Reward System, Healthy Organizational Culture to Employee Performance with Motivation as Mediating in Indonesia's Higher Education During Pandemic COVID-19

Yohana F. Cahya Palupi Meilani[1], Rinto Rain Barry[2]

[1,2] Universitas Pelita Harapan
E-mail: yohana.meilani@uph.edu

ABSTRACT

The purpose of this study is to analyze the effect of the reward system and healthy organizational culture on employee performance through motivation as mediating variable in Indonesia's higher education context, during pandemic COVID-19. The problem phenomenon, whereas during pandemic COVID-19 higher education needs to sustain that supported by employee performance. The method used in this study is quantitative. The data were collected through closed questionnaires in the online platform. Using purposive sampling for 193 respondents, with categories lecturers and academic support staffs at private University minimum B accredited and turnover rate < 5% in Jakarta and Tangerang. Data process techniques include reliability test, validity test, and hypothesis testing using Partial Least Square Structural Equation Model with Smart PLS 3.0 program. Results showed that healthy organizational culture has no direct positive effect on motivation and employee performance. While reward system and motivation each has a direct positive effect on motivation and also has a positive effect on employee performance. Motivation as mediated the effect of reward system on employee performance. Research contribution will give input to the management of higher education how a good reward system, healthy organizational culture with motivation as mediating can provide meaning for employee performance.

Keywords: Reward system, healthy organization culture, COVID-19;

INTRODUCTION

The success of an organization is very dependent on the performance of employees, especially during pandemic COVID-19. During the pandemic, the organization maintains its self-sustainability through competitiveness and high performance. For this reason, every employee, besides being required to have knowledge, skills, and abilities, is also required to have experience, motivation, self-discipline, and high morale, so that employees have good performance and company performance will also increase towards the achievement of company goals (Robbins et al., 2015). Likewise, for the higher education sector in Indonesia. Universities must be able to manage organizational performance which is gradual from the performance of human resources in it, namely lecturers and support staff universities that are not able to withstand the complexity of the demands of change will have an impact on their performance and can make it unable to achieve expectations in assessing university performance by the government with an accreditation measure. For example, during 2015-2019 130 private universities in Indonesia had to be closed because they were unable to manage their performance properly. The Indonesian Ministry of Research and Higher Education stated that the most Private Colleges closed occurred in 2019, namely 79 Private Colleges. There are indeed many factors, so it is closed. For example there are

universities that have problems because of financial performance, internal conflicts, minimum in number of student intakes (CNN Indonesia, 2019).

The performance measures of Indonesian higher institutions can be reflected in their accreditation. Accreditation is a picture of the input-process to the output-outcome. Clarity of frame of mind (logical framework) starting from planning, implementation, up to evaluation, and its relation to institutional development plans. Evaluation and accreditation instruments measure dimensions according to PERBAN P.T. No. 2 of 2017 that is: leadership quality and governance performance: including integrity of vision and mission, leadership (leadership), resource management systems, strategic partnerships (strategic partnerships), and internal quality control standards; the quality and productivity of outputs, outcomes and impacts: in the form of quality graduates, scientific products and innovations, as well as benefits to the community; quality process includes the process of learning, research, community service, and academic atmosphere; input quality performance: include human resources (lecturers and education staff), students, curriculum, infrastructure, finance (financing and funding).

While Rivai & Sagala (2015); Koopmans et al., (2016); Jamaluddin et al., (2017) states that performance is a real behavior that is displayed by everyone as work performance generated by employees in accordance with their role in the company. According to Koopmans et al., (2016) there are several factors that can trigger employees to have good performance including the level of skills, competencies, motivation, leadership, team trust, reward system, and organizational culture. This research will focus on knowing how much influence the healthy organizational culture and reward system has on performance with motivation as an mediating variable.

Robbins & Judge (2013) and Aboramadan et al., (2020) suggest if an employee sees organizational culture values and systems as important to applied, then this behavior will be the basis of his willingness to do profession. According to Rivai & Sagala (2015); Sanjaya & Baharuddin, (2014) motivation is a series of attitudes and values that influence individuals to achieve specifics according to individual goals, whereas according to Robbins et al., (2015) motivation refers to the process by which one's efforts are energized, directed, and continuing towards achieving a goal. From this understanding can be seen that if employees can see the values and systems of cultural significance of the organization will motivate them to do work. Organizational culture able to give energy, direction, and the sustainability system for employees to achieve goals. Based on the description above, then the hypothesis can be formulated as follows: H1: Healthy Organizational culture has a positive effect on employee motivation during pandemic COVID-19.

Reward system based on Dessler, (2017) is a departmental method personnel improve work performance, work motivation, and job satisfaction by giving everything as reward system to employees. One of the characteristics that must be owned by the system reward system is the ability to motivate employee performance in the future which will come. Furthermore, Rivai & Sagala, (2015) state that for form positive motivation ways that can be done, among others, through giving awards to work as well as competition, participation, and pride which is the expressed social dimension of reward system. Based on the description above, then the hypothesis can be formulated as follows: H2: Reward system has a positive effect on employee motivation during pandemic COVID-19.

An employee may carry out a given job to him well, maybe not. This can happen because it's lacking employee knowledge of the job or lack of motivation (encouraging) employees to do it. Robbins et al., (2015) said that motivating employees is important because it creates an

environment which enables and encourages someone to do their best, both inside and outside working hours will benefit employees and organization. Understanding motivation is very important because of performance, reaction to reward system, and other HR issues are influenced and influenced motivation. Based on the description above, hypothesis can be formulated as follows: H3: Motivation has a positive effect on employee performance during pandemic COVID-19.

Healthy Organizational culture is interpreted by Robbins & Judge, (2013) as a system of shared meanings shared by members who distinguish an organization from other organizations. System of meaning together, when examined more closely, it is a group key characteristic, that are upheld by the organization. If an employee sees the values and systems of meaning as a matter valuable and work on those values and systems, then support this behavior will be the basis of someone's willingness to do profession. Based on the description above, then the hypothesis can be formulated as follows: H4: Healthy Organizational Culture positively influences employee performance during pandemic COVID-19.

Reward system is a way the personnel department increases work performance, work motivation, and satisfaction work by giving everything as reward to employees. Previous research by Rizal et al., (2014) show that reward system increases employee performance. Higher reward system shows higher performance as well. Based on the description above, then hypothesis can be formulated as follows: H5: Reward system has a positive effect on employee performance during pandemic COVID-19.

Healthy organizational culture is an important component in a company because it is good or positive values, assumptions, beliefs and symbols which is the difference between one organization and another if its employees believe and apply the culture it will help the company achieve its goals. Organizational culture that is conducive and fun can be a force capable of directing behavior employees on achieving organizational goals. Based on the description above, then the hypothesis can be formulated as follows: H6: Healthy Organizational culture has a positive effect on employee performance with motivation as an mediating variable during pandemic COVID-19.

Reward system is one of the tools used for fishing individuals and groups perform certain behaviors that are considered improve organizational effectiveness. According to Robbins et al., (2015) and Dessler, (2017) reward system is any form of wages or rewards given to employees and arising from the work of the employee. From this understanding, two parties can be seen who carry different but mutually obligatory obligations and responsibilities influence and determine each other. Based on the description above, then the hypothesis can be formulated as follows: H7: Reward system has a positive effect on performance with motivation as mediating variable during pandemic COVID-19.

METHOD

This study used quantitative paradigm with philosophy of positivism. Due to Sekaran & Bougie, (2017) research process is based on rational thinking, numerical empirical data. The research sample is employee who have worked more than 3 years, at Indonesia's Private University which is at least B accredited as one of good University performance indicator and having a turnover rate of no more than 5% in a year as one proved of healthy organization culture. The research subjects are individual analysis units.

Indicator items were adapted from several previous studies: Healthy Organizational Culture (X1) indicators adaptation from Fabio (2017) such as (1) Participation management, (2) Open system in communication, (3) Decentralized decision making, (4) Cooperation climate, (5) Supported supervisor, (6) Trust between employee employer, (7) Strong link between organization profitability and employee well being. Reward system (X2) indicators adaptation from (Robbins et al., 2015) such as: (1) Salary, (2) Achievement bonuses, (3) Health insurance, (4) Paid leaves, (5) Work facilities. Motivation (X3) indicators adaptation from (Rivai & Sagala, 2015) including (1) Desire improve performance, (2) Desire for evaluate work result, (3) like challenging works, (4) Has work goal, (5) Deep thinking of work. Performance (Y) indicators adaptation from Koopman et al. (2016) including (1) Quantity of work result, (2) Quality of work result, (3) Time effectiveness, (4) Cost effectiveness, (5) Needs of supervising, (6) Interpersonal impacts.

Processing data in this study using Partial Least Square Structural Equation Modeling, with the reason, because the data is taken only once as a questionnaire directly using Google forms, and the purpose of the study only explains the prediction of endogenous variables to exogenous variables using R square and not looking for a model fit. Then by Smart PLS, it is necessary to test an external model (measurement model) for measuring validity and reliability. This is done through convergent validity, discriminant validity, and Cronbach Alpha. Then the validity converges through loading factor> 0.6; and the average variance extracted (AVE)> 0.5. The AVE value must be greater than the latent variable correlation.

RESULT AND DISCUSSION

Response rate for actual study is 100%. Meaning 193 samples that distributed through the online platform google form has been filled as requirements of the desired respondent category. Based on the existing sample, there were 193 respondents. Majority gender 57% are men. Majority education are master's degree in 63%. Majority respondents are 38-43 years 56%. Marital status married 86%. Length of work 6-10 years 58%.

Outer Model (Model of Measurement)

Outer model showed value of outer loading factor should more than 0.6 (table 1) and AVE should more than 0.5 (table 2) as convergent validity. For this study all the requirement factor loading from table 1 has showed match the standard of requirement more than 0.6.

Table 1.
Factor Loading Results

	X1	**X2**	**X3**	**Y**
X1.2	0.737			
X1.4	0.701			
X1.5	0.898			
X2.1		0.731		
X2.2		0.802		
X2.4		0.822		
X2.5		0.811		
X2.6		0.723		
X2.7		0.739		

	X1	X2	X3	Y
X3.1			0.920	
X3.2			0.936	
X3.3			0.831	
X3.4			0.899	
X3.5			0.914	
Y1				0.902
Y2				0.858
Y3				0.868
Y4				0.916
Y5				0.745

Table 2 below showed AVE more than 0.5 meaning all item is valid. Then table 2 also showed all variable are reliable because Cronbach Alpha (CA) >0.6, Constract Reliability (CR) >0.6 meaning all values meets the following requirements Cronbachs Alpha > 0.60 (Ursachi et al., 2015); Composite Reliability > 0.6 (Ursachi et al., 2015); AVE > 0.50 (Ursachi et al., 2015).

Table 2.
Constract Reliability and Validity Results

	Cronbach Alpha	rho_A	Composite Reliabilty	AVE
X1	0.687	0.748	0.825	0.748
X2	0.866	0.885	0.898	0.597
X3	0.941	0.944	0.945	0.811
Y	0.928	0.937	0.944	0.738

For discriminant validity using HTMT value <0.90 then a construct has good discriminant validity (Henseler et al., 2015). Then Discriminant Validity - Heretroit-Monotrait Ratio (HTMT) table 3 showed of criteria has met the requirements, because all constructs <0.90.

Table 3.
Discriminant Validity – Heretroit-Monotrait Ratio (HTMT) Results

	X1	X2	X3
X1			
X2	0.682		
X3	0.652	0.765	
Y	0.486	0.550	0.884

Inner Model (Structural Model)

In evaluating structural models, the Smart PLS 3.0 program can be justified through R square value. R square of each endogenous latent variable as the predictive the strength of

structural models (Ghozali, 2013). The Rsquare results represent the number of construct variants explained by the model.

Table 4.
R Square Results

	R Square	R Square Adjusted
X3	0.536	0.517
Y	0.710	0.691

Table 4 meaning that R Square Adjusted Model Path I = 0.536. showed the ability of the variables healthy organization culture (X1), reward system (X2) in explaining motivation (X3) is 53.6%, thus the model is classified as moderate. Then for R Square Adjusted Model Path II = 0.710. This means that the ability of healthy organization culture (X1), reward system (X2), motivation (X3) in explaining employee performance (Y) is 71.0%, thus the model is classified as moderate.

Table 5.
F Square Result

	X1	X2	X3	Y
X1			0.063	0.000
X2			0.533	0.038
X3				1.449
Y				

Figure 2 explain construct healthy organization culture (X1) to motivation (X3)=0.063 and construct healthy organization culture(X1) to performance (Y)= 0.038 showed low relation. While construct reward system (X2) to motivation (X3) = 0.533, motivation (X3) to performance (Y) = 1.449 both construct showed high relation. In this study using the 5000 bootsrapping procedure, the reason is because the Smart PLS 3.0 program only provides a bootstrap resampling method. (Ghozali, 2013) state that the bootstrap approach uses all original samples to re-sample. Then test the structural relationships showed in Table 3. Suitability of the model can be accepted if the hypothesis produces a significant t-statistic at alpha 0.05. Where the t-value must be above 1.65 and the p-value is significant at a value below 0.05.
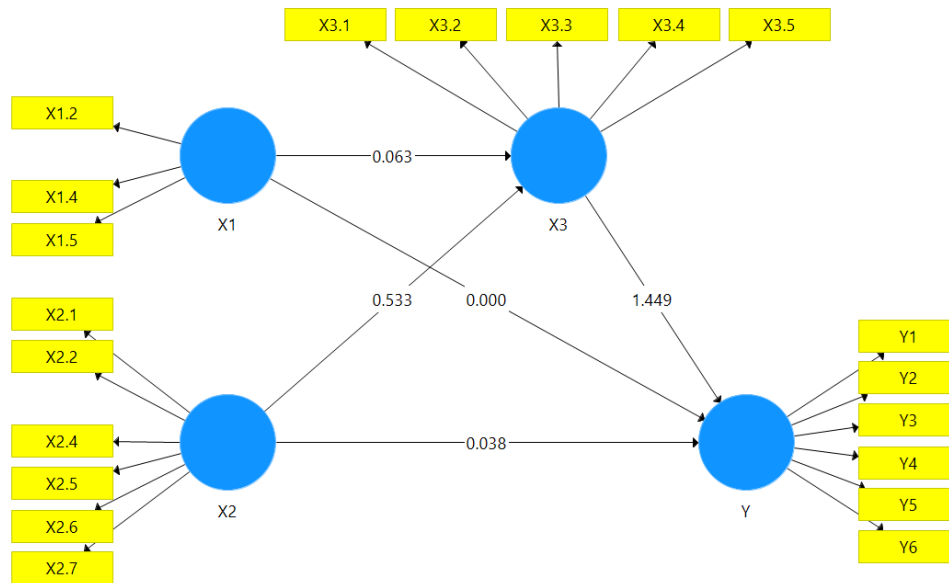
Figure 1.
F Square

Table 6 below showed direct effect between contructs, path coefficient result meaning Healthy organization culture (X1) → Motivation (X3) : Path coefficient = 0.205 and P value = 0.061> 0.05, meaning that effect of Healthy organization culture (X1) on Motivation (X3) is positive and insignificant. Healthy organization culture (X1)→ Performance (Y): Path coefficient = -0.010 and P value = 0.465> 0.05, meaning that the effect of Healthy organization culture (X1) on Employee Performance (Y is negative and insignificant. Reward System (X2) →Motivation (X3): Path coefficient = 0.598 and P value = 0.000 <0.05, meaning that the effect of Reward System (X2) on Motivation (X3) is positive and significant. Reward System (X2) →Employee Performance (Y): Path coefficient = -0.156 and P value = 0.122> 0.05, meaning that the effect of Reward System (X2) on Performance (Y) is negative and insignificant. Motivation (X3) → Employee Performance (Y): Path coefficient = 0.952 and P value = 0.000 <0.05, meaning that the effect of Motivation (X3) on Performance (Y) is positive and significant.

Table 6.
Path Coefficients Result

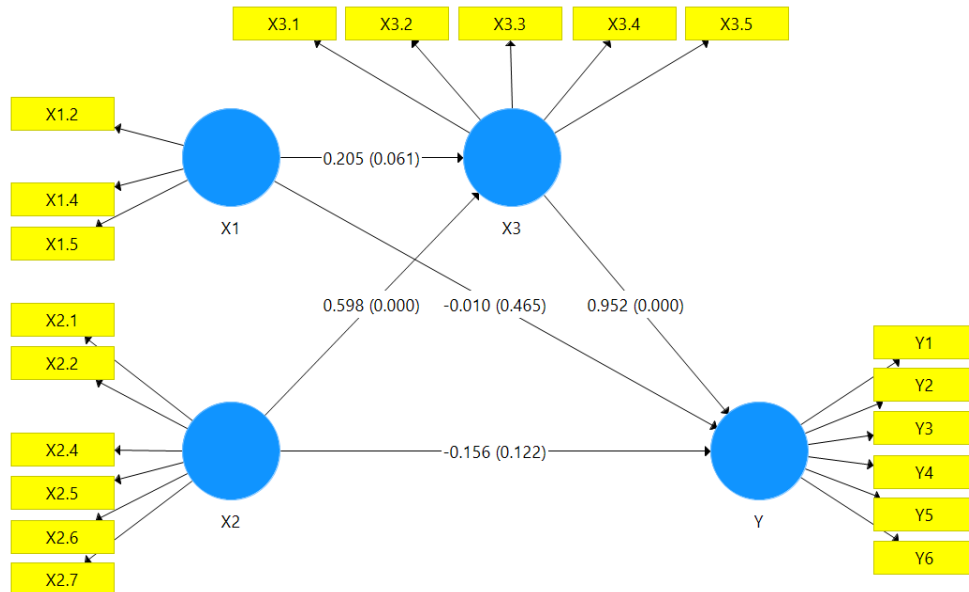|	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> X3	0.205	0.214	0.133	1.546	0.061
X1 -> Y	-0.010	0.006	0.116	0.088	0.465
X2 -> X3	0.598	0.575	0.104	5.733	0.000
X2 -> Y	-0.156	-0.147	0.133	1.167	0.122
X3 -> Y	0.952	0.933	0.133	7.181	0.000

Figure 2.
Path Coefficients

Indirect effect analysis is useful for testing the hypothesis of the indirect effect of an influencing (exogenous) variable on the affected (endogenous) variable which is mediated by an mediating variable (mediator variable).

Table 7.
Specific Indirect Effect Result

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> X3 -> Y	0.195	0.203	0.131	1.484	0.069
X2 -> X3 -> Y	0.569	0.540	0.139	4.098	0.000

Table 7 result showed the indirect effect of healthy organization culture (X1) → motivation (X3) → employee performance (Y) is 0.195, with P values 0.069> 0.05 (not significant), so motivation (X3) does not mediate the effect of healthy organization culture (X1 on employee performance (Y). Then, indirect effect of reward system (X2) → motivation (X3) → employee performance (Y) is 0.569, with P values 0.000> 0.05 (significant), then motivation (X3) mediates the effect of reward system (X2) on employee performance (Y).

DISCUSSION

First hypothesis that stated healthy organization culture (X1) has positive effect to motivation (X3) during pandemic COVID-19, has rejected. Because although path coefficient =

0.205 and P value = 0.061> 0.05, meaning that effect of Healthy organization culture (X1) on Motivation (X3) is positive and insignificant. This result does not supported previous studies by (Adewale & Anthonia, 2013); (Shahzad et al., 2013); (Fabio, 2017); (Aboramadan et al., 2020). It can be explained that based on findings that majority respondents has working period more than 5 years, meaning they feel comfortable with their organization values and norms. Especially during a pandemic, COVID-19 needs trust between employee - employer and strong link between organization profitability and employee well being. Employees feel they can adjust themselves to norms and values of organization culture as workplace policies or rules to obey. Since the pandemic COVID-19, many universities adopt work from home. For employees these situation make them connected with organization culture as something natural and does not affect their motivation at work. Healty organization need to find the right balance between their particular situation, sector, and culture, highlighting the importance of well-being and sustainability (Fabio, 2017).

Second hypothesis that stated reward system (X2) has positive effect to motivation during pandemic COVID-19, has accepted. Path coefficient= 0.598 and P Values = 0.000 < 0.05, meaning effect of reward system (X2) to motivation is positive and significance. This result supported the previous statement by (Rizal et al., 2014); (Rivai & Sagala, 2015); (Sutrisno & Kurniawan, 2020). It can be explained because reward system is one important things to motivate individual at workplace to retain in long work period. It is related with respondent profile that majority has more that 6-10 years working periods. Then majority has married status, that needs stability for their financial earn to manage their family. In this study during the pandemic COVID-19, respondents as permanent employees at private universities still get remuneration. So they can still fulfilled their personal or family needs. Meaning when individuals feel that he/she did not get the benefit in the work which is done and added to the total salary he/she still feels adequate, he/she will experience feelings of satisfaction and has motivation to do work done and retain. The reward system operates to encourage creative scientist to be highly productive, to divert the energies of less creative physicist into other channels, and to produce a higher correlation between quantity and quality of output in the top departments than in the weaker departments (Routtenberg, 1978).

Then, third hypothesis that stated motivation (X3) has positive effect to employee performance during pandemic COVID-19, has accepted. Value of path coefficient = 0.952 and P Values = 0,000 < 0.05, meaning effect of motivation (X3) to employee performance is positive and significance. This result supported previous studies by (Rizal et al., 2014), (Sasongko, 2018) and (Meilani et al., 2020). Meaning respondents as lecturers or academic staff feel that motivated to carrying out their duties properly to do their role well in maintaining performance. Although in pandemic COVID-19 they still to do their job based on work target to achieve performance. Employee release that as private universities need competitiveness advantages to sustain. Thus, their work role should maintaining work well as internal motivation to achieving better performance. Concludes that employee perceived training effectiveness has a negative relationship with motivation. It is also proved from to their responses, they were provided with the training courses but this trainingwas not implemented by them in their routine teaching as they considered it to be ineffective (Shahzadi et al., 2014).

Fourth hypothesis stated healthy organization culture (X1) has positive effect to employee performance (Y) has rejected. Path coefficient is -0.010 and P Values = 0.465 > 0.05, meaning effect of healthy organization culture (X1) to performance (Y) is negative and insignificant. This

result does not supported the previous studies by (Shahzad et al., 2012); (Shahzad et al., 2013). It can be explained because respondents already feel that norms and values through organization culture has not gave them impacted to their personal well being. To pandemic COVID-19 era some indicator for performance such as time effectiveness depends on each individual self determination. Supervisor cannot supervise whole work process but can see from the quality and quantity of the final work as a lecturer or academic staff

While fifth hypothesis that stated reward system (X2) has a positive effect on employee performance (Y) during pandemic COVID-19 has been rejected. Path coefficient = -0.156 and P Values = 0.122 > 0.05, meaning effect of reward system (X2) to employee performance is negative and insignificant. This result does not supported the previous studies by (Rizal et al., 2014) (Rizal et al., 2014); (Došenović, 2016). It can be explained that respondents feel their workplace has fulfilled their needs in pandemic era then makes them has gratitude in maintaining performance. Because of these positive feeling the reward system in pandemic era better improvement or not has not related with their performance. They are grateful that they can still work and carry out activities according to their respective job descriptions

Sixth hypothesis that stated healthy organizational culture (X1) has a positive effect on employee performance (Y) with motivation (X3) as an mediating variable during pandemic COVID-19, has rejected. Although path coefficient is positive= 0.195, with P values 0.069> 0.05 (not significant), so motivation (X3) does not mediate the effect of healthy organizational culture (X1) on performance (Y). This result has not supported previous studies by (Juliningrum & Sudiro, 2013); (Rivai & Sagala, 2015). Because in pandemic the regulation, policies and rules make more specific than normal condition. Due to work from home institution also arrange working condition with adjustable target and process. It can be help to manage employee performance directly without motivation as mediating.

Seventh hypothesis reward system (X2) has a positive effect on employee performance (Y) with motivation (X3) as mediating variable during pandemic COVID-19 has been accepted. With path coefficient is 0.569, P values 0.000> 0.05 (significant), then motivation (X3) mediates the effect of reward system (X2) on employee performance (Y). This result has supported previous studies by (Juliningrum & Sudiro, 2013) meaning that reward system is any form of salaries an benefit given to employees can be motivated them to do their performance better.

CONCLUSION

This study intended to determine the effect of the healthy organization culture, reward system, motivation to employee performance of lecturers and academic staff at private university. Finding showed reward system (X2) has positive effect to motivation, motivation (X3) has positive effect to employee performance, then motivation (X3) as mediated reward system to employee performance. But reward system (X2) has not direct effect to employee performance (Y). These variables (reward system and motivation) should be maintain well to enhance employee performance of lecturers and academic staff private universities.

In other hands, healthy organization performance (X1) directly has not effected to motivation (X3) and has not effected to employee performance (Y). Then as indirect effect, motivation (X3) has not mediated healthy organization performance (X1) and employee performance (Y). Although healthy organization culture has not direct effect to motivation and employee performance in pandemic era, doesn't mean it should be ignored. Healthy organization culture can determine specific values and norms to external adaptation and internal integration. It

should be maintain better to enhance job satisfaction and gain better employee performance. Then private universities should find what kinds of healthy organization culture as needed of lecturers more than five years working periods. In the long term can help to build employee's loyalty. Empirical results showed evidence that proposed model designed is acceptable. Finally, the university can define good human resource management ways to maintain lecturer's performance.

Suggestion for the future research are to think of other variables that are not in the research model to improve employee performance, such as leadership, organizational support, job satisfaction. Then, if still to do a cross sectional study, can enlarge the sample and research area not only private universities but also public universities and can compare the results between them. Applying the same model for a longitudinal study to see changes in employee performance processes, for example after 6 months from taking the first questionnaire. Can use program Lisrel or Amos for data processing programs as variance based Structural Equation Model.

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