

The Influence of Transformational Leadership Style and Organizational Culture on Employee Performance when Mediated by Work Motivation

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Abstract

This study aims to analyze and determine transformational leadership style and organizational culture on employee performance mediated by work motivation in employees of PT Elizabeth Hanjaya Yogyakarta branch. Sampling in this study used saturated sampling (census), in which all members of the population were sampled as many as 50 people. Data collection in this study was carried out by interviews and questionnaires prepared with a Likert Scale and then calculated using path analysis data processing methods (path analysis) using SPSS. The results of this study are that transformational leadership style has a direct effect on employee performance, organizational culture has a direct effect on employee performance, transformational leadership style has an indirect effect on employee performance which is mediated by work motivation, organizational culture has an indirect effect on employee performance which is mediated by work motivation.

Keywords: Transformational Leadership Style, Organizational Culture, Work Motivation, Performance.

Introduction

Changes in the increasingly complex and competitive organizational environment require every organization and company to be more responsive in order to survive and continue to develop (Mubarak, 2016). In increasing professionalism and achieving the goals of an organization, a company needs to prepare competent employees to carry out functions in their respective fields. According to Gibson (1997) that organizational performance depends on individual performance or in other words individual performance will contribute to organizational performance. Performance is a description of the level of achievement of the implementation of an activity/program in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization. Performance is work performance, namely the comparison between work results and established standards (Dessler, 2007) .

Assessment and performance results in accordance with organizational goals can be influenced by the leadership style of organizational leaders, organizational culture, and also employee motivation. According to Thoha (2013) that leadership style is a behavioral norm that is used by someone when that person tries to influence the behavior of others as he sees it. Transformational leadership style is a leadership

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style that is able to inspire employees to prioritize organizational progress over personal interests, pay better attention to employees and be able to change the awareness of employees to see old problems in a new way. Every organization has a culture that is embraced by members so that it distinguishes the organization from other organizations. A strong organizational culture will influence the behavior of each individual involved in it so that performance effectiveness in an organization will be achieved (Rodhiatul et al, 2016).

Organizational culture describes a pattern of basic assumptions found by a group with the aim that the organization can learn to deal with problems well enough, so that it needs to be taught to new members as the correct way to understand, think, and feel about problems. (Schein in Riani, 2011). Besides, organizational culture, another factor that can influence performance is motivation (Handayani & Fuady, 2020) where the stronger the work motivation, the higher the performance produced by the employees, this shows that every increase in employee motivation provides a very significant increase in employee performance.

The main problem in this study is the decline in employee performance as indicated by the increasing number of employee delays during arrival attendance. In addition, based on interviews with several employees, it was said that leaders lack individual attention to their employees because leaders also lead several branches. And a culture that should be used to improve performance but becomes a boomerang for new employees.

That way, the formulation of the problem in this study is 1) Does the transformational leadership style affect employee performance at the Yogyakarta branch of PT Elizabeth Hanjaya? 2) Does organizational culture affect employee performance at the Yogyakarta branch of PT Elizabeth Hanjaya? 3) Does the transformational leadership style affect employee performance mediated by work motivation at the Yogyakarta branch of PT Elizabeth Hanjaya? And 4) Does organizational culture affect employee performance mediated by work motivation at the Yogyakarta branch of PT Elizabeth Hanjaya?

The objectives of this research are 1) to analyze and determine the effect of transformational leadership style on the performance of employees of PT Elizabeth Hanjaya, Yogyakarta branch. 2) To analyze and determine the influence of organizational culture on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch. 3) To analyze and determine the effect of transformational leadership style on employee performance which is mediated by work motivation on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch. And 4) To analyze and determine the effect of organizational culture on employee performance mediated by work motivation on employee performance of PT Elizabeth Hanjaya Yogyakarta branch.

Literature Review

Employee Performance

Basically, organizations are run by humans, so real performance is human behavior in playing the roles they play in an organization to meet predetermined standards of behavior in order to produce the desired actions and results (Bernadin, in Robbins, 1998). The term performance comes from the word job performance or actual performance (actual work achievements or achievements achieved by someone).

Mangkunegara (2017: 67) the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Basically, organizations are run by humans, so real performance is human behavior in playing the roles they play in an organization to meet predetermined standards of behavior in order to produce the desired actions and results (Bernadin in Robbins, 1998).

Transformational Leadership Style

The leadership style reflects that leadership is related to the intentional process of a person to emphasize his strong influence on others to guide, structure, facilitate activities and relationships within a group or organization. Robbins (2017) defines transformational leadership as leaders who inspire their followers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers.

They pay attention to the self-development needs of their followers, change followers' awareness of existing issues by helping others look at old problems in new ways and are able to please and inspire their followers to work hard to achieve common goals.

Organizational Culture

A strong organizational culture can provide stability in an organization. The strength or weakness of an organizational culture in a company depends on the extent to which the developed core values are deeply and broadly owned by its employees. The more members who receive noble values and the greater their commitment, the stronger the culture and influence on its members (Robbins & Judge, 2017: 358).

Work motivation

Work motivation contains two main goals within the individual, namely to meet needs. These needs are related to personal needs and organizational needs. If the goal is successfully achieved it will satisfy or fulfill these needs. (Munandar, 2001). Basically motivation is an important factor that can influence individual behavior in working in an organization. It is motivation that will encourage an individual to be more productive and achieve at work. This motivation is something that can cause, channel, and support human behavior, so that they want to work actively and enthusiastically to achieve optimal results (Hasibuan, 2017).

Hypothesis

H1. The transformational leadership style is influential significantly positive directly on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch.

H2. Organizational culture matters significantly positive directly on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch.

H3. The transformational leadership style is influential significantly positive indirectly on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch with work motivation as a mediating variable.

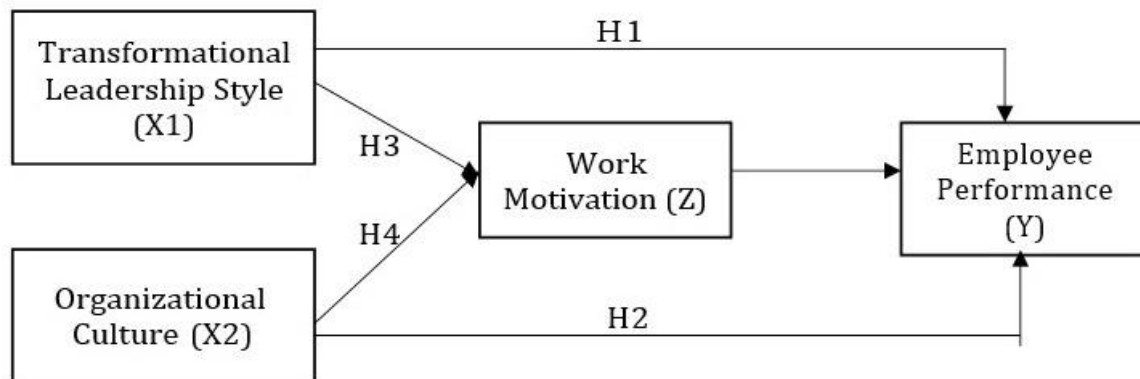


Figure 1. Research Model

H4. Organizational culture matters significantly positive indirectly on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch with work motivation as a mediating variable.

Methods

Sampling and Procedures

This research was conducted at PT Elizabeth Hanjaya Yogyakarta Branch, the data obtained in this study were taken using a questionnaire distributed to employees working at PT Elizabeth Hanjaya Yogyakarta Branch with a total of 50 respondents. Respondents were asked to fill out statements that had been made with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). In this study, the analytical technique used is Path Analysis from the SPSS version 20 program.

Measures

Employee performance is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 5 items. Transformational Leadership Style is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 8 items. Organizational Culture is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 18 items. Work Motivation is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 12 items.

Data Analysis

Employee Performance

Employee Performance indicators according to Mangkunegara (2017):

1. Quality of work (Y1)
2. Work quantity (Y2)
3. Responsibilities (Y3)
4. Cooperation (Y4)

5. Initiative (Y5)

In determining the value of the indicators above, it is carried out with the following equation:

$$Y = \frac{(Y_1 + Y_2 + Y_3 + Y_4 + Y_5)}{5}$$

Information :

(Y1)+(AND2)+(AND3)+(AND4)+(AND5) = performance indicator score

Y: Performance average score

Y1: Quality of work granular score

Y2: Work quantity granular score

Y3: Responsibility granular score

Y4: Score cooperation details

Y5: Score initiative details

Transformational Leadership Style

Indicators of transformational leadership style according to Robbins (2017):

1.Charismatic (X1.1)

2.Inspirational Motivation (X1.2)

3.Intellectual Simulation (X1.3)

4.Individual Attention (X1.4)

In determining the value of the indicators above, it is carried out with the following equation:

$$X_1 = \frac{(X_{1.1} + X_{1.2} + X_{1.3} + X_{1.4})}{4}$$

Information:

(X1.1)+(X1.2)+(X1.3)+(X1.4) = indicator score

X1: The average score of transformational leadership styles

X1.1: Charismatic grain score

X1.2: Inspirational motivation granular score

X1.3: Intellectual simulation grain score

X1.4: Individual attention item score

Organizational Culture

Organizational culture indicators according to Robbins and Judge (2017: 355):

1.Innovation (X2.1)

2.Attention to detail (X2.2)

- 3.Result orientation (X2.3)
- 4.Human orientation (X2.4)
- 5.Team orientation (X2.5)
- 6.Agression (X2.6)
- 7.Stability (X2.7)

In determining the value of the indicators above, it is carried out with the following equation:

$$X_2 = \frac{(X_{2.1} + X_{2.2} + X_{2.3} + X_{2.4} + X_{2.5} + X_{2.6} + X_{2.7})}{7}$$

Information :

(X2.1)+(X2.2)+(X2.3)+(X2.4)+(X2.5)+(X2.6)+(X2.7) = indicator score

X2 : The average score of organizational culture

X2.1: Innovation granular score

X2.2: A granular score for attention to detail

X2.3: Outcome-oriented grain score

X2.4: Orientation detail scores in humans

X2.5: Team orientation details score

X2.6: Aggressiveness detail score

X2.7: Grain stability score

Work Motivation

The indicators according to McClelland (2017), namely

- 1.The need for achievement (Z1)
- 2.The need for power (Z2)
- 3.The need for affiliation (Z3)

In determining the value of the indicators above, it is carried out with the following equation:

$$Z = \frac{(Z_1 + Z_2 + Z_3)}{3}$$

Information :

(FROM1)+(Z2)+(Z3) = indicator score

FROM: The average score of work motivation

FROM1: The score of the need for achievement granularity

FROM2: The need for power granular score

FROM3: The need for affiliation granular score

Result and Discussion

Result

Based on Table 1, overall employees at PT Elizabeth Hanjaya Yogyakarta Branch are dominated by women as many as 42 people with age 15-23 years a total of 35 people. According to Robbins and Judge (2017) the relationship between age and performance is an important thing to pay attention to, the older the employee the lower the absence rate, but not always the case, then the most recent level of

Table 1. Characteristics of employees of PT Elizabeth Hanjaya Yogyakarta Branch

Category	Amount	Percentage
Gender :		
Man	8	16%
Woman	42	84,%
Amount	50	100%
Age :		
15-23 Years	35	70%
24-32 Years	10	20%
33-41 Years	2	4%
42-50 Years	3	6%
Amount	50	100%
Last education :		
SLTA/SMK	45	90%
Diploma (D1/D2/D3)	2	4%
S1	3	6%
Amount	50	100%
Working time :		
1-5 Years	41	82%
6-10 Years	3	6%
11-15 Years	4	8%
16-20 Years	2	4%
Amount	50	100%

Table 2. Results of Phase I Path Analysis

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sign.	Information
	B	Std. Error	Beta			
(Constant)	3.063	5.973		0.513	0.610	Significant
Transformational Leadership Style	0.711	0.169	0.438	4.196	0.000	Significant
Organizational Culture	0.533	0.120	0.465	4.454	0.000	Significant
R ²	: 0.759					
Adj. R ²	: 0.558					
Fcount	: 31.933					
Dependent Variable: Work Motivation						

Table 3. Results of Phase II Path Analysis

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sign.	Information
	B	Std. Error	Beta			
(Constant)	2.758	1.708		1.615	0.113	Significant
Transformational Leadership Style	0.126	0.057	0.224	2.227	0.031	Significant
Organizational Culture	0.110	0.041	0.481	2.713	0.009	Significant
Work motivation	0.167	0.042	0.278	4.010	0.000	Significant
R ² : 0.848						
Adj. R ² : 0.701						
Fcount : 39.248						
Dependent Variable: Employee Performance						

education at PT Elizabeth Hanjaya Yogyakarta branch is high school/vocational school a total of 45 people. The working period of employees of PT Elizabeth Hanjaya Yogyakarta Branch with a working period of 1-5 years is 41 people.

Based on the results of the analysis of stage I in Table 2, it is used to test the effect of Transformational Leadership Style (X1) and Organizational Culture (X2) on Work Motivation (Z). Where work motivation in this study is a mediating variable, while the formulation of the path I model is as follows:

$$Z = P3X1 + P4X2$$

Based on the results of the stage 1 model analysis, it can be obtained:

1. The regression equation obtained from the results of these calculations is

$$Z = 0.438X1 + 0.465X2$$
2. The magnitude of the influence of the transformational leadership style variable (X1) on work motivation (Z) is 0.438.
3. The magnitude of the influence of organizational culture variables (X2) on work motivation (Z) is 0.465.
4. The significant value of transformational leadership style (X1) on work motivation (Z) is 0.000 and organizational culture (X2) on work motivation (Z) is 0.000 indicating that both variables have a significant effect on work motivation variable (Z). Where $0.000 < 0.05$ and $0.000 < 0.05$ with 0.05 being the significance level.

Based on the results of stage II path analysis in Table 3, it is used to test the effect of Transformational Leadership Style (X1) and Organizational Culture (X2) and Work Motivation (Z) on Employee Performance (Y). The phase II analysis formula is as follows:

$$Y = P1X1 + P2X2 + P5Z$$

Based on the results of the phase II model analysis, it can be obtained:

1. The regression equation obtained from the results of these calculations is

$$Y = 0.224X1 + 0.481X2 + 0.278Z$$
2. The magnitude of the influence of the transformational leadership style variable (X1) on employee performance (Y) is 0.224.
3. The magnitude of the influence of organizational culture variables (X2) on employee performance (Y) is 0.481.
4. The magnitude of the effect of work motivation variable (Z) on employee performance (Y) is 0.278.
5. The significant value of Transformational Leadership Style (X1) on Employee Performance (Y) is 0.031. Organizational Culture (X2) on Employee Performance (Y) is equal to 0.009. Work Motivation (Z) on employee performance (Y) which is equal to 0.000 indicates that the variables of transformational leadership style, organizational culture, and work motivation have a significant effect on employee performance variables (Y), because their significant value is $0.031 < 0.05$, $0.009 < 0.05$ and $0.000 < 0.05$ where 0.05 is the limit of the significance level.

Based on table 3, it is obtained:

1. The results of statistical calculations obtained t count of 2.227 with a significance level of 0.031 which means less than 0.050 where the value indicates a significant value. Therefore the first hypothesis is accepted.
2. The results of statistical calculations obtained t count of 2.713 with a significance level of 0.009 which means less than 0.050 where the value indicates a significant value. Therefore the second hypothesis is accepted.

Based on these results, it can be seen that the calculation of the direct effect, indirect effect, and total effect of the variables Transformational Leadership Style (X1), Organizational Culture (X2) on Employee Performance (Y). Testing the significance of the indirect effect using t-count tested with the Sobel test as follows:

$$t = ab / \text{Side}$$

$$t = \frac{ab}{\sqrt{b^2 \sigma_{on}^2 + a^2 \sigma_{Sb}^2 + \sigma_{on}^2 \sigma_{Sb}^2}}$$

Testing the significance of the indirect effect of organizational culture on employee performance through work motivation with the t statistic (tcount) the results are as follows:

$$\text{Side} = \sqrt{[(0.167)^2(0.169)^2 + (0.711)^2(0.042)^2 + (0.169)^2(0.042)^2]}$$

$$\text{Side} = \sqrt{0.00173865836}$$

$$\text{Side} = 0.041697222449463$$

$$t = \frac{ab}{\text{side}}$$

$$t = \frac{0.118737}{0.041697222449463} \quad t = 2,84759974466$$

Based on these calculations, the results of the t count value are $2.84759974466 > t$ table (1.96) with a significant level at the 5% level. So it can be concluded that work

motivation is able to mediate the effect of transformational leadership style on employee performance. Testing the significance of the indirect effect of organizational culture on employee performance through work motivation with the t statistic (t count) the results are as follows:

$$\text{Side} = \sqrt{[(0.167)^2(0.120)^2 + (0.533)^2(0.042)^2 + (0.120)^2(0.042)^2]}$$

$$\text{Side} = \sqrt{0.000092813619}$$

$$\text{Side} = 0.0304653276693358$$

$$t = ab/\text{side}$$

$$t = 0.0890110.041697222449463$$

$$t = 2,92171484141$$

Based on these calculations, the results of the t count value are $2.92171484141 > t$ table (1.96) with a significant level at the 5% level. So it can be concluded that work motivation is able to mediate the influence of organizational culture on employee performance.

Based on the results in table 4, it is obtained that the direct effect of transformational leadership style on employee performance is 0.224. Then the transformational leadership style has an indirect effect on employee

Table 4. Direct Effect, Indirect Effect, and Total Effect of Transformational Leadership Style on Employee Performance with Work Motivation as a Mediating Variable

Direct Influence	
X1 → Y	
P1	= 0.224 = 0.224
Indirect Influence	
X1 → FROM → Y	
P3 x P5 (0.438 x 0.278)	= 0.121 = 0.121
Total Impact	
Direct Influence + Indirect Influence	
(0.224) + (0.121)	= (0.345) = (0.345)

Table 5. Direct Influence, Indirect Influence, and Total Influence of Organizational Culture on Employee Performance with Work Motivation as a Mediating Variable

Direct Influence	
X2 → Y	
P2	= 0.481
Indirect Influence	
X2 → FROM → Y	
P4 x P5 (0.456 x 0.278)	= 0.126
Total Impact	

performance through work motivation as a mediating variable of 0.121. In order to obtain a total effect of $0.224 + 0.121 = 0.345$. Testing the significance of the indirect effect of transformational leadership style on employee performance through work motivation as a mediating variable with t-statistics can be tested with the Sobel test with the result of 2.84759974466. The results show that the t-value is $2.84759974466 > 1.96$. So it can be concluded that hypothesis three is accepted.

Based on table 5, organizational culture has an indirect effect on employee performance through work motivation as a mediating variable of 0.126. In order to obtain a total effect of $0.481 + 0.126 = 0.607$. Testing the significance of the indirect effect of organizational culture on employee performance through work motivation as a mediating variable with t-statistics can be tested with the Sobel test with the result of 2.92171484141. These results indicate that the calculated t value is $2.92171484141 > 1.96$. So it can be concluded that the fourth hypothesis (4) is accepted.

Discussion

The Effect of Transformational Leadership Style on Employee Performance

Research results using path analyze (path analysis) outlines hypothesis 1 that transformational leadership style has a direct positive and significant influence on employee performance. The direction of influence is positive at 0.224 and a significant result is 0.031 with a significant level of 0.05. This means that when the transformational leadership style is high, the employee performance at PT Elizabeth Hanjaya Yogyakarta branch will be high. Transformational leadership style with employee performance is very closely related. Because with high performance, it means that every employee provides all the knowledge, skills, abilities, attitudes and behaviors that are owned by each employee and there is an awareness that the progress of the company will be quickly achieved.

A leader gives good individual attention to all employees, leads charismatically and always motivates employees, then he will also get a good response from his employees so that it will improve employee performance. These results support research by Sandhi and Dessyarti (2014) suggesting that leadership style has a positive and significant influence on employee performance. Thus the first hypothesis which states that the transformational leadership style has a direct effect on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch is supported.

The Influence of Organizational Culture on Employee Performance

Based on the results of research using path analyze (path analysis) which describes hypothesis 2 that organizational culture has a positive direct effect of 0.278 and a significant result of 0.009 with a significant level of 0.05 on employee performance. This means that when the organizational culture is high, the performance of employees at PT Elizabeth Hanjaya Yogyakarta branch is also high. The importance of organizational culture in relation to employee performance is reinforced by Robbins' (2017) statement that in fact, one study of organizational culture found that employees in companies with strong cultures are more committed to their companies than employees in companies with weak cultures.

Organizational culture also creates, enhances, and maintains high performance. Where a conducive organizational culture creates job satisfaction, work ethic, and employee motivation. All of these factors are indicators of creating high performance from employees which will also result in high organizational performance. The results of this study support Hidayat's research (2019), which states that organizational culture has a positive influence on employee performance. Thus the second hypothesis which states that organizational culture has a direct effect on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch is supported.

The Effect of Transformational Leadership Style on Employee Performance through Work Motivation

Based on the results of path analysis, it shows that the transformational leadership style has an indirect effect on employee performance which is mediated by work motivation, with an effect of 0.345 and with the Sobel test, a t count of 2.84759974466 is obtained, which t count is greater than t table which has a value of 1.96 with a significant level of 0.05 (95% truth level) indicates that work motivation is able to mediate transformational leadership style on employee performance. Transformational leadership style is a leader who is able to inspire his employees (Robbins, 2010).

Which means that the transformational leadership style applied is appropriate, such as charisma in leading, providing appropriate inspirational motivation, attention to employees is more evenly distributed, and giving ideas to employees in solving old problems in new ways. Then work motivation will increase the effect of transformational leadership style on employee performance as a mediation. This research supports Hidayat's research (2019) that there is an indirect effect of leadership style on employee performance which is mediated by work motivation. Thus the third hypothesis which states that transformational leadership style has an indirect effect on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch with work motivation as a mediating variable is supported.

The Influence of Organizational Culture on Employee Performance through Work Motivation

Based on the results of path analysis, it shows that organizational culture has an indirect effect on employee performance which is mediated by work motivation with a magnitude of influence of 0.607 with the Sobel test obtained t count of 2.92171484141 which t count is greater than t table which has a value of 1.96 with a significant level of 0.05 (95% truth level). This shows that work motivation is able to mediate organizational culture on employee performance. Robbins and Judge (2010) Organizational culture which includes innovation and proper risk taking, attention to detail, result orientation, individual orientation, team orientation, aggressiveness and stability is well received by employees. So that the work motivation felt by the employees of PT Elizabeth Hanjaya Yogyakarta branch is fulfilled in the need for achievement, the need for power, and the need for affiliation. This is in accordance with previous research conducted by Amalia (2016),

which shows organizational culture has an indirect effect on employee performance through work motivation. Thus the fourth hypothesis which states that organizational culture has an indirect effect on the performance of employees of PT Elizabeth Hanjaya Yogyakarta branch with work motivation as a mediating variable is supported.

Conclusion

1. Transformational leadership style has a positive and significant direct effect on employee performance at the Yogyakarta branch of PT Elizabeth Hanjaya, thus hypothesis 1 is supported.
2. Organizational culture has a positive and significant direct effect on employee performance at the Yogyakarta branch of PT Elizabeth Hanjaya, thus hypothesis 2 is supported.
3. Transformational leadership style has a positive and significant indirect effect on employee performance with work motivation as a mediating variable at PT Elizabeth Hanjaya Yogyakarta branch, thus hypothesis 3 is supported.
4. Organizational culture has a positive and significant indirect effect on employee performance with work motivation as a mediating variable at PT Elizabeth Hanjaya Yogyakarta branch, thus hypothesis 4 is supported.

Limitation

Based on the results of data processing, the lowest result for the transformational leadership style indicator is in item X1.3.2 or in the dimension "my leader opposes the old way of doing things" which has the lowest average value of 3.92 (appendix 3). This indicates that the leader has not been able to apply the results orientation indicators to the fullest. So the researchers suggest the head of PT Elizabeth Hanjaya Yogyakarta branch to maintain the transformational leadership style that has been applied with a focus on each individual or employee by giving empathy to employees for all their needs. In addition, the head of PT Elizabeth Hanjaya Yogyakarta branch should focus more on result orientation. Because in the transformational leadership style the leader gives tolerance to every employee to use old ways or habits of doing things. Remembering that each individual or employee has their own way and improvisation in completing their work.

Based on the results of data processing, the lowest result for organizational culture indicators is in item X2.1.1 or in the dimension "this organization motivates me to be an innovative person" which has the lowest average value of 3.02 (appendix 3). So the researchers suggest PT Elizabeth Hanjaya Yogyakarta branch to maintain the organizational culture that has been implemented by maintaining an established organizational status. In addition, PT Elizabeth Hanjaya Yogyakarta branch should be more sensitive to culture or habits that can increase the work motivation of each employee. Because, in an organizational culture that is directed, clear and structured, it can increase the cultural value of the organization itself.

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