

Usrotul Hasanah

by Turnitin Official

Submission date: 16-Mar-2023 08:29AM (UTC+0700)

Submission ID: 2003804405

File name: pment_Planning_Agency_Bappeda_Banyuwangi_and_Jember_Regency.docx (78.29K)

Word count: 3124

Character count: 26104



The Effect of Employee Motivation on Organizational Performance At the Regional Development Planning Agency (Bappeda) Banyuwangi and Jember Regency

¹Giyanto, ²Wilda Rasaili, ³Nina Sa'idah Fitriyah, ⁴Dini Noor Aini,

⁵Usrotul Hasanah, ⁶Hari Susanto

^{1,3,4,5,6} Department of Public Administration, University of Abdurachman Saleh, Indonesia

² Department of Public Administration, University of Wiraraja Madura, Indonesia

*Email Korespondensi: wilda@wiraraja.ac.id

Abstract

This study aims to analyze the influence of Employee Motivation on Organizational Performance at the Regional Development Planning Board (Bappeda) of Banyuwangi and Jember Regencies. This study uses a quantitative descriptive research method. The population and sample amounted to 98 respondents consisting of all employees of the Regional Development Planning Agency of Banyuwangi Regency and Jember Regency. The instrument and data analysis technique used in this study is Partial Least Square (PLS). For data collection techniques using questions (questionnaires) or questionnaires distributed to all respondents. There are five indicators in the employee motivation variable used in this study, namely: 1) physical needs, 2) needs for security and safety, 3) social needs, 4) self-esteem needs, and 5) self-actualization. For organizational performance variables, there are six indicators used in research, namely 1) effectiveness, 2) efficiency, 3) quality, 4) productivity, 5) quality of work life, 6) learning and innovation. The results of this study indicate that employee motivation has a significant effect on organizational performance in the Regional Development Planning Agency (Bappeda) of Banyuwangi and Jember Regencies.

Keywords: Employee Motivation, Organizational Performance, regional planning organizations

How to Cite: Giyanto, G., Rasaili, W., Fitriyah, N. S., Aini, D. N., Hasanah, U., & Susanto, H. (2022). The Effect of Employee Motivation on Organizational Performance At the Regional Development Planning Agency (Bappeda) Banyuwangi and Jember Regency. *Empiricism Journal*, 3(2), 238–245. <https://doi.org/10.36312/ej.v3i2.994>



<https://doi.org/10.36312/ej.v3i2.994>

Copyright © 2022, Giyanto, et al.

This is an open-access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) License.



INTRODUCTION

Organization as a social entity has many components, such as: leadership, organizational culture, organizational structure, organizational communication climate, and employee motivation and many other components. Based on the results of research on these components show varying results. That ineffective leadership affects organizational performance (Aboyassin & Abood, 2013), organizational structure can increase organizational effectiveness (M. Ali et al., 2018; Dahmardeh & nastiezaie, 2019), and organizational culture also has a significant impact on organizational performance (Pawirosumarto et al., 2017; Uzkurt et al., 2013). Related to the organizational communication climate, the results of the study show that the components of the organizational communication climate (role clarity, good communication between employees) can play a role and have a positive effect on organizational performance (Prayogi & Lesmana, 2021).

Another component of the organization that also contributes to achieving organizational performance is employee motivation. Employee motivation is the desire to do some work in an organization, both individually and in groups that can increase employee job satisfaction (Jamal Ali & Anwar, 2021; Paais & Pattiruhu, 2020). Motivation is the passion to do work so that organizational goals can be achieved according to shared expectations (Wahyudi, 2022). The results of the study show that employee motivation plays a significant role in achieving organizational performance (Werdhiastutie et al., 2020). Based on the theory and empirical evidence, it illustrates that employee motivation is so important in achieving organizational performance, both government organizations and private organizations.

The other components show that organizational performance is an important factor in an organization, where every organization has the same goal, namely to achieve maximum organizational performance. Organizational performance describes the conditions and achievements of the organization, by comparing the plans that have been set with the results obtained (Gupta et al., 2020). Organizational performance is the responsibility of all parties involved in an organization, both individually and in groups. The ability of individuals or groups within an organization greatly influences the performance of the organization itself (Duchek, 2020).

The variables examined in this study are employee motivation and organizational performance variables. For the employee motivation variable, based on preliminary research conducted by researchers, employees of the two research objects have less motivation, for example there are still many employees who arrive late and sleep during working hours. From these conditions, employee motivation when associated with performance is very interesting to study. The objects in this study were the Regional Development Planning Agency (Bappeda) of Banyuwangi Regency and the Regional Development Planning Agency (Bappeda) of Jember Regency.

The two research objects both have development problems, for the Regional Development Planning Agency (Bappeda) of Banyuwangi Regency, the problems encountered are (1) 12 year compulsory education that has not been achieved, (2) community opportunities for higher education are still low, (3) inclusive education services for the community are still low, (4) the quality of health services is still low and other development problems (RPJMD Banyuwangi Regency 2016-2021). In addition to the four development problems mentioned above, development problems also arise due to conflicts of interest related to political issues and this occurs in all regions throughout Indonesia (Dawes & Weinschenk, 2020).

The development problems faced by the Jember Regency Regional Development Planning Agency (Bappeda) include: 1) not optimal achievement of 12 year compulsory education, 2) education and health facilities that are accessible to the community are still lacking, 3) low quality of public services, and 4) competence employees of the state civil apparatus in the regions, especially in the Regional Development Planning Agency (Bappeda) Jember Regency, which is still uneven (Report of RPJMD Jember Regency Year 2016-2021). This study aims to examine and analyze the effect of employee motivation on organizational performance at the Regional Development Planning Board (Bappeda) of Banyuwangi and Jember Regencies

LITERATURE REVIEW

1. Employee Motivation

Any organization must pay attention to aspects of motivation for its employees, because motivation can increase employee morale, motivation can also accelerate organizational performance achievement, without employee motivation performance achievement will be slow. Employee motivation is a policy made by a decision maker in an organization to improve employee performance and the performance of the organization itself, with high motivation employees will work harder (R. Ali & Ahmed, 2011).

Employee motivation is also caused by factors of physical needs such as: salary, a sense of security, and social needs, recognition, health and safety (Alrawahi et al., 2020). But besides that, the cleanliness and comfort factor of the work space also encourages employee motivation. The cleanliness factor in the work space within the organization must be prioritized because cleanliness has an impact on employee motivation (Parashakti et al., 2020).

Several indicators of work motivation described by several studies include: 1) physical needs, 2) the need for a sense of security and safety at work, 3) social needs, 4) the need for self-esteem, and 5) the need for self-actualization (attractive nature of work and challenging (Prayetno & Ali, 2020; Rajab & Saputra, 2021; Widarko & Anwarodin, 2022).

The author emphasizes the use of employee motivation theory as described above because the indicators in employee motivation are very suitable to be tested on public organizations, namely the Bappeda of Banyuwangi Regency and Jember Regency.

2. Organizational Performance

Organizational performance is a description of the state of the organization or company by comparing the goals set with the resulting goals (Pio et al., 2021). Organizational performance is the state of the organization, and the level of success of an organization. Organizational performance is related to the ability of employees to understand the vision and mission of the organization so that it can encourage the achievement of goals (Khajeh, 2019). Organizational performance is the result of the hard work of all employees in the organization (Wahyudi, 2022). If employee performance increases, organizational performance will increase as well. According to Sinambela (2012: 192) there are six indicators that can be used to measure the performance of public organizations, namely: 1) Policy: Plays a role in the formulation and implementation of policies, 2) Planning & budgeting: Plays a role in budgets and plans including planning changes, 3) Quality : Relating to the quality of performance-oriented organizational management, 4) Frugality: Relating to the efficient use of resources, 5) Justice: Providing confidence to the public that service delivery is carried out fairly, and 6) Responsibility: Providing certainty that governance can be accountable to Public.

In another study, organizational performance has seven indicators including 1) effectiveness, 2) efficiency, 3) quality, 4) productivity, 5) quality of work life, 6) learning and innovation and 7) profitability (Koochang et al., 2017) . Effectiveness is the ability to achieve goals according to the previous plan, efficiency is the ability to complete a task or job with minimum cost and time and effort, quality is guided by the quality of work, productivity is the ability to produce good work, quality of work life is an opportunity given to employees to improve personal quality so that they can make a meaningful contribution to the organization, learning and innovation is the transformation of ideas or ideas into a good service product so that it can help the survival of the organization and profitability is the ability to contribute more in creating excellence (Roger J. Givens, 2012).

Organizational performance variables used in this study are variables with indicators which include: 1) effectiveness, 2) efficiency, 3) quality, 4) productivity, 5) quality of work life, 6) learning and innovation and 7) profitability (Roger J. Givens, 2012).

3. Research Hypothesis and Conceptual Framework

The hypothesis formulated in this study is as follows:

H¹: Employee Motivation influences Organizational Performance

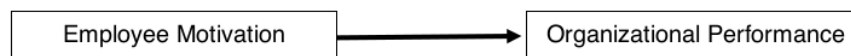


Figure 1. Conceptual Framework

METHOD

This research was conducted at Bappeda Banyuwangi Regency and Jember Regency, for three months starting from May 5 2021 to August 5 2019. This type of research is quantitative descriptive research, where this research examines and analyzes the effect of employee motivation on organizational performance.

The sample in this study is a saturated sample using the entire population of 98 people using a non-probability sampling technique, which is specifically included in the saturated sampling technique because the total population of each research area is relatively small (less than 100). Sugiono,(2016) states that sampling is not necessary if the population is small or less than 100. The size of the population in a study is not an important problem being able to provide information used to answer the formulation of problems and research hypotheses (Ivankova et al., 2006).

The population and sample can be described in Bappeda Banyuwangi Regency as many as 51 employees, consisting of 40 employees with Civil Servants (PNS) status and 11 employees with contract status. Meanwhile, the number of employees in Bappeda Jember Regency is 47 employees, consisting of 31 employees with Civil Servants (PNS) status and

16 employees with contract employee status. so that the total is 98 employees with the status of civil servants and contracts.

1. Population

Table 1. Respondents employees with the status of civil servants and contracts.

| No | Research Area | Status | | Number of Respondents |
|-------------------|---------------|----------------------|--------------------|-----------------------|
| | | Government Employees | Contract Employees | |
| 1 | Banyuwangi | 40 | 11 | 51 |
| 2 | Jember | 31 | 16 | 47 |
| Total Respondents | | | | 98 |

Table 1 shows that the number of employees at Bappeda Banyuwangi Regency is 51 employees, consisting of 40 employees with Civil Servant status and 11 employees with contract status. Meanwhile, the number of employees at Bappeda Jember Regency is 47 employees, consisting of 31 employees with Civil Servant status and 16 employees with contract employee status. So that the total is 98 employees with the status of civil servants and contracts, which are used as the population in this study

2. Samples

The sampling technique used in this study is non-probability sampling, which is specifically included in the saturated sampling technique because the total population of each study area is relatively small (less than 100). Sugiyono (2011: 118-127) states that sampling is not necessary if the population is small or less than 100. The size of the population in a study is not an important problem being able to provide information used to answer the formulation of problems and research hypotheses (Creswell, 2015:294).

The sample in this study was the entire population in each research object, with details namely the total population in Bappeda Banyuwangi Regency by 51 respondents and the total population in Bappeda Jember Regency by 47 respondents, so the total population was 98 respondents. So the sample in this study amounted to 98 respondents.

In taking the research sample, the authors do not distinguish between employees with civil servant status and employees with contract status in the two research objects, because based on the results of tracing or initial research on employee status, even though the employee is in contract status, they have an average working period. over five years. Besides that, contract employees in the two research objects, namely Bappeda Banyuwangi Regency and Bappeda Jember Regency have good levels of discipline and obedience at work and even better than employees with civil servant status.

RESULTS AND DISCUSSION

The results of the research below show statistically through validity and reliability tests regarding work motivation variables and performance variables. The table below clearly shows the results of the significance of the effect of variable X on variable Y.

Table 2. The results of the validity and reliability test of employee motivation variables (X)

| Indicator | Item | Correlation | P value | Conclusion |
|--|------|-------------|---------|------------|
| Physical (X ₁) | X | 0,749 | 0,000 | Valid |
| | X | 0,875 | 0,000 | Valid |
| | X | 0,861 | 0,000 | Valid |
| | X | 0,902 | 0,000 | Valid |
| | X | 0,783 | 0,000 | Valid |
| Coefficient <i>cronbach alpha</i> = 0,888(Reliable) | | | | |
| Work comfort and safety (X ₂) | X | 0,716 | 0,000 | Valid |
| | X | 0,887 | 0,000 | Valid |
| | X | 0,831 | 0,000 | Valid |
| Coefficient <i>cronbach alpha</i> = 0,718 (Reliable) | | | | |

| Indicator | Item | Correlation | P value | Conclusion |
|--|--|-------------|---------|------------|
| Social needs (X ₃) | X | 0,909 | 0,000 | Valid |
| | X | 0,931 | 0,000 | Valid |
| | Coefficient <i>cronbach alpha</i> = 0,815 (Reliable) | | | |
| Self appreciation (X ₄) | X | 0,854 | 0,000 | Valid |
| | X | 0,807 | 0,000 | Valid |
| | X | 0,841 | 0,000 | Valid |
| Coefficient <i>cronbach alpha</i> = 0,758 (Reliable I) | | | | |
| Self-actualization (X ₅) | X | 0,902 | 0,000 | Valid |
| | X | 0,888 | 0,000 | Valid |
| Coefficient <i>cronbach alpha</i> = 0,752 (Reliable) | | | | |

The results of the validity and reliability test of the performance variables are shown in the table below

Table 2. Results of validity and reliability test performance variable (Y)

| Indicator | Item | Correlation | P value | Conclusion |
|--|--|-------------|---------|------------|
| Effectiveness (Y ₁) | Y | 0,911 | 0,000 | Valid |
| | Y | 0,941 | 0,000 | Valid |
| | Coefficient <i>cronbach alpha</i> = 0,827 (Reliable) | | | |
| Efficiency (Y ₂) | Y | 0,907 | 0,000 | Valid |
| | Y | 0,948 | 0,000 | Valid |
| | Coefficient <i>cronbach alpha</i> = 0,882 (Reliable) | | | |
| Quality (Y ₃) | Y | 0,883 | 0,000 | Valid |
| | Y | 0,895 | 0,000 | Valid |
| | Coefficient <i>cronbach alpha</i> = 0,734 (Reliable) | | | |
| Productivity (Y ₄) | Y | 0,881 | 0,000 | Valid |
| | Coefficient <i>cronbach alpha</i> = 0,740 (Reliable) | | | |
| Quality of work life (Y ₅) | Y | 0,866 | 0,000 | Valid |
| | Y | 0,871 | 0,000 | Valid |
| | Coefficient <i>cronbach alpha</i> = 0,834 (Reliable) | | | |
| Learning and innovation (Y ₆) | Y | 0,870 | 0,000 | Valid |
| | Y | 0,928 | 0,000 | Valid |
| Coefficient <i>cronbach alpha</i> = 0,750 (Reliable) | | | | |

The findings in this study indicate that hypothesis 1 (H1), which states that employee motivation influences organizational performance is significant (accepted). This means that the level of employee motivation can affect organizational performance. This shows that when employee motivation is high, organizational performance will increase, and vice versa if employee motivation is low, organizational performance will decrease.

The level of employee motivation at the Regional Development Planning Agency (Bappeda) of Banyuwangi Regency and the Regional Development Planning Agency (Bappeda) of Jember Regency is quite high. For example, for the question item about the amount of salary received, the physical needs indicator has an average value of 4.24. Besides that, the question items on the self-esteem indicator also have a fairly high average value. As an example, a policy item for outstanding employees has a value of 4.25. and the item about giving bonuses to outstanding employees has a fairly high value of 4.25. This can be seen from the results of the respondents' answers through a questionnaire in which the majority of employees gave answers with a score of 3, a score of 4, and a score of 5. The indicators of employee motivation include physical needs, work comfort & safety, social needs or social needs, self-respect, and self-actualization that have been given to Bappeda employees are felt to be sufficient to motivate employees in order to achieve organizational performance. This can be seen from the results of direct interviews with respondents where the majority of respondents gave a positive response to the motivation given by the

organization. The high motivation of these employees affects the performance of the organization.

Figure below shows the results of the study which show that employee motivation has a significant effect on organizational performance (H₁).

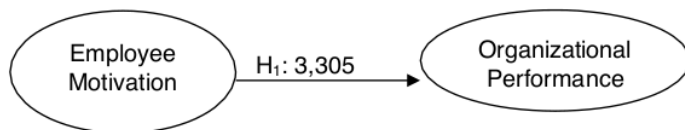


Figure 2. Research results of hypothesis 1 (H₁)

The findings in this study strengthen the theory which states that motivation is an encouragement to do something (work passion) of employees, so that employees work well in accordance with expectations of organizational performance can be achieved (Hasibuan and Malayu, 2008:95).

The findings in this study confirm the truth of the research results which state that employee motivation influences organizational performance at the Coordination and Promotion and Investment Board of West Java Province. This means that high and low employee motivation will be able to influence organizational performance at the Coordinating and Promotional Board and Investment of West Java Province.

The findings in research studies using the same variables are about organizational motivation and employee performance. That employee motivation has an influence on organizational performance in Nigeria. The indicators of employee motivation used in this research are 1) benefits, 2) praise, and 3) recognition, these three indicators of employee motivation are used to measure organizational performance with indicators namely 1) profitability, 2) product quality, and 3) efficiency. Meanwhile, in this study, five indicators were used for employee motivation variables, namely: 1) Physical needs, 2) Work comfort and safety, 3) Social needs, 4) Self-esteem, and 5) Self-actualization (self-realization) . Six indicators are used for organizational performance variables, namely: 1) Effectiveness, 2) Efficiency, 3) Quality, 4) Productivity, 5) Quality of work life, and 6) Learning and innovation.

The results of this study are supported by research conducted by Peter, Taiwo and Utomi (2016: 9) whose results show that employee motivation has a significant effect on organizational performance. In this study, the indicators of employee motivation variables used are as follows: 1) salary level, 2) benefits, 3) praise, and 4) recognition. The indicators of organizational performance used in this study are as follows: 1) profitability, 2) product quality, and 3) efficiency.

CONCLUSION

This study examines and analyzes the effect of employee motivation on organizational performance in Bapedda Jember and Banyuwangi districts with a total of 98 respondents. The conclusions in this study indicate that there is a significant influence of employee motivation on organizational performance with an influence level of 3.305. therefore the higher the employee motivation, the organizational performance will increase.

RECOMMENDATION

Based on the above conclusions, it shows that employee motivation is a very important element in the process of achieving organizational performance. Therefore, the recommendations in this study are:

Recommendations specifically for Bappedda Banyuwangi Regency and Jember Regency that the level of influence of employee motivation on organizational performance which is 3,305 can still be increased employee motivation, so that organizational performance in Bappedda Banyuwangi Regency and Jember Regency can improve for the better.

The general recommendation is that every organization, especially government organizations, must pay attention to aspects of employee motivation, because based on the

results of this study it shows that employee motivation has a very large role in achieving organizational performance.

ACKNOWLEDGEMENTS

We would like to thank the Abdurrahman Saleh university research and service institute and also Wiraraja University who participated in providing information both in terms of data and conceptualization in this research. We also thank the editor-in-chief of Empiricism Journal who has provided the opportunity to enrich research through the publication of our research articles. Hopefully this work can be useful for the development of knowledge

REFERENCES

- Aboyassin, N. A., & Abood, N. (2013). The effect of ineffective leadership on individual and organizational performance in Jordanian institutions. *Competitiveness Review*, 23(1), 68–84. <https://doi.org/10.1108/10595421311296632>
- Ali, M., Ali, I., Al-Maimani, K. A., & Park, K. (2018). The effect of organizational structure on absorptive capacity in single and dual learning modes. *Journal of Innovation and Knowledge*, 3(3), 108–114. <https://doi.org/10.1016/j.jik.2017.03.007>
- Ali, R., & Ahmed, M. S. (2011). The Impact of Reward and Recognition Programs on Employee's Motivation and Satisfaction. *Interdisciplinary Journal of Contemporary Research In Business*, 3(3), 1428–1434.
- Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon*, 6(9). <https://doi.org/10.1016/j.heliyon.2020.e04829>
- Dahmardeh, M., & nastiezaie, naser. (2019). The Impact of Organizational Trust on Organizational Commitment Through the Mediating Variable of Organizational Participation. *Management Researches*, 12(44), 155–180. https://jmr.usb.ac.ir/article_5043.html%0Ahttps://jmr.usb.ac.ir/article_5043_54574d604fa94f20ac70c33b755602e3.pdf
- Dawes, C. T., & Weinschenk, A. C. (2020). On the genetic basis of political orientation. *Current Opinion in Behavioral Sciences*, 34, 173–178. <https://doi.org/10.1016/j.cobeha.2020.03.012>
- Duchek, S. (2020). Organizational resilience: a capability-based conceptualization. *Business Research*, 13(1), 215–246. <https://doi.org/10.1007/s40685-019-0085-7>
- Gupta, S., Drave, V. A., Dwivedi, Y. K., Baabdullah, A. M., & Ismagilova, E. (2020). Achieving superior organizational performance via big data predictive analytics: A dynamic capability view. *Industrial Marketing Management*, 90(November), 581–592. <https://doi.org/10.1016/j.indmarman.2019.11.009>
- Ivankova, N. V., Creswell, J. W., & Stick, S. L. (2006). Using Mixed-Methods Sequential Explanatory Design: From Theory to Practice. *Field Methods*, 18(1), 3–20. <https://doi.org/10.1177/1525822X05282260>
- Jamal Ali, B., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30. <https://doi.org/10.22161/ijebm.5.2.3>
- Khajeh, E. H. Al. (2019). Impacts of leadership styles on organizational performance. *New Trends in Management Studies*, 2018, 99–114. <https://doi.org/10.5171/2018.687849>
- Koohang, A., Palisckiewicz, J., & Goluchowski, J. (2017). The impact of leadership on trust, knowledge management, and organizational performance A research model. *Industrial Management & Data Systeme*, 117 No.3(No.3), 521–537.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Parashakti, R. D., Fahlevi, M., Ekhsan, M., & Hadinata, A. (2020). *The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector*. 135(Aicmbs 2019), 259–267.

- <https://doi.org/10.2991/aebmr.k.200410.040>
- Pawirosumarto, S., Sarjana, P. K., & Muchtar, M. (2017). Factors affecting employee performance of PT.Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602–614. <https://doi.org/10.1108/IJLMA-03-2016-0031>
- Pio, L., Cavaliere, L. P. L., Poddar, A., Poddar, S., Patel, V., Kuragayala, P., Chakravarthi, K., Rajan, R., Rajest, S., & Chakravarthi, M. (2021). The Impact of Employees' Personality on the Organizational Performance: Studying the Five Dimensions of Personality. *Turkish Online Journal of Qualitative Inquiry*, 12(April 2022), 9527–9554. https://www.researchgate.net/publication/354269659_The_Impact_of_Employees'_Personality_on_the_Organizational_Performance_Studying_the_Five_Dimensions_of_Personality
- Prayetno, S., & Ali, H. (2020). Entrepreneurial supply chain management competence: Predictors of work motivation advocate. *International Journal of Supply Chain Management*, 9(3), 444–454.
- Prayogi, M. A., & Lesmana, M. T. (2021). The Influence of Leadership Style and Motivation on Employee Performance. *Proceedings of the Conference on International Issues in Business and Economics Research (CIIBER 2019)*, 5(1), 116–125. <https://doi.org/10.36555/almana.v5i1.1587>
- Rajab, M., & Saputra, F. (2021). Leadership , Communication , And Work Motivation In Determining The Success Of Professional Organizations. *Journal of Law Politic and Humanities*, 1(2), 59–70.
- Roger J. Givens. (2012). The study of the relationship between organizational culture and organizational performance in non-profit religious organizations. *International Journal of Organization Theory & Behavior*, 15(2), 239–263.
- Sugiono. (2016). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. In *Alfabeta*. <http://www.bssaonline.org/content/95/6/2373%5Cnhttp://www.bssaonline.org/content/95/6/2373.short%0Ahttp://www.bssaonline.org/cgi/doi/10.1785/0120110286%0Ahttp://gji.oxfordjournals.org/cgi/doi/10.1093/gji/ggv142%0Ahttp://link.springer.com/10.1007/s00024-01>
- Uzkurt, C., Kumar, R., Kimzan, H. S., & Eminoğlu, G. (2013). Role of innovation in the relationship between organizational culture and firm performance: A study of the banking sector in Turkey. *European Journal of Innovation Management*, 16(1), 92–117. <https://doi.org/10.1108/14601061311292878>
- Wahyudi, W. (2022). Five Components of Work Motivation in the Achievement of Lecturer Performance. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 5(2), 466–473. <https://doi.org/10.37481/sjr.v5i2.528>
- Werdhiastutie, A., Suhariadi, F., & Partiw, S. G. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 747–752. <https://doi.org/10.33258/birci.v3i2.886>
- Widarko, A., & Anwarodin, M. K. (2022). Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable. *Golden Ratio of Human Resource Management*, 2(2), 123–138. <https://doi.org/10.52970/grhrm.v2i2.207>

Usrotul Hasanah

ORIGINALITY REPORT

17%

SIMILARITY INDEX

17%

INTERNET SOURCES

1%

PUBLICATIONS

0%

STUDENT PAPERS

PRIMARY SOURCES

1

journal-center.litpam.com

Internet Source

16%

2

repository.tudelft.nl

Internet Source

1%

Exclude quotes Off

Exclude matches Off

Exclude bibliography On