

The Effect of Motivation, Work Environment and Transformational Leadership Style on Employees Performance with New Normal Conditions through Job Satisfaction as Intervening Variable at Bank Indonesia Jember

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Abstract

This study aimed to examine and analyze motivation, work environment and transformational leadership style on employee performance through job satisfaction of KPwBI Jember employees. The data used in this study are primary data. The data processing method uses the Partial Least Square analysis method with the help of the PLS Smart analysis tool. The results showed that motivation had a significant effect on employee satisfaction work environment had no significant effect on job satisfaction, transformational leadership style had no significant effect on job satisfaction, motivation had a significant effect on work performance, work environment had no significant effect on employee performance, and transformational leadership style did not significant effect on employee performance.

Keywords

motivation; work environment; transformational leadership style; employee performance; job satisfaction of KPwBI Jember employees



I. Introduction

Human resources are one of the organizational resources that has an important role on achieving the organization goals because the role of humans as actors in the company's organs, especially management, needs to be improved. According to Bangun (2012), "a way related to human resources so that they can become a source of competitive advantage is through increasing human capital to be able to recognize and adapt to an ever-changing environment." Therefore, human resources must be managed properly in order to compete. During new normal conditions, employees are ready to work anywhere so that the company's performance remains high, including working from home. This refers to The Ministry of Finance's Work System in the Transition Period in the New Normal Order according to Pradipta et.al. (2020). According to (Baskoro, 2012: 77) every organization needs qualified employees to achieve the goals that have been planned by the company. The success of an organization or company will be determined by human factors or employees in achieving its goals.

Based on the results of pre-research interviews with several employees who did WFH, the Jember KPwBI employees gave several impacts. Work from home for KPwBI Jember employees provides closeness between families. Another impact of WFH for KPwBI Jember employees also provides to decrease the institution performance due to the lack of flexibility of employees in working and employee motivation to work also decreases because they are required to be ready or on standby at all times with tasks given by supervisor beyond their usual working hours. This condition is in accordance with research conducted (Ashal, 2020), (Purwanto et al., 2020) and (Rokhani, 2020) that Work From Home has a significant effect on employee performance. Good employee

performance in the new normal era will be achieved when employees feel comfortable working in an organization and are followed by job satisfaction.

Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

In addition, work from home brings more challenges for the leaders of the Bank Indonesia Regional Office Jember Branch, to find the right way and use a more effective approach to improve employee performance when they are WFH. The Head of the Bank Indonesia Regional Office Jember Branch is no longer able to take the same approach and must adapt to virtual conditions. In a remote setting, leaders must demonstrate a more inclusive leadership style. Leaders must be able to adapt and engage remote workers to thrive in the environment they work in. Difficulties in monitoring performance, difficulties in measuring the level of worker productivity, difficulties in encouraging team integrity, are some of the things that become challenges for employers or leaders (Mungkasa, 2020). According to Yuwono, et al., (2020) actually states that the determinant of group efficacy and performance is transformational leadership, namely leadership characterized by empowering employees through the transformation of authority from the leadership to carry out tasks and work so that employees also develop even though it is full of risks and challenges in carrying it out. Thus, it can be understood that true leadership is a critical aspect that needs special attention because it will affect how employees perform. Namely leadership is characterized by employee empowerment through the transformation of authority from the leadership to carry out tasks and work so that employees also develop even though it is full of risks and challenges in carrying it out. Thus, it can be understood that true leadership is a critical aspect that needs special attention because it will affect how employees perform. Namely leadership is characterized by employee empowerment through the transformation of authority from the leadership to carry out tasks and work so that employees also develop even though it is full of risks and challenges in carrying it out. Thus, it can be understood that true leadership is a critical aspect that needs special attention because it will affect how employees perform.

KPwBI Jember has been being implementing work from home during the pandemic. Conceptually it is implemented for permanent employees. It happens between the office and at home for real. From the worker's point of view, dissatisfaction can lead to a decrease in motivation and a decrease in work performance both qualitatively and quantitatively.

II. Review of Literature

2.1 Human Resources Management

Human resource management is important for managing organization, managing and utilizing employees so that they can work productively to achieve organizational goals. According to Mangkunegara (2013:2) human resource management is a planning, organizing, coordinating, implementing and supervising the procurement, development, provision of remuneration, integration, maintenance and separation of workers in order to achieve organizational goals. Human resources need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the organization. This balance is the main key for an organization to be able to develop productively and naturally.

2.2 Motivation

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). According to Robbins (2008:222) Motivation is a process that explain intensity, direction, and persistence of an individual to achieve his goals. The three main elements in this definition are intensity, direction, and persistence. In the relationship between motivation and intensity, intensity is related to how hard a person tries, but high intensity does not result in satisfactory work performance unless the effort is associated with a favorable direction.organization. On the other hand, the last element, persistence is a measure of how long a person can sustain his or her efforts.

2.3 Work Environment

According to Nitisemito (2000: 183) defines the work environment as follows: The work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. According to Sedarmayanti (2013: 23) the work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals according to the company's vision and mission.

2.4 Performance

Performance is organizational behavior that is directly related to the production of goods or the delivery of services. Information about organizational performance is a very important thing used to evaluate whether the performance process carried out by the organization so far has been in line with the expected goals or not. However, in reality, many organizations lack or even not infrequently have information about performance within their organization. Performance as the results of the work functions / activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time (Tika, 2006).

2.5 Job Satisfaction

Employees are one of the most important resources in the company, because all systems in the company are planned, implemented and controlled by human workers (employees). The influence of employees is very large for the company's success to achieve its goals. The company's goal which is a translation of the company's vision is to achieve maximum profit and to ensure the survival of the company. To be able to realize the company's goals, in addition to the need for harmonious resource management, companies are also required to be able to create job satisfaction for their employees so that the performance of their employees can also increase. According to Jewell (1998:529), job satisfaction is an attitude that arises based on an assessment of the work situation.

2.6 Transformational Leadership

Transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to achieve its goals. Transformational leaders must also have the ability to match the vision of the future with their subordinates, and heighten the needs of subordinates at a higher level than what they need.

2.7 Framework for Thinking

This conceptual framework is used systematically to help explain the main issues to be studied. Based on the picture of this conceptual framework, it can be seen the relationship between the variables of Motivation and Work Environment on Employee

Performance through Job Satisfaction. This conceptual framework as a whole describes the influence between the independent variables, namely motivation and work environment through the intervening variable job satisfaction affecting the dependent variable, namely employee performance:

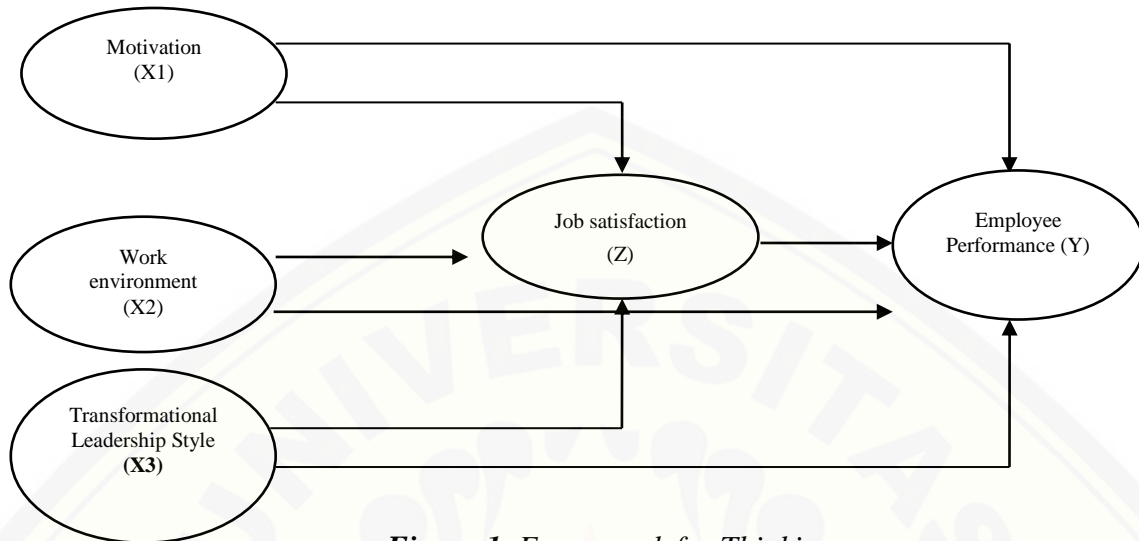


Figure 1. Framework for Thinking

Information:

→ : Significant Effect

---> : Mediation Effect

2.8 Hypothesis

a. Motivation Affects Job Satisfaction

According to Jewell (1998:529), job satisfaction is an attitude that arises based on an assessment of the work situation. With the job satisfaction of its employees, it is expected that employee performance will increase. Motivation is an encouragement for employees to fulfill their needs. Every employee has a different job satisfaction. A job has meaning for employees when it meets their needs to the maximum and satisfactorily. Research by Deswarta (2017), Murti & Srimulyani (2013), Noermijati & Primasari (2015), Ananto *et al.* (2016), Sukidi & Wajdi (2016), Lusri & Siagian (2017), Deswarta (2017), Garaika (2020), Janati (2020) and Sultana *et al.* (2021) explains that motivation has a significant effect on job satisfaction. Based on the description above, the hypothesis in this study can be proposed as follows:

H₁: Motivation has a significant effect on job satisfaction

b. Work Environment Affects Job Satisfaction

According to Robbins (1996) states that the majority of employees prefer a physical work environment that is clean, comfortable, and supported by modern equipment. Research by Tomy and Hazmanan (2018), Hasanuddin *et al.* (2020), and M. Ilham *et al.* (2021) explains that the environment has a significant effect on job satisfaction. Based on the description above, the hypothesis in this study can be proposed as follows:

H₂: The work environment has a significant effect on job satisfaction

c. Work Environment Affects Job Satisfaction

According to Sedarmayati (2011: 26) the work environment is the entire toolkit and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. This study is supported by previous research by Tomy and Hazmanan (2018), Hasanuddin *et al.* (2020), and M. Ilham *et al.* (2021) explains that the work environment has a significant effect on employee performance. According to the opinion, a good work environment will support employee productivity which in turn has an impact on increasing employee performance levels. Based on the description above, the hypothesis in this study can be proposed as follows:

H₃: The work environment has a significant effect on job satisfaction

d. Motivation Affects Employee Performance with Job Satisfaction as an *Intervening*

According to Mangkunegara (2013: 100) there are several principles in motivating employees' work, including the principle of participation, the principle of communication, the principle of recognizing the share of subordinates, the principle of delegation of authority and the principle of paying attention. According to Jewell (1998:529), job satisfaction is an attitude that arises based on an assessment of the work situation. With the job satisfaction of its employees, it is expected that employee performance will increase. . Performance is a comparison of the work achieved by employees with predetermined standards (Masrukhin and Waridin, 2004). Murti & Srimulyani (2013) and Janati (2020) who conclude that motivation affects employee performance with job satisfaction as an intervening variable. Based on the description above, the hypothesis in this study can be proposed as follows:

H₄: Motivation affects employee performance with job satisfaction as an intervening

e. The Work Environment Affects Employee Performance with Job Satisfaction as an *Intervening*

The work environment is one of the factors that affect the performance of an employee (Bambang, 1993). The work environment is everything that is around the worker and can affect him in carrying out the tasks assigned (Kaswan, 2017). Tomy and Hazmanan (2018) and Hasanuddin *et al.* (2020), which concludes that the work environment affects employee performance with job satisfaction as an intervening variable. Based on the description above, the hypothesis in this study can be proposed as follows:

H₅: Work environment affects employee performance with job satisfaction as an intervening

f. Transformational Leadership Style on Employee Performance through Job Satisfaction

Erawati (2020) shows that leadership style transformational is proven to be able to significantly increase employee productivity. Furthermore, research by Sidik and Sutoyo (2020) shows that the transformational leadership style applied at PT. Angkasa Pura I (Persero) improves employee performance. The results of this study are in line with the research conducted by Dubinsky et al. (1995), Mehta et al. (2003), Haryadi (2004), Chu and Lai (2011) and Liang and Steve Chi (2011) *research gap* in this study is the result of research conducted by Natsir (2005) and Komardi (2008) proving that transformational leadership style has a negative effect on and significant on employee performance This is because the leaders in this company have not had an effect on improving employee performance properly.

H₆: Transformational Leadership Style has an effect on employee performance with job satisfaction as an intervening

g. Job satisfaction on employee performance

According to Bambang Guritno and Waridin (2005) performance is a comparison of the work achieved by employees with predetermined standards. Meanwhile, according to Hakim (2006) defines performance as the work achieved by an individual that is adjusted to the role or task of the individual in a company at a certain time period, which is associated with a measure of value or a certain standard of the company where the individual works. Performance is a comparison of the work achieved by employees with predetermined standards (Masrukhin and Waridin, 2004). Performance is the achievement of organizational goals which can be in the form *output*, creativity, flexibility, reliability, or other things desired by the organization (Brahmansari and Siregar: 2009). Performance, measured through (Yensy, 2010:37): a) quality of work, b) quantity of work, c) punctuality, d) work effectiveness, e) independence, f) interpersonal relationships Research conducted (Nur, 2013), Dewi et al. (2014), Noermijati and Primasari (2015), Sukidi & Wajdi (2016), Lusri & Siagian (2017), Deswarta (2017), Diputra & Surya (2019), and Garaika (2020) conclude that job satisfaction has a significant effect on performance. employees means that the higher the level of job satisfaction they have will have an impact on improving employee performance. Based on the description above, the hypothesis in this study can be proposed as follows:

H₇: Job satisfaction has a significant effect on employee performance

III. Research Method

3.1 Research Design

This study used a quantitative approach, namely an approach that emphasizes the analysis of numerical data that is processed by statistical methods.

3.2 Population and sample

The population in this study were all permanent employees of the Bank Indonesia Representative Office (KPwBI) Jember, totaling 49 employees. Due to the small population below 100 then the entire population is used as a sample (census).

3.3 Data Analysis Methods

The data analysis method used in this study is PLS (Partial Least Square) using the Smart PLS application program. PLS is not based on many assumptions or conditions, such as normality and multicollinearity tests. This method has its own advantages, among others, it can be used to overcome the problem of the relationship between complex variables but the data sample size is small (30-100). Data analysis and structural equation modeling using Smart PLS software. Data analysis and structural equation modeling using Smart PLS 3.0 software (Ghozali and Latan, 2015:81).

IV. Results and Discussion

4.1 Evaluation of the Measurement Model (Outer Model)

Table 1. Outer Value Model Estimation Result Model

	Original Sample (O)	Standard Deviation	T Statistics	P Values
X1.1 <- Motivation	0.700	0.100	7.031	0.000
X1.2 <- Motivation	0.792	0.070	11.373	0.000
X1.3 <- Motivation	0.740	0.072	10,340	0.000
X1.4 <- Motivation	0.856	0.045	18,918	0.000
X2.1 <- Work Environment	0.903	0.029	31,649	0.000
X2.2 <- Work Environment	0.879	0.044	19,841	0.000
X2.3 <- Work Environment	0.877	0.055	16.004	0.000
X2.4 <- Work Environment	0.793	0.092	8,585	0.000
X3.1 <- Transformational Leadership Style	0.971	0.014	67.214	0.000
X3.2 <- Transformational Leadership Style	0.960	0.018	53.850	0.000
X3.3 <- Transformational Leadership Style	0.959	0.016	60,152	0.000
X3.4 <- Transformational Leadership Style	0.930	0.037	25,415	0.000
Z1 <- Job Satisfaction_	0.796	0.094	8,467	0.000
Z2 <- Job Satisfaction_	0.811	0.080	10.147	0.000
Z3 <- Job Satisfaction_	0.844	0.036	23,753	0.000
Z4 <- Job Satisfaction_	0.864	0.049	17,711	0.000
Z5 <- Job Satisfaction_	0.843	0.058	14,521	0.000
Y1 <- Performance	0.946	0.020	46,773	0.000
Y2 <- Performance	0.874	0.055	15,947	0.000
Y3 <- Performance	0.942	0.019	49,179	0.000
Y4 <- Performance	0.909	0.036	25,331	0.000

Source: Processed by Researcher of Smart PLS 2022

Based on the table above, each value of *outer loading* 0.7, thus the convergent validity test criteria have been met. For more details, see the following image.

Outer Model

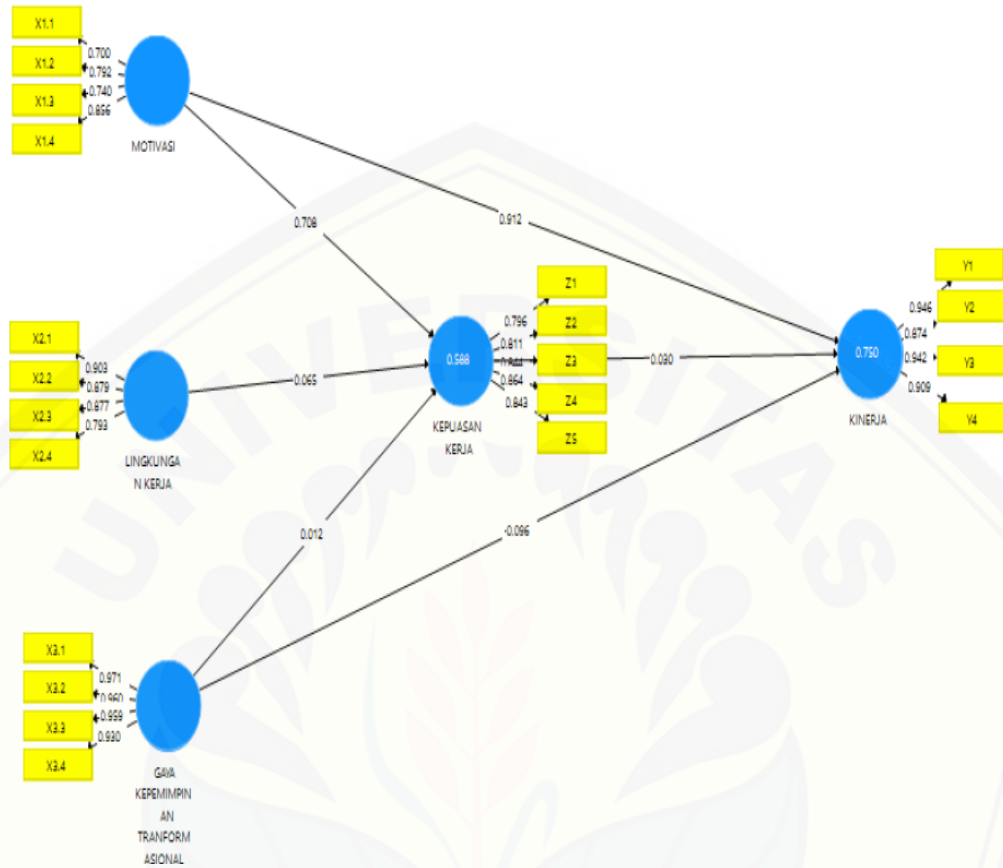


Figure 2. Outer Model

The results of the calculations regarding the results of the Bootstrapping model's significance test can be seen in the picture

Boothstrapping Model

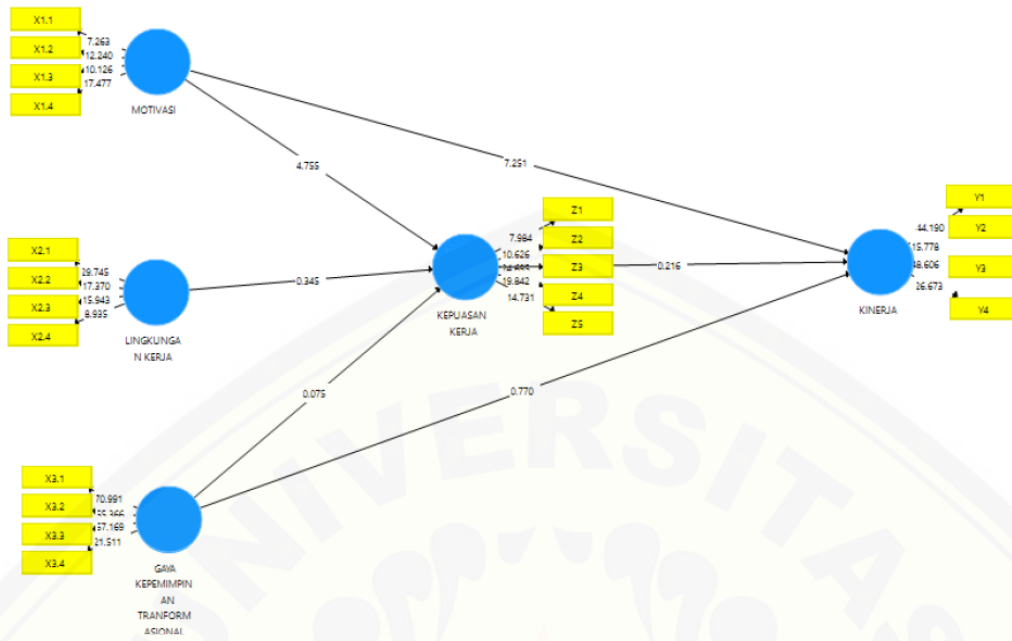


Figure 3. Bootstrapping model

a. Discriminant Validity

Table 2. Comparison of roots of AVE with correlation between variables

Variable	Average Variance Extracted (AVE)	(AVE)
Motivation (X1)	0.515972	0.7183
Work Environment(X2)	0.518056	0.7198
Transformational Leadership Style (X3)	0.634028	0.7963
Job Satisfaction (Z)	0.580556	0.7619
Performance (Y)	0.585417	0.7651

Source: Processed by Researcher of Smart PLS 2022

Based on table 2 above, the AVE value seen in the AVE root value of all constructs > 0.50 so that the criteria for the AVE value meet the valid requirements based on the Discriminant validity criteria. Latent Variable Correlation can be explained as follows:

Table 3. Latent Variable Correlation

Variable	Motivation	Work environment	Transformational Leadership Style	Job satisfaction	Performance
Motivation (X1)	0.712	0.724	0.719	0.714	1,000
Work Environment(X2)	1,000	0.719	0.715	0.732	0.718
Transformational Leadership Style (X3)	0.717	1,000	0.742	0.721	0.717

Job Satisfaction(Z)	0.711	0.715	1,000	0.715	0.735
Performance(Y)	0.713	0.725	0.738	1,000	0.781

Source: Processed by Researcher of Smart PLS 2022

In table 2 information can be obtained that the AVE root value and Latent Variable Correlation can be explained that the AVE root for the X1 construct is 0.7183 while the maximum correlation of X1 with other constructs is 0.711, so the AVE root value of the X1 construct is greater than the correlation value of the other constructs. This showed that the discriminant validity test criteria have been met. Thus the instrument used in this study has met all the provisions of the validity test

b. Composite Reliability and Cronbach Negligible

Table 4. Composite Reliability and Cronbach's failure

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Motivation (X1)	0.738194	0.794444
Work Environment(X2)	0.815972	0.839583
Transformational Leadership Style (X3)	0.872222	0.878472
Job Satisfaction(Z)	0.817361	0.8375
Performance(Y)	0.851389	0.863889

Source: Processed by Researcher of Smart PLS 2022

Based on table 4 above, the value of *Composite Reliability* and *Cronbach alpha* own the value of 0.7 for all constructs, it can be said that it has met the reliable requirements.

4.2 Testing the Structural Model (Inner Model)

Table 6. R² value

	<i>R Square</i>	<i>R Square Adjusted</i>
Job satisfaction_	0.680333	0.689583
Performance_	0.720833	0.709028

Source: Processed by Researcher of Smart PLS 2022

The results of data processing in table 4.13 show that the value of R² of the independent variable, namely the performance of 0.721. Based on Chin's (1998) criteria, it is categorized as substantial or strong. Or it can be said that employee performance can be explained by the variables of motivation, work environment and transformational leadership style of 72.1% while 27.9% is explained by factors outside the study.

4.3 Path Coefficient Calculation and Hypothesis Testing

Tabel 7. Direct influence

	<i>Original Sample(O)</i>	<i>T Statistics(O/STDEV)</i>	T Table	Results
Motivation -> Job Satisfaction	0.491667	4,731	1.68	Ho rejected
Motivation -> Performance	0.633333	7,752	1.68	Ho rejected
Work Environment -> Job Satisfaction	0.065	0.240278	1.68	Ho accepted
Work Environment -> Performance	0.055	0.210217	1.68	Ho accepted
Transformational Leadership Style -> Job Satisfaction	0.012	0.074	1.68	Ho accepted
Transformational Leadership Style -> Performance	0.096	0.498611	1.68	Ho accepted
Job Satisfaction_ -> Performance	0.430	1.759722	1.68	Ho rejected

Source: Processed by Researcher of Smart PLS 2022

Table 8. Indirect Influence

	<i>Original Sample(O)</i>	<i>T Statistics(O/STDEV)</i>	T Table	Results
Motivation -> Job Satisfaction -> Performance	0.221	2.152083	1.68	Ho rejected
Work Environment -> Job Satisfaction -> Performance	0.002	0.074	1.68	Ho accepted
Transformational Leadership Style -> Job Satisfaction -> Performance	0.009	0.015	1.68	Ho accepted

Source: Processed by Researcher of Smart PLS 2022

Based on the table above, the data regarding the coefficient value of the direct and indirect influence paths are carried out by means of a significance test *bootstrapping*, with the model can be seen in Figure 3

a. Hypothesis 1, the effect of motivation on job satisfaction

Based on table 7, it is known that the path coefficient value or inner model shows the level of significance in testing hypothesis 1 which is indicated by the t-statistical value of $4.731 > 1.68$, the value is above the t table. This means that motivation has a significant effect on job satisfaction at the representative office of Bank Indonesia Jember. The original sample value of motivation is 0.49, this means that if motivation at the Bank Indonesia Jember representative office is carried out optimally, it will significantly increase job satisfaction.

b. Hypothesis 2, the effect of motivation on performance

Based on table 7, it is known that the path coefficient value or inner model shows the level of significance in testing hypothesis 2 which is indicated by the t-statistical value of $7.752 > 1.68$, the value is above the t table. This means that motivation has a significant effect on job satisfaction at the representative office of Bank Indonesia Jember. The original sample value of motivation is 0.63, this means that if the motivation at the representative office of Bank Indonesia Jember is carried out optimally, it will significantly improve employee performance.

c. Hypothesis 3, the effect of the work environment on job satisfaction

Based on table 7, it is known that the path coefficient value or the inner model shows the level of significance in testing hypothesis 3 which is indicated by the t-statistical value of $0.240 < 1.68$, the value is below the t table. This means that the work environment has no significant effect on job satisfaction at the representative office of Bank Indonesia Jember. The original sample value from the work environment is 0.065, this means that if the work environment at the Bank Indonesia Jember representative office is carried out optimally, it will significantly increase job satisfaction.

d. Hypothesis 4, the effect of the work environment on performance

Based on table 7, it is known that the path coefficient value or inner model shows the level of significance in testing hypothesis 4 which is indicated by the t-statistic value $0.210 < 1.68$, the value is below the t table. This means that the work environment has no significant effect on employee performance at the Bank Indonesia Jember representative office. The original sample value from the work environment is 0.055, this means that if the work environment at the representative office of Bank Indonesia Jember is carried out optimally, it will significantly improve employee performance.

e. Hypothesis 5, the effect of transformational leadership style on job satisfaction

Based on table 7, it is known that the path coefficient value or the inner model shows the level of significance in testing hypothesis 5 which is indicated by the t-statistical value of $0.074 < 1.68$, the value is below the t table. This means that the transformational leadership style has no significant effect on job satisfaction at the representative office of Bank Indonesia Jember. The original sample value of the transformational leadership style is 0.012, this means that if the transformational leadership style at the Bank Indonesia Jember representative office is carried out optimally, it will significantly increase job satisfaction.

f. Hypothesis 6, the effect of transformational leadership style on performance

Based on table 7, it is known that the path coefficient value or inner model shows the level of significance in testing hypothesis 6 which is indicated by the t-statistical value of $0.499 < 1.68$, the value is below the t table. This means that the transformational leadership style has no significant effect on employee performance at the representative office of Bank Indonesia Jember. The original sample value of the transformational leadership style is 0.096, this means that if the transformational leadership style at the Bank Indonesia Jember representative office is carried out optimally, it will significantly improve employee performance.

g. Hypothesis 7, the effect of job satisfaction on performance

Based on table 6, it is known that the path coefficient value or inner model shows the level of significance in testing hypothesis 7 which is indicated by the t-statistical value of $1.759 > 1.68$, the value is above the t table. This means that job satisfaction has a significant effect on employee performance at the representative office of Bank Indonesia Jember. The original sample value from the work environment is 0.430, this means that if job satisfaction at the representative office of Bank Indonesia Jember is carried out optimally, it will significantly improve employee performance.

V. Conclusion

Based on the results of the analysis and discussion described in the previous chapter, the following conclusions can be drawn:

1. Motivation had a significant effect on employee satisfaction at the representative office of Bank Indonesia Jember.
2. The work environment had no significant effect on job satisfaction at the representative office of Bank Indonesia Jember.
3. Transformational leadership style had no significant effect on job satisfaction at the representative office of Bank Indonesia Jember.
4. Motivation had a significant effect on work performance at the representative office of Bank Indonesia Jember.
5. The work environment had no significant effect on the performance of employees at the representative office of Bank Indonesia Jember.
6. Transformational leadership style had no significant effect on employee performance at the representative office of Bank Indonesia Jember.
7. Job satisfaction had a significant effect on employee performance at the representative office of Bank Indonesia Jember.

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