods

In this study, researchers used quantitative research methods. According to Sugiyono (2017) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative or

statistical with purpose to test the hypothesis that has been set. So this research design aims to analyze the influence of motivation, work climate and leadership on employee performance of PT Astra International Bmw Sunter.

Based on the type of investigation, researchers conduct causal research in this scientific research. Sugiyono (2017) said that causal research is a causal relationship. So there are exogenous (influencing variables) and endogenous (influenced) variables as well as intervening variables (interrupting / intermediate).

### **3.2 Population and research sample**

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions. The population in this study were permanent employees of Astra BMW Sunter, totaling 85 people.

### **3.3 Research Samples**

According to Sugiyono (2017) the sample is part of the number of characteristics possessed by the population. If the population is large and the researcher cannot possibly learn everything in the population, for example because of limited funds, energy and time, the researcher can use a sample from that population. Samples taken from this population must be truly representative.

The sampling technique in this study was carried out using a non-probability sampling method, namely purposive sampling, a sampling technique that does not provide equal opportunities / opportunities for each element or member of the population to be selected as samples, Sugiyono (2017). it means that the sampling technique with certain considerations is that the sample must be a permanent employee of PT Astra International BMW Sunter with a service period of more than 1 year.

### **3.4 Data and Data Collection Methods**

Sources of data used in this study are primary data and secondary data. Sugiyono (2017) argues that primary data is a data source that directly provides data to data collectors and secondary data is a source that does not directly provide data to data collectors, for example through other people or through documents. Such as data obtained, observed, and recorded directly by researchers directly from the company that is the object of research. Primary data in this study is questionnaire data from Astra BMW Sunter employees regarding the influence of work motivation, organizational climate and leadership on employee performance.

The data collection technique in this study was a questionnaire. According to Sugiyono (2017) a questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. In this study, the measurement scale used was an ordinal scale. This scale forms the basis of the Likert scale. Sugiyono (2017) suggests a Likert Scale is a method used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into variable indicators. Then the indicators are made sebagai titik tolak untuk menyusun item-item instrument yang dapat berupa pernyataan atau pertanyaan. Guna mengetahui hasil dari tanggapan responden For the variables in this study, the researchers used interval data with an interval score of 1-4 as follows:

- a. STS = "Strongly Disagree" is given a score of 1



- b. TS = "Disagree" is given a score of 2
- c. S = "Agree" is given a score of 3
- d. SS = "Strongly Agree" is given a score of 4

#### IV. Research Results and Discussion

##### 1. Outer Model

###### a. Convergent Validity

Convergent validity is measuring the validity of reflective indicators as a variable measure that can be seen from each variable indicator. Individual indicators are considered valid if they have a correlation value above 0.70. However, at the research stage of scale development, the loading factor of 0.50 to 0.60 is still acceptable (Chin, 1998 in Ghozali, 2015).

**Table 1.** Outer Loading

	KEPEMIMPINAN (X <sub>3</sub> )	IKLIM KERJA (X <sub>2</sub> )	KINERJA PEGAWAI (Y)	MOTIVASI KERJA (X <sub>1</sub> )
X <sub>1</sub> (MK4)				0,884
X <sub>1</sub> (MK5)				0,851
X <sub>1</sub> (MK6)				0,780
X <sub>2</sub> (IK1)		0,824		
X <sub>2</sub> (IK3)		0,869		
X <sub>2</sub> (IK4)		0,801		
X <sub>3</sub> (GK3)	0,830			
X <sub>3</sub> (GK4)	0,866			
X <sub>3</sub> (GK5)	0,743			
X <sub>3</sub> (GK7)	0,825			
YKP1			0,774	
YKP2			0,714	
YKP3			0,783	
YKP4			0,884	
YKP5			0,771	

Source: Primary data processed (2020) with PLS 3.2.9

In Table 1 it can be seen that the construct values for all variables of Work Motivation, Organizational Climate, Leadership and Employee Performance have reached above 0.700, the score for the indicators of each construct ranges from 0.714 to 0.884. Thus the indicators used are sufficient to describe each of the variables to be measured.

###### b. Average Variance Extracted

In Table 4.11 it can be seen that the construct values for all variables of Work Motivation, Organizational Climate, Leadership and Employee Performance have reached above 0.700, the score

for the indicators of each construct ranges from 0.714 to 0.884. Thus the indicators used are sufficient to describe each of the variables to be measured.

**Table 2.** AVE (Average Variance Extracted) Test Results

Variabel	Rata-rata Varians Diekstrak (AVE)
Kepemimpinan (X <sub>3</sub> )	0,668
Iklim Kerja (X <sub>2</sub> )	0,692
Kinerja Pegawai (Y)	0,620
Motivasi Kerja (X <sub>1</sub> )	0,704

Source: Primary data processed (2020) with PLS 3.2.9

In Table 2 it can be seen that the construct value for all variables of work motivation, organizational climate, leadership and employee performance has a value of not less or more than 0.50. Based on these results it can be concluded that each construct with its indicators is good because it has met the minimum value requirements, which must be higher than 0.50.

### c. Discriminant Validity

Discriminant Validity Testing, reflexive indicators can be seen in the cross loading between the indicator and the construct. An indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor for other constructs.

**Table 3.** Discriminant Validity Test Results (cross loading)

	KEPEMIMPINAN (X <sub>3</sub> )	IKLIM KERJA (X <sub>2</sub> )	KINERJA PEGAWAI (Y)	MOTIVASI KERJA (X <sub>1</sub> )
X1 (MK4)	0,463	0,544	0,466	0,884
X1 (MK5)	0,622	0,424	0,453	0,851
X1 (MK6)	0,350	0,502	0,392	0,780
X2 (IK1)	0,499	0,824	0,522	0,420
X2 (IK3)	0,546	0,869	0,550	0,528
X2 (IK4)	0,457	0,801	0,370	0,518
X3 (GK3)	0,830	0,441	0,568	0,532
X3 (GK4)	0,866	0,452	0,411	0,530
X3 (GK5)	0,743	0,414	0,388	0,227
X3 (GK7)	0,825	0,655	0,514	0,542
YKP1	0,265	0,297	0,774	0,336
YKP2	0,320	0,274	0,714	0,369
YKP3	0,416	0,351	0,783	0,234
YKP4	0,716	0,722	0,884	0,604
YKP5	0,371	0,444	0,771	0,362

Source: Primary data processed (2020) with PLS 3.2.9

Based on Table 3, it can be seen that the loading factor value of each indicator is greater than the cross loading value, which means that there is no problem with Discriminant Validity and it is considered Realible.

**Table 4.** Discriminant Validity Test Results (Fornell-Larcker Criterion)

	KEPEMIMPINAN (X3)	IKLIM KERJA (X2)	KINERJA PEGAWAI (Y)	MOTIVASI KERJA (X1)
KEPEMIMPINAN (X3)	0,818			
IKLIM KERJA (X2)	0,606	0,832		
KINERJA PEGAWAI (Y)	0,588	0,592	0,787	
MOTIVASI KERJA (X1)	0,576	0,582	0,522	0,839

Source: Primary data processed (2020) with PLS 3.2.9

Based on Table 4 it can be seen that each construct is greater than the correlation between one construct and another. Therefore, it can be said to have good discriminant validity. Thus, these indicators can be used for further testing.

#### d. Realibility Composite

Composite reliability testing aims to test the reliability of the instrument in a research model. If all latent variable values have a composite reliability value or Cronchbach alpha  $\geq 0.7$ , it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

**Table 5.** Composite Reliability and Cronchbach Alpha Test Results

Variabel	Cronbach's Alpha	Reliabilitas Komposit	Keterangan
KEPEMIMPINAN (X3)	0,835	0,889	Realibel
IKLIM KERJA (X2)	0,780	0,870	Realibel
KINERJA PEGAWAI (Y)	0,853	0,890	Realibel
MOTIVASI KERJA (X1)	0,789	0,877	Realibel

Source: Primary data processed (2020) with PLS 3.2.9

Based on Table 5 it can be seen that the value of Composite Reability and Cronchbach Alpha has met the requirements, which has a value of  $> 0.7$  so it can be said that the variables of Work Motivation, Organizational Climate, Leadership and Employee Performance are realistic or considered reliable to measure the unit of analysis being observed.

## 2. Inner Model

After the model is estimated by the Outer Model criteria, the next step is testing the structural model (inner model). Inner model testing is the development of a theory-based model in order to



analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework. Inner model analysis is carried out in order to ensure that the structural model built is robust and accurate. Testing of the structural model is done by looking at the R-square which is the goodness-fit test of the model.

**a. R-square**

(R-Square) is used to measure how much endogenous variables are affected by other variables, the R-square results of 0.67 and above for endogenous latent variables in the structural model indicate the effect of exogenous variables (which influence) on endogenous variables (which are influenced) including in good category. Meanwhile, if the result is 0.33 - 0.67, it is in thmedium category, and if the result is 0.19 - 0.33 it is in the weak category.

**Table 6.** R-square Test Results

	R Square	Adjusted R Square
<b>KINERJA PEGAWAI (Y)</b>	<b>0,450</b>	0,427

Source: Primary data processed (2020) with PLS 3.2.9

Based on Table 6 it can be seen that the R-square (R2) value of the Employee Performance variable is 0.450, which means that the variables of Work Motivation, Organizational Climate, and Leadership affect Employee Performance by 45.0% while 55.0% is influenced by other variables that are not thorough in this study.

**b. Path Coefficient**

Path coefficient is used to show how strong is the effect or influence of exogenous variables on endogenous variables. If the value <0 then the effect of exogenous variables on endogenous variables is negative, whereas if the value is> 0 the effect of exogenous variables on endogenous variables is positive.

**Table 7.** Path Coefficient Test Result

	<b>KINERJA PEGAWAI (Y)</b>
<b>KEPEMIMPINAN (X3)</b>	0,305
<b>IKLIM KERJA (X2)</b>	0,310
<b>KINERJA PEGAWAI (Y)</b>	
<b>MOTIVASI KERJA (X1)</b>	0,166

Source: Primary data processed (2020) with PLS 3.2.9

Based on Table 7, it can be seen that Work Motivation, Organizational Climate, and Leadership have a positive effect on Employee Performance because it has a Path Coefficient value> 0, which ranges from 0.166 to 0.310.

**c. Uji Hipotesis**

Hypothesis testing can be seen from the t-statistics value and probability value. This significance value can be obtained by bootstrapping procedures. Seeing the significance of the hypothesis by looking at the parameter coefficient value and the t-statistical significance value on the bootstrapping report algorithm, the significance value of t-statistics must be more than 1.96 (Ghozali, 2015).

**Table 8.** Hypothesis Testing Results

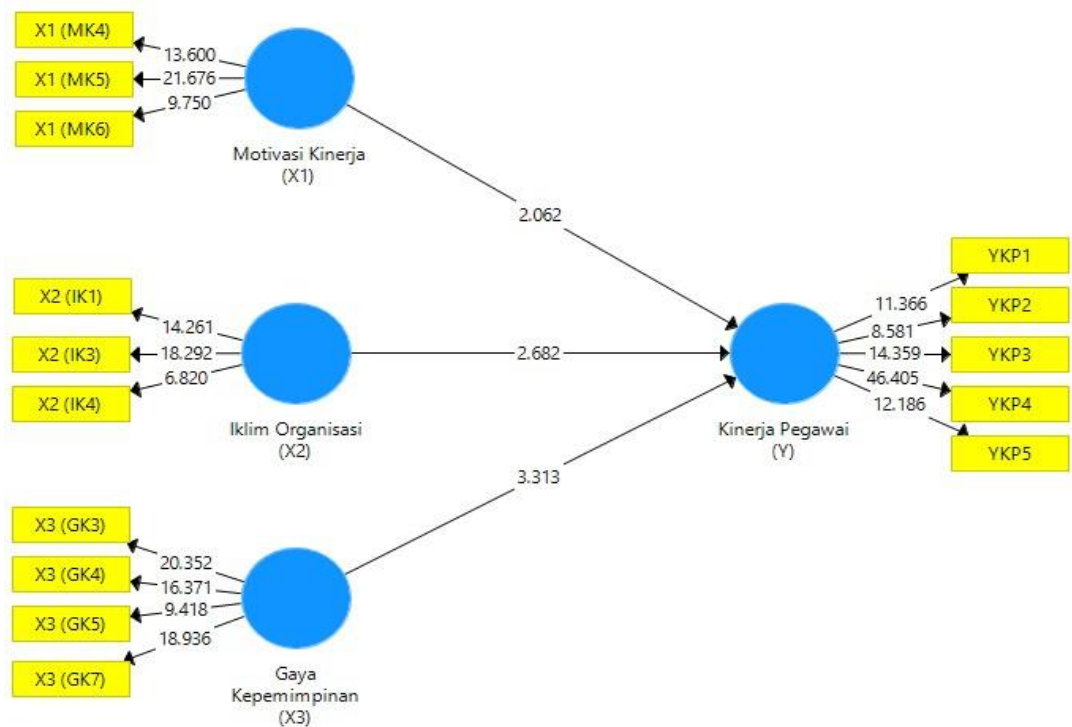
	Sampel Asli (O)	T Statistik (  O/STDEV  )	P Values
Motivasi Kinerja (X1) -> Kinerja Pegawai (Y)	0.166	2.062	0.040
Iklim Organisasi (X2) -> Kinerja Pegawai (Y)	0.310	2.682	0.008
Gaya Kepemimpinan (X3) -> Kinerja Pegawai (Y)	0.305	3.313	0.001

Source: Primary data processed (2020) with PLS 3.2.9

Based on Table 8 it can be explained as follows:

- a. a. The effect of work motivation on employee performance has a t-statistic value of  $2.062 > 1.96$ , so the H1 hypothesis in this study can be concluded that performance motivation has a significant and significant effect on employee performance.
- b. b. The influence of organizational climate on employee performance has a t-statistic value of  $2.682 > 1.96$ , so the H2 hypothesis in this study can be concluded that organizational climate has a significant and significant effect on employee performance.
- c. c. The influence of leadership on employee performance has a t-statistic value of  $3,313 > 1.96$ , so the hypothesis H3 in this study can be concluded that leadership has an effect on and on employee performance.

**Picture 2.** Bootstrapping Test Results



Based on the analysis using PLS (Partial Least Square), the researcher will then discuss the analysis that has been done. This research was conducted to determine the effect of Performance Motivation, Organizational Climate, and Leadership on Employee Performance of PT Astra International BMW Sunter.

#### **a. Effect of Work Motivation on Employee Performance**

Based on the research that has been done, it can be identified that the more a person has high work motivation, the more employee performance increases. The results of this study support the results of research conducted by Putri (2019) that the work motivation variable has a significant effect on employee work productivity so it can be concluded that H1 accepted, which means that work motivation has a partial effect on work productivity at.

PT Traktor Nusantara Surabaya Branch. Egalyant Wellmina (2018) Motivation has a positive and significant effect on the performance of PT ADM employees. This indicates that the higher the employee's motivation, the more able to improve employee performance. SYALI (2017) Thus it can be seen that the performance of employees in PT. Bintang Motor Jaya is influenced by Motivation. Most employees believe that good motivation and direction will result in increased employee performance.

#### **b. The Effect of Organizational Climate on Employee Performance**

Based on this research, it can be explained that a more comfortable work environment can create good interaction and communication between fellow employees of PT Astra International BMW Sunter which has an effect on improving employee performance.

The results of this study support the results of research conducted by Barsah (2017). The results of testing the influence of Organizational Climate on Employee Performance show statistically significant results. Thus the hypothesis which states that organizational climate has a direct and

significant effect on employee performance is proven. Egalyant Wellmina (2018) Organizational culture has a positive and significant effect on the performance of PT ADM employees. This indicates that the stronger the organizational culture, the more capable it is to improve employee performance.

### **a. The Influence of Leadership on Employee Performance**

Based on the research results, it can be explained that leadership has the greatest influence on the performance of employees of PT Astra International BMW Sunter because a leader who has good leadership can be an example and motivate other employees to improve performance.

The results of this study support the results of research conducted by Dessyarti (2018), testing the influence of leadership on employee performance shows a CR value of 2,321 with a probability of 0.020. Thus it can be concluded that the fifth hypothesis which states that leadership has a positive and significant effect on employee performance at the motorbike dealer PT. Suzuki Madiun and Ngawi Branches, accepted. Egalyant Wellmina, (2018) Leadership has a positive and significant effect on the performance of PT ADM employees. This indicates that the better the leadership, the more able to improve employee performance.

## **V. CONCLUSIONS AND SUGGESTIONS**

### **5.1 Conclusion**

Based on the results of the research that has been done, it can be concluded that:

1. Work Motivation (X1) has a t-statistic value of 2.062, based on research conducted by researchers it can prove that work motivation has a significant effect on employee performance, the more a person is motivated, the more employee performance increases. This influence is 16.6%.
2. Organizational climate (X2) has a t-statistic value of 2.682, based on research conducted by researchers it can prove that organizational climate has a significant influence on employee performance, the more comfortable the working environment can create good interaction and communication among employees of PT Astra International BMW Sunter which has an effect on improving employee performance. This influence is 31%
3. Leadership (X3) has a t-statistic value of 3,313, based on research conducted by researchers it can prove that leadership has the greatest significant influence on employee performance, leaders who have good leadership can be an example and motivate other employees to improve performance. This influence is 30.5%

### **5.2 Suggestion**

Based on the research results and conclusions presented earlier, the following suggestions can be given in this study, namely as follows:

#### **1. Work Motivation (X1)**

Based on the results of the research on Work Motivation variables, the indicator that has the lowest value is "The leader looks at all Astra BMW Sunter employees alike" which means that the leader views all employees equally without discriminating the skills and competencies of each employee of PT Astra International BMW Sunter.

**2. Organizational Climate (X2)**

Based on the results of the research on the Organizational Climate variable, the indicator that has the lowest value is "Employees have good interaction and communication with fellow Astra BMW Sunter employees" which means that all employees of PT Astra International BMW are able to improve communication and socialization among PT Astra International BMW Sunter employees.

**3. Leadership (X3)**

Based on the results of research on leadership variables, the indicator that has the lowest value is "Leaders are able to provide a comfortable working atmosphere and environment." which means that the leader provides the opportunity to share the opinions shared by all employees of PT Astra International BMW Sunter. In addition, leaders must have a closer relationship with their employees.

**4. Employee Performance (Y)**

Based on the results of the research, the employee performance variable, the indicator that has the lowest value, is "Good cooperation and mutual respect among colleagues" which means that the leader increases teamwork by means of morning briefings accompanied by games and breakfast together which is held for 1 week. once.

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