

The Effect of Organizational Culture, Personality, and Work Motivation on the Performance of Soldiers in Dinas Pembinaan Mental TNI AD (The Army Mental Development Service of the Indonesian National Armed Forces) in 2019

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Abstract: Performance allowance or remuneration for state apparatus which has been given by the government to state apparatus since 2013, including the Indonesian National Armed Forces, shows the government's strong commitment to the soldiers' welfare. This should be supported by optimal performance on the part of the apparatus. To get an optimal performance attention has to be focused on the factors which affect the performance, both in terms of organization and personnel, including individual characteristics. Studies on soldier performance are still a few and are urgent, given the challenges of the soldiers are facing which are increasingly complex and dynamic. Soldier performance is presumed to be influenced by organizational culture, personality and work motivation. This study aimed at obtaining information pertaining to and finding out the direct effect of organizational culture, personality, and work motivation on soldier performance. This study was a causative associative research using the quantitative approach. It used descriptive and inferential statistics. The result showed that there was a direct effect of organizational culture on soldier performance ($\beta=0.272$); of personality on soldier performance ($\beta=0.213$); of work motivation on soldier performance ($\beta=0.227$); of organizational culture on work motivation ($\beta=0.280$); and of personality on work motivation ($\beta=0.180$). In the light of the study it can be conclude that organizational culture is not the only variable which affects soldier performance and it is necessary that personality and work motivation be considered too.

1 INTRODUCTION

Violations of the rules and norms that are effective in the National Armed Forces cannot be separated from soldier performance. This both directly and indirectly indicates that the soldier's mentality has not yet been strong. *Dinas Pembinaan Mental Angkatan Darat (Disbintalad)* / the Army Mental Development Service is responsible for developing a strong soldier's mentality.

However, a preliminary observation made by the writer showed that there were still some job performances which had not optimally met the targets and the deadlines. There were still some soldiers who asked permission for personal reasons, those who came late attending the morning parade, who went home earlier or those who did not attend

the evening parade, those who had a fluctuating attendance, those who were absent without permission, and those who had a minimal responsibility for the job. In addition, the level of the violation of the rules, discipline and law and order was still high both quantitatively and qualitatively (A Report by *Spamad* (General Army Security Staff) at every beginning of the fiscal year).

Soldier performance is presumed to be affected by organizational culture, personality, and work motivation. Performance is formally defined as a value that is resulted from an accumulation of a soldier's behaviors which contribute both positively and negatively to achieve the organization goal. Soldier performance is the result of an individual achievement in accordance with his or her role in the course of attaining the goal of the organization

through qualitative, quantitative dimensions, punctuality, cost effectiveness, supervision, and interpersonal relations.

Performance needs to be done collaboratively and cooperatively by using performance management, to avoid bad performance and to be able to cooperate for its perfection. Conceptually, to control an organization management one needs a manager who can make a decision for a strategic goal (Freedman and Jaggi, 2010).

The success and development of an organization depends on how effective and efficient is its members, and its organization culture is the means which is used by the soldiers to learn and communicate what they can receive or cannot receive in the organization by paying attention to the organization norms and culture. The result of a study showed that there is a significant effect of an organizational culture and the motivation of its members on their work performance (Maithel, Chaubey, and Gupta, 2012). Organizational culture is a guide for having a certain attitude and behaving for the members which fit the values and rules that have been specified, which becomes the basis of behavior to reach the target and goal of the organization through the dimensions of involvement, consistency, adaptation, and missions of the organization.

The result of a previous study showed that there is a direct relation between a corporate organizational culture and the corporate performance. Hence, the higher the organizational culture, the higher its work performance (Xiaoming dan Junchen, 2012). An organizational culture of a corporation gives an emphasis to its employees, customers and tradition. Loyalty and team work serve as important means for achieving its success in business (Kampf, et al, 2017). Soldiers with a high motivation can influence the efficiency of the work process in the right direction and can improve their performance.

Personality is an individual's characteristics which are dynamic in responding and reacting in a relatively stable manner with other people or the environment based on the underlying factors, that is, conscientiousness, agreeableness, neuroticism, openness, and extraversion in an effort to achieve the organization goal.

Personality and values affect motivation. From the model used it was found that an individual's behavior can be seen from his or her personality and values. Personality and values are related to work motivation, in which the higher the personality and

values the higher work motivation (Parks dan Guay, 2009).

A positive personality on the part of the employee shows his or her good work performance too. The positive effect of the environment of the corporation facilitates the involvement of the employee. Hence, the management can influence its employees' performance and resources that are produced. It is very important for the employees to show a proactive behavior and to optimize the condition of their work environment (Bakker, Tims dan Derks, 2012).

Work motivation is the desire to support an individual in meeting his or her daily necessities well, efficiently and effectively. With the dimensions of intensity, direction, and persistence motivation ends up with the decision about how much an effort is made for a certain work situation.

Work motivation is a very important topic in the discussion about success of an organization, society and the welfare of an individual. In relation to work, work motivation is related to the success of an organization and the society and individual's welfare (Kanfer, Frese, dan Johnson, 2017).

On the basis of some of the international journal articles above the studies reviewed above have something in common with the present study in the choices of organizational culture, personality, and work motivation as the issues in their studies. However, there had not been any study on soldier performance influenced by the armed forces' organizational culture, the soldier's personality, and his or her work motivation. The novelty in such a study lies in the direct effect of organizational culture, personality, and work motivation on the soldier performance. Hence, the writer was interested to do a study with the title "The Effect of Organizational Culture, Personality, and Work Motivation on the Performance of Soldiers in Dinas Pembinaan Mental TNI AD (the Army Mental Development Service of the Indonesian National Armed Forces) in 2019."

2 RESEARCH METHODOLOGY

This study used a causal associative method with a quantitative approach. It used four instruments, the first for measuring soldier performance and has 40 items which were tried out. The try-out result showed that 36 of the items were valid and 4 invalid. The reliability coefficient was 0.954. However after

the invalid items were discarded, the reliability coefficient was 0.958.

The instrument to measure organizational culture consist of 40 items which were tried out. The try-out result showed that 34 of the items were valid and 6 invalid. The reliability coefficient of the instrument for measuring organizational culture was 0.933. However after the invalid items were discarded, the reliability coefficient was 0.940.

The third instrument measures personality and consist of 40 items. After the try-out 36 items were valid and 4 were invalid. The reliability coefficient was 0.923. However after the invalid items were discarded the reliability coefficient was 0.933.

The forth instruments measures work motivation and consist of 40 items. The number of valid items is 34 and the invalid 6. The reliability coefficient was 0.914. However after the invalid items were discarded the reliability coefficient was 0.920.

This study aimed at obtaining information pertaining to and finding out the direct effect of organizational culture on soldier performance, of personality on soldier performance, of work motivation on soldier performance, of organizational culture on work motivation, and of personality on work motivation.

This study was done from March to August, 2019. The population used in this study consisted of all soldiers of the Indonesian National Armed Forces in the Office of the Army Mental Development Service (Disbintalad) in East Jakarta. The sample was selected using that probability sampling technique. The sample consisted of 115 soldiers of the Indonesian National Armed Forces in the Office of the Army Mental Development Service (Disbintalad) in East Jakarta since the number was judged to have been able to represent the existing population.

The classical assumptions testing was done by using normality test, lincarity test, heteroscedasticity test, and multicollincarity test. The data were analyzed with multiple linear regression analysis, path analysis, and path diagram. SPSS Version 23.00 was used to process the data in this study.

3 RESULTS AND DISCUSSIONS

The result of classical assumptions testing showed that all groups of data had a normal and linear distribution and there was no indication of heteroscedasticity, and there was no case of multicollincarityin the model.

The estimation of inter-variable relations in the sub-structure 1 of the result of data processing using the computer software SPSS Versions 23.00 can be seen in Table 1 below.

Table 1: Path Coefficient of Sub-Structure- 1 Model of organizational culture (X₁), Personality (X₂), and Work Motivation (X₃) on employee Performance (X₄).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.749	13.842		3.522	.001
	organizational culture (X ₁)	.274	.088	.272	3.109	.002
	Personality (X ₂)	.284	.113	.213	2.516	.013
	Work Motivation (X ₃)	.240	.093	.227	2.589	.011

a. Dependent Variable: Soldier Performance (X₄)

From the result of the path analysis of Sub-Structure 1 (X₁, X₂, X₃ and X₄) showed the following values:

- a. $\beta_{41} = \text{Beta} = 0.272$ [$t_{\text{obs.}} = 3.109$ and the probability (sig) = 0.002]
- b. $\beta_{42} = \text{Beta} = 0.213$ [$t_{\text{obs.}} = 2.516$ and the probability (sig) = 0.013]
- c. $\beta_{43} = \text{Beta} = 0.227$ [$t_{\text{obs.}} = 2.589$ and the probability (sig) = 0.011]

The result prove that all of the path coefficients are significant.

The ANOVA of sub-structure 1 model is presented in Table 2 below.

Table 2: ANOVA Table for Sub-Structure 1 Model

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	18357.316	3	6119.105	12668	.000
	Residual	53617.606	111	483.041		
	Total	71974.922	114			
a. Dependent Variable: Soldier Performance (X ₄)						
b. Predictors: (Constant), Work Motivation (X ₃), Personality (X ₂), organizational culture (X ₁)						

The multiple regression analysis (F-test) of Sub-Structure I model yielded $F_{obs.} = 12.668 > F_{c.v. (3;111)}$ at $\alpha = 0.05$ of 2.69; thus it could be continued with an individual test or t-test.

The recap of the result of the computation and the testing of path coefficient of Sub-Structure I Model is shown in Table 3 below.

Table 3: Recap of the Result Computation and Testing of Path Coefficient of Sub-Structure I Model

Path	Path Coefficient	t _{obs.}	t _{c.v.} α = 0.05	Remarks
β ₄₁	0.272	3.109	1.658	Significant
β ₄₂	0.213	2.516		Significant
β ₄₃	0.227	2.589		Significant

The result of the analysis of inter-variable causal relation of Sub-Structure Model 2 as processed using SPSS Version 23.00, is shown as follows.

Table 4: Coefficient of Sub-Structure 2 Model of organizational culture (X₁), Personality (X₂) on Work Motivation (X₃).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	67.415	12.284		5.488	.000
	organizational culture (X ₁)	.266	.086	.280	3.104	.002

	Personality (X ₂)	.225	.113	.180	1.999	.48
a. Dependent variable: Work Motivation (X ₃)						

The result of Path Analysis of Sub-Structure Model 2 (X₁, X₂, X₃) showed the following values:

1) β₃₁ = Beta = 0.280 [t_{obs.} = 3.104 and probability (sig) = 0.002]

2) β₃₂ = Beta = 0.180 [t_{obs.} = 1.999 and probability (sig) = 0.048]

The result proves that all path coefficients are significant.

The result of the F-test of the Sub-Structure 2 in the form of the table of the ANOVA of organizational culture (X₁) and personality (X₂) on work motivation (X₃) is shown in Table 5 below.

Table 5: ANOVA Table for Sub-Structure 2 Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8518.980	2	4259.490	8.611	.000
	Residual	55399.594	112	494.639		
	Total	63918.574	114			
a. Dependent variable: Work Motivation (X ₃)						
b. Predictors: (Constant), Personality (X ₂), organizational culture (X ₁).						

Based on the table 5 above, the F-test of Sub-Structure 2 yielded $F_{obs.} = 8.611 > F_{c.v}$ at $\alpha = 0.05$ of 3.09; thus, it could be continued with the t-test.

The recap of the result of computation and testing of the path coefficients of Sub-Structure 2 is shown in Table 6 below.

Table 6: Recap of the Result of Computation and Testing of Path Coefficients of Sub-Structure 2

Path	Path Coefficient	t _{obs.}	t _{c.v.} α = 0.05	Remarks
β ₃₁	0.280	3.104	1.658	Significant
β ₃₂	0.180	1.999		Significant

Based on the result of path coefficients of Sub-Structure 1 and Sub-Structure 2, the entire inter-variable causal relations of variables X_1 , X_2 , and X_3 and X_4 can be drawn as follows.

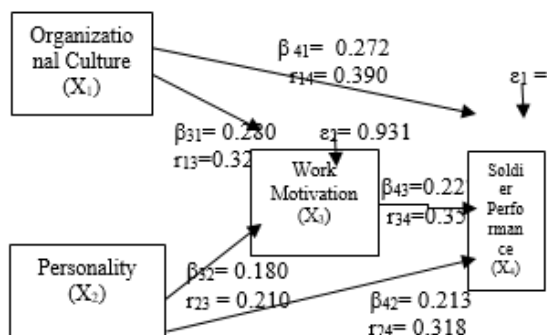


Figure 1: Causal Relation of Variables X_1 , X_2 , X_3 and X_4

The result of path coefficients of Sub-Structure 1 and Sub-Structure 2 changes into the equation of structure as follows.

$$X_4 = \beta_{41}X_1 + \beta_{42}X_2 + \beta_{43}X_3 + \beta_4\epsilon_1 \text{ and } R^2_{4321} \quad (1)$$

$$X_4 = 0.272X_1 + 0.213X_2 + 0.227X_3 + 0.863\epsilon_1 \text{ and } R^2 = 0.255$$

$$X_3 = \beta_{31}X_1 + \beta_{32}X_2 + \beta_3\epsilon_2 \text{ and } R^2_{321} \quad (2)$$

$$X_3 = 0.280X_1 + 0.180X_2 + 0.931\epsilon_2 \text{ and } R^2 = 0.133$$

Based on the results of calculations between organization culture on soldier performance obtained path coefficient (β) of 0.272; $t_{obs.} = 3.109 > t_{c.v.}$ (1.658 at $\alpha = 0.05$). Hence, H_0 was rejected, the result of the study showed that organizational culture had a direct and positive effect on soldier performance. It means that the higher organizational culture, the higher soldier performance among the soldiers of Indonesian Armed Forces in the Office of the Army Mental Development in East Jakarta.

This is consistent with the results of previous studies which showed that, there is a direct influence of organizational performance. Organizational culture and organizational performance have direct and indirect effects, if mediated by work motivation. Work motivation plays a role in the influence between organizational culture and organizational performance. (Nikpour, 2017).

Organizational culture is directly related to corporation performance. Hence, the higher organizational culture, the higher work performance (Xiaoming and Junchen, 2012). Organizational culture has a positive and significant effect on employee performance (Wulandari, 2015). Organizational culture and employee engagement correlate positively with employee performance. (Ram and Prabhakar, 2011).

Organizational culture has a positive and significant effect on employee performance (Shahzad, Iqbal, and Gulzar, 2013). Organizational culture has a positive and significant effect on employee performance (Joushan, Syamsun, and Kartika, 2015).

Organizational culture can increase an institution performance if it fits the environment need, has a strong culture, and is adaptive. Culture is developed initially from habituation (adaptive process), the existing social norms or organization norms, which at the end become the organizational culture (McShane and Glinow, 2008).

The result of the computation of the effect of personality on soldier performance yielded a path coefficient (β) of 0.213; $t_{obs.}$ of 2.516 $> t_{c.v.}$ (1.658 at $\alpha = 0.05$). Hence, H_0 was rejected, the result of the study proved that personality had a direct and positive effect on soldier performance. It means the higher the personality, the higher soldier performance among the soldiers in the Office of the Army Mental Development Service (Disbintalad) in East Jakarta.

Personality and performance show conscientiousness and are the most predictive of organization performance, followed by openness to experiences, agreeability, extraversion, and emotional stability. Personality is useful to predict other work-related criteria, such as job satisfaction, and organization performance. (Mkoji and Sikalic, 2013).

Personality characteristics can be understood as a description of a person based on psychological factors which have different degrees. There are five basic personality types or big five personalities, that is, Conscientiousness, Extraversion, Neuroticism, Agreeability and Openness (Ahmad, Ather and Hussain, 2014).

Positive personality in employees shows good work performance. The positive effect of the corporation environment facilitates engagement in work resulted from the employee's personality. Hence, the management can influence employee's work and the produced resources. It is important for the employee to show a proactive behavior and to optimize the work environment (Bakker, Tims and Derks, 2012).

The result of the computation of the effect of work motivation on soldier performance yielded a path coefficient (β) of 0.227; $t_{obs.}$ of 2.589 $> t_{c.v.}$ (1.658 at $\alpha = 0.05$). Thus, H_0 was rejected, the result of the study proved that work motivation has a direct effect on soldier performance. It means that the higher the work motivation, the higher soldier

performance among the soldiers in the Office of Army Mental Development Service (Disbintalad) in East Jakarta.

Work motivation is a very important issue for the success of an organization and society and individual welfare. A study on work motivation uses a meta-framework which groups theories, findings and progress with the focus on (a) motif, characteristics, and motivation orientation (content); (b) work features, work role, and a broader environment (context); (c) the mechanism and process involved in the choice and struggle (process). An integrative review shows a big achievement in the field, including the input of a more exact mapping and psychological operations involved in motivation and conception which is extended in the work environment. Related to work, work motivation is related to organization and society success and individual welfare (Kanfer, Frese, dan Johnson, 2017).

Motivation significantly affects performance, but a little is known about what stimulates it. It is regarded as a drive and a psychological condition which energizes and channel a goal achieving behavior. Motivation provides the probability of attaining success (Öqvist dan Malmström, 2017).

Motivation and self-efficacy affect performance. Motivation does not correlate significantly with job satisfaction. It only has a correlation with self-efficacy in performance (Naheed and Iqbal, 2016). It can increase the status of the career and health; most studies focused on patients with a history of families who were strong in protecting them from the disease. Motivation, both intrinsic and extrinsic, can improve the status of a healthy individual (Kauffman et al, 2017).

There is a difference between work motivation between people who work in the public sector and those in the private sector. Employees in the public sector are less motivated extrinsically. Most of the difference lies in the difference in the job rather than is caused by the sector itself. The evidence presented shows that a difference in motivation can be explained by the choice of positive work and balance. Motivation is related to positive individual performance and income (Buelens and Broeck, 2007).

The result of computation of the effect of organizational culture on work motivation yielded a path coefficient (β) of 0.280; $t_{obs.}$ of 3.104 $> t_{c.v.}$ (1,658 at $\alpha = 0.05$). The conclusion is that H_0 was rejected, the result of the study proved that organizational culture has a direct and positive effect on work motivation. It means that the higher

organizational culture the higher work motivation among the soldiers of the Indonesian National Armed Forces in the Office of the Army Mental Development Service (Disbintalad) in East Jakarta.

Organizational culture gives an emphasis on the employees, customers and tradition. Loyalty and teamwork are important means to get a success in business. Soldiers with a high motivation can influence the level of efficiency in the work process correctly and improve performance. (Kampf, *et al.*, 2017).

The success and development of an organization depends on how effective and efficient their employees are, and organizational culture is the means for the employees to learn and communicate what they receive or do not receive in an organization by paying attention to the values and cultural norms of the organization the results of studies show that there is a significant effect of organizational culture on an individual's work motivation and performance (Maithel, Chaubey, and Gupta, 2012).

People in different cultures have differences in themselves, other people and interdependencies. This is based on the characteristics of individual experiences, including cognition, emotion, and motivation. Motivation is influenced by organizational culture and personality (Markus and Kitayama, 1991).

The result of computation of the effect of personality on work motivation yielded a path coefficient (β) of 0.180; $t_{obs.}$ of 1.999 $> t_{c.v.}$ (1.658 at $\alpha = 0.05$). The conclusion is H_0 was rejected, the result of the study proves that personality has a positive direct effect on work motivation. Personality that has a very high influence on work motivation comes from the dimension of extraversion for personality can increase work motivation among the soldiers of the Office of the Army Mental Development Service (Disbintalad) in East Jakarta.

Motivation and personality characteristics have a significant effect on the intention of the user of the entire content of culture. To understand the characteristics and the meaning of the user's intention, a business manager has to know about the cultural difference and the effect of motifs, values, and personalities, and has to adjust the business model and its strategy to them. There is an effect of the values and personality on motivation and the use of all cultural content (Cents, 2013).

Previous research seems to indicate that when an employee is intrinsically motivated by work, it helps in delivering successful projects. Further, employee's perception of work and his personality

appear to be a strong indicator of how and why is an employee loyal to his profession and the organization. This loyalty or commitment as we have discussed in turn determines the individual's performance in terms of being able to deliver a successful project. (Dwivedula, Bredillet, and Müller, 2016).

4 CONCLUSIONS

From the result of hypotheses testing the following findings can be stated:

- a. Organizational culture has a direct and positive effect on soldier performance. It means that the higher organizational culture the higher soldier performance.
- b. Personality has a direct and positive effect on soldier performance. It means that the higher personality the higher soldier performance
- c. Motivation has a direct and positive effect on soldier performance. It means that the higher motivation the higher soldier performance
- d. Organizational culture has a direct and positive effect on work motivation has a direct and positive effect on soldier performance. It means that the higher organizational culture the higher work motivation
- e. Personality has a direct and positive effect on work motivation. It means that the higher personality the higher work motivation.

In the light of the findings it can be concluded that to improve soldier performance the factors such as organizational culture, personality and work motivation need to be improved too.

The effect to improve the factors can be made like what is stated in the following implications:

- 1) Policy implication. Policies concerning socialization, education and training, workshop, and seminar on soldier performance should be made. In addition, the improvement can be made by enhancing organizational culture, personality, and work motivation.
- 2) Theoretical implication; anything which has not been included in the measurement of soldier performance should be specified.
- 3) Research implication: more variables should be involved by using more complex methods and analyses such as Partial Least Square (PLS), LISREL, experiment, ex post facto, and correlational study.

On the basis of the findings, conclusions and implications above, the following suggestions can be made:

- a) To the institution: there is a need to consider organizational culture, personality, work motivation as factors which affect soldier performance.
- b) To the soldiers: in an effort to enhance soldier performance, there is a need for providing education and training activities which can increase knowledge, understanding and insight.
- c) To universities: it is expected that a partnership will be established between the institution and universities with their scholars and students who can bridge the relation between lecturers and students of the Army Mental Development Service (Disbintalad) in East Jakarta to conduct research, including those that are related to research funding and permission to do research.
- d) To doctorate candidates, the result of this study is expected to promote interest of the doctorate candidates in education management to conduct a deeper study, so as to have more novelty and research variety.
- e) To society, people around the institution are expected to learn to be more active and sensitive to soldier performance.
- f) To further researchers, it is expected that they investigate soldier performance using other variables such as local wisdom, *locus of control*, *self-efficacy*, *spiritual intelligence*, knowledge, *corporate culture*, *reward*, soldier satisfaction, leadership style, etc.

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