

How About Performance Effect: Evidence From Universitas Ibnu Sina

Mulyadi^{1*}, Chablullah Wibisono², Indrayani³,
Bambang Satriawan⁴, Muammar Khadafi⁵, Damsar⁶

¹²³Universitas Batam, Batam City, Indonesia

E-mail: mulyadi@gmail.com

*Corresponding Author

Abstract

Performance is able to provide benefits for the organization in carrying out the goals to be achieved in the short and long term. The purpose of this research is to scientifically solve the influence of motivation, organizational culture, leadership behavior and personality on performance mediated by decision making. The sample in this study were all objects which were the target population, totaling 126 respondents at Ibnu Sina University employees. In the research using path analysis, the theory is tested with SEM-PLS tools, and this study takes 7 months. The findings from this study resulted in a conclusion that motivation, organizational culture, leadership, personality, decision making make a very significant contribution to employee performance. The results of this study are able to make a scientific contribution to organizations in seeking increased employee performance.

Keywords: Motivation, Organizational Culture, Leadership Behavior, Personality, Decision Making, Performance.

1. Introduction

Good tertiary institutions can be seen from the graduates from both careers, work fields and career development and leadership in various government agencies. Academic readiness, especially employees and staff to provide maximum service and work performance to achieve university goals and objectives and are required to have high quality and capability in line with the work challenges faced. If all employees have a professional attitude to carry out their duties by showing the best performance and achievements, it will result in an increase in work performance (Selvarajan, Singh, & Solansky, 2018). This will happen if the organization works based on a control-oriented approach to good employee management which leads to achieving efficiency and

effectiveness in organizations run by employees (Rofcanin, de Jong, Las Heras, & Kim, 2018; Shiwen & Ahn, 2023).

It is important to remember that there is no perfect approach to decision making, each situation has its own context and complexity (Campion, Guerrero, & Posthuma, 2011). In the face of this complexity, it is important to adopt a flexible approach and continuously develop decision-making skills (Miller & Lee, 2001). Using a systematic framework, considering multiple perspectives, and learning from previous experiences can help in making better decisions (Nordin & Raval, 2023; Patience, Moses, Bosco, & David, 2022).

Every employee should have the fighting power of motivation and enthusiasm and spirit of competence in trying and achieving work goals (Brush, Ali, Kelley, & Greene, 2017; Liviani & Rachman, 2021). It is important for organizations to nurture and maintain employee motivation, whether through identifying meaningful goals, creating a supportive environment, or finding sources of inspiration that motivate employees (Akram, Lei, & Haider, 2016; Tao, Song, Ferguson, & Kochhar, 2018). Strong motivation will encourage them to work harder, be more focused, and overcome challenges that arise (Rofcanin et al., 2018; Tao et al., 2018). In order to encourage strong motivation, it is important for leaders to provide clear goals, provide constructive feedback, and recognize and reward employee achievements (Lin, Chen, Ashford, Lee, & Qian, 2018). In addition, creating a work environment that supports, collaborates, and provides career development opportunities can also strengthen employee motivation (Srivastava, Madan, & Pandey, 2023).

In addition, employees also have high organizational culture and values in their organizations so that efforts to achieve the mission, vision and goals of the organization can be fulfilled (Wang, Tsui, & Xin, 2011). It is important to remember that organizational culture is not only shaped by policies and procedures, but also involves attitudes, behaviors and daily practices carried out by all members of the organization (Gaudet & Tremblay, 2017). Organizational leaders have a key role in building and maintaining a positive and healthy culture by modeling and reinforcing desirable values (Fries, Kammerlander, & Leitterstorf, 2021; Li, McCauley, & Shaffer, 2017).

Every organization should have a leader who is responsible for the implementation of all activities within the organization to achieve the goals set (Gaudet & Tremblay, 2017). Organizations that do not receive direction from their leaders are expected to have activities that run without direction or are not coordinated, so that they will not be able to achieve the goals that have been set (Rehman,

Shahzad, Farooq, & Javaid, 2020). A leader is also required to have the ability to program organizational activities, mobilize employees and evaluate programs that have been prepared (Gaudet & Tremblay, 2017); (Li et al., 2017); (Fries et al., 2021). To carry out these duties, leaders need to constantly improve their abilities, expertise, sense of dedication and creativity so that they can carry out tasks in a professional, quality manner to achieve organizational success (Akram et al., 2016; Darvishmotevali & Altinay, 2022; Mekhilef, Saidur, & Kamalisarvestani, 2012).

Organizations can benefit by paying attention to the personalities of their employees when making decisions about hiring and development (Abou-Shouk, Zoair, Aburumman, & Abdel-Jalil, 2022). Personality refers to structures and tendencies within humans that explain their characteristic patterns such as thoughts, emotions, and behavior (Shiwen & Ahn, 2023). Personality creates a social reputation that is perceived and valued by friends, family, co-workers, and supervisors (Hasanah et al., 2023; Lan, Wong, & Zeng, 2021). It is important to remember that every individual is unique, and personality is only one aspect of their uniqueness (Buil, Martínez, & Matute, 2019; Srivastava et al., 2023; Strauss, Parker, & O'Shea, 2017). However, paying attention to employee personality can be an important step towards creating a work environment that is inclusive, rewarding, and supports individual development and overall organizational success (Linz & Semykina, 2009; Pereira, Bamel, Paul, & Varma, 2022; Xiong & King, 2018).

In connection with the theoretical substance regarding the topic of this research, it was found a fact in the field that leaders still pay little attention to their employees so that the involvement of employees at Ibnu Sina University is still not entrenched, especially in the decision-making process. Then the employee's apathy towards the programs that are the target of the institution. Furthermore, organizational culture is less than optimal because employee performance is still relatively slow. And the personality of employees tends to be passive in responding to performance demands and slow in making decisions. The purpose of this research is to scientifically solve the influence of motivation, organizational culture, leadership behavior and personality on performance mediated by decision making. The results of this study are able to make a scientific contribution to organizations in seeking increased employee performance.

2. Literature Review

2.1 Motivation

Motivation is the driving force that results in a member of the organization willing and willing to direct abilities in the form of expertise or skills, energy and time to carry out various activities that are responsible and fulfill obligations in order to achieve predetermined goals and various organizational goals (Selvarajan et al., 2018; Sonkar & Sarkar, 2020). A person with low fighting power is shown by the attitude and behavior of giving up, giving up, feeling useless, resigned to circumstances, reluctant to do good, tends to do evil, behavior that harms others (Lin et al., 2018; Strauss et al., 2017). Low fighting power is also related to low morale as well. This condition tends to lack enthusiasm, has no concern for other people, co-workers and the organizational environment, low religious interest, tends to violate religious values, and lives as he pleases (Rofcanin et al., 2018). In measuring motivation, you can use the dimensions of need for achievement, need for power, and need for achievement.

2.2 Organizational Culture

Organizational culture is a set of collective meaning structures used by organizational members to interpret the nature of their environment and themselves in relation to the organizational environment (Liu, Tsui, & Kianto, 2021; Naveed, Alhaidan, Al Halbusi, & Al-Swidi, 2022). Organizations have very basic assumptions so that most and most are silent and not questioned unless there are concerns and disturbing circumstances and known by external factors which assumptions can be accepted by the organization (Balaji, Jiang, Singh, & Jha, 2020); (Bockius & Gatzert, 2023); (Kotiloglu, Blettner, & Lechler, 2023). At least there are sources from which the assumptions of these organizational elements can be learned and one of them is the larger culture in which the organization is embedded, namely institutions, associations, unions, industries and nations (Bagga, Gera, & Haque, 2022; Junior & Birolo, 2021).

A strong organizational culture can create a sense of unity and integrity among employees in realizing professionalism (Osei, Papadopoulos, Acquaye, & Stamati, 2023). In short, organizational culture can determine and direct employee attitudes and behavior in carrying out their daily tasks and create a pleasant work atmosphere, so that employees can work more efficiently and productively (Arena, Hines, & Golden III, 2023; Ibrahim, Boerhannoeddin, & Kayode, 2017; Triguero-Sánchez, Peña-Vinces, & Ferreira, 2022). In measuring organizational culture, you can use the dimensions of innovation and risk taking, attention to detail, result orientation, team orientation, aggressiveness, and stability.

2.3 Leadership Behavior

Leadership behavior is a pattern of behavior that a person displays when influencing the activities of other people as perceived by others (Fries et al., 2021). Leader behavior in an organization is in the spotlight and influences the emergence of member behavior or group behavior (Gaudet & Tremblay, 2017); (Li et al., 2017). If the leader's behavior, whether in giving instructions, supervising, or evaluating, is included in expressing his thoughts, it can create organizational effectiveness (Akram et al., 2016; Rehman et al., 2020). Good superior leadership and subordinate orientation are better able to foster discipline awareness from employees (Wood, Eid, & Agag, 2021). Subordinate-oriented leadership places employees as the main factor, namely as human beings who have dignity, an image of taste and intention like themselves (Mekhilef et al., 2012). In measuring leadership behavior, the dimensions of task behavior, relationship behavior, and maturity can be used.

2.4 Personality

Personality is a hypothetical entity that cannot be separated from interpersonal situations, and interpersonal behavior is the only aspect that can be observed as a personality and each action of a person is colored by his personality and is not a substance but a symptom, a lifestyle. (Linz & Semykina, 2009; Pereira et al., 2022; Yang, Bashiru Danwana, Issahaku, Matloob, & Zhu, 2022). Personality that is open to experience can influence performance and factors that include openness, depth and individual and complex mentality and life experiences (Buil et al., 2019; Srivastava et al., 2023). Someone who is creative, curious, or open to experience finds it easier to find a solution to a problem, which has an impact on improving company performance and achievement at the highest level (Abou-Shouk et al., 2022; Lan et al., 2021; Shiwen & Ahn, 2023). In measuring personality, the dimensions of extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience can be used.

2.5 Decision Making

Decision making as a process in which organizational members choose certain actions to respond to the opportunities and problems that face them (Kalodimos & Leavitt, 2020; Miller & Lee, 2001). Good decisions help an individual, group, or organization to be effective (Brush et al., 2017; Tao et al., 2018). Bad decisions hamper effectiveness and poor performance results (Garani, Tolis, & Savvas, 2023). Decision-making is based on circumstances such as the style of the leader which suggests that decision-making should be seen as a

process that requires certain actions and steps (Di Mascio & Fatima, 2018; Samson & Bhanugopan, 2022). If the process is followed, leaders can ultimately establish ways to make decisions that will yield greater results and thereby enable the organization to further achieve its goals (Campion et al., 2011; De Clercq & Pereira, 2022; Samson & Bhanugopan, 2022; Thomas & Louisgrand, 2022). In measuring decision making can use the dimensions of defining the problem, identifying opportunities, selecting alternative actions, responding to a problem, and implementing the selected alternative.

2.6 Performance

Employee performance is the result of work that includes the quantity and quality of work as well as work behavior achieved by employees in an organization in accordance with the duties, roles, functions, authorities and responsibilities given within a certain period guided by organizational provisions in an effort to achieve the organizational goals of the organization concerned legally, does not violate the law and is in accordance with morals and ethics (López-Cabarcos, Vázquez-Rodríguez, & Quiñoá-Piñeiro, 2022; Wang et al., 2011). Performance can run well if employees get salaries according to expectations, receive training and development, a conducive work environment, receive equal treatment, placement of employees according to their expertise and get career planning assistance, and there is feedback from the organization ((Ibrahim et al., 2017); (Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022); (Fein, Tziner, & Vasiliu, 2021). In measuring performance, the dimensions of work quantity, work quality, and work behavior can be used.

3. Research Method

This research is quantitative and uses a survey method. The choice of this method was based on the consideration that the study involved 6 variables whose data came from the same group of respondents and answered each question asked simultaneously and at once. The analysis technique used in this research is path analysis where the data will be processed using SEM-PLS. This research was carried out in the work area of Ibnu Sina University. The research was conducted for 7 (seven) months. In this study, the population referred to is the employees at the University of Ibnu Sina with a total of 126 respondents. The sample in this study were all objects which were the target population, totaling 126 respondents. Data collection in this study used an instrument in the form of a questionnaire with a Likert Scale model.

4. Result And Discussion

Data were analyzed quantitatively using PLS SEM with the Smart PLS version 2.0 tool. The data obtained from the questionnaire are also research variables.

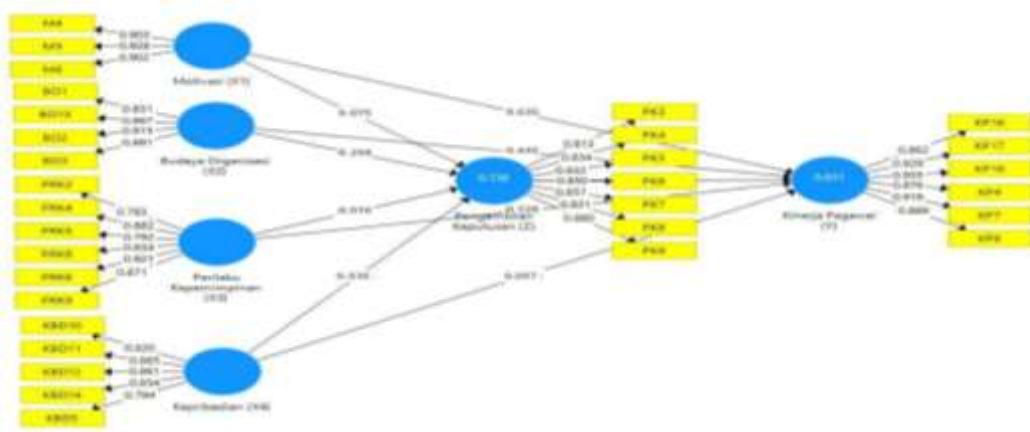


Figure 1. Calculation Algorithm

In bootstrapping, the value of the path coefficient table will show the significant level of each construct indicator (dimensional) on the latent variable provided that the t-statistic value is > 1.96.

Tabel 1. Value Direct Relationship Between Variables

	Original Sample	T Statistics	P Values
X1 (M) -> Y (KP)	0,635	5,977	0,000
X1 (M) -> Z (PK)	0,076	4,255	0,000
X2 (BO) -> Y (KP)	0,445	3,275	0,001
X2 (BO) -> Z (PK)	0,258	2,547	0,001
X3 (PRK) -> Y (KP)	0,128	3,257	0,000
X3 (PRK) -> Z (PK)	0,016	3,455	0,000
X4 (KPR) -> Y (KP)	0,097	5,245	0,001
X4 (KPR) -> Z (PK)	0,636	2,255	0,000
Z (PK) -> Y (KP)	0,093	3,252	0,002

Source: Processed Research.

In the final stage of testing, if the effect of exogenous variables on endogenous variables is not significant while the effect of mediating variables on endogenous variables is significant at t-statistics > 1.96, then mediating variables are proven to mediate the effect of exogenous variables on endogenous variables.

Table 2. Indirect Relationship Between Variables

	Original Sample	t-Statistics	P-Values
X1 (M) -> Z (PK) -> Y (KP)	0,009	2,542	0,001
X2 (BO) -> Z (PK) -> Y (KP)	0,045	3,164	0,000
X3 (PRK) -> Z (PK) -> Y (KP)	0,025	2,102	0,000
X4 (KPR)-> Z (PK) -> Y (KP)	0,089	2,127	0,002

Source: Processed Research.

The direct effect of motivation (X1) on employee performance (Y) has a path coefficient of 0.635 (positive) and the T-Statistics value is $5.977 > 1.96$ (significant). This effect has a probability value (p-value) of $0.000 < 0.05$, meaning that the influence of motivation (X1) on employee performance (Y) is significant. Motivation can have a positive impact on organizational performance. Employees who are positively stimulated will show a higher level of performance compared to employees who are not motivated (Liu et al., 2021; Ryan, 2017). The use of various appropriate motivational strategies, such as reward systems, incentives, and training, can help improve employee performance.

The direct effect of organizational culture (X2) on employee performance (Y) has a path coefficient of 0.445 (positive) and the value of T-Statistics is $3.275 > 1.96$ (significant). This effect has a probability value (p-value) of $0.001 < 0.05$, meaning that the influence of organizational culture (X2) on employee performance (Y) is significant. A positive organizational culture makes employees more engaged and has increased productivity. This means that employees who are in a positive organizational culture environment that feel happy to work tend to have higher levels of performance. A positive organizational culture also provides employees with a sense of security and stability. They feel valued for being part of a community and supporting their commitment to the organization (Liu et al., 2021; Masud, Mensah, Subarna, & Hasan, 2023).

The direct influence of leadership (X3) on employee performance (Y) has a path coefficient of 0.128 (positive) and the T-Statistics value is $3.257 > 1.96$ (significant). This effect has a probability value (p-value) of $0.000 < 0.05$, meaning that the influence of leadership (X3) on employee performance (Y) is significant. Although strong leadership skills can have a positive impact on employee performance and morale, there are times when a change in behavior

is necessary to ensure that employees can strengthen effectively. Effective leadership requires the ability to direct, provide advice, and take appropriate action. Leaders who can increase trust and create a conducive climate for employee productivity can produce extraordinary results (Fries et al., 2021; Li et al., 2017).

The direct effect of personality (X4) on employee performance (Y) has a path coefficient of 0.097 (positive) and the T-Statistics value is $5.245 > 1.96$ (significant). This effect has a probability value (p-value) of $0.001 < 0.05$, meaning that the influence of personality (X4) on employee performance (Y) is significant. A positive personality can help employees be more productive, creative, and even help them work better with others. A positive personality can also help employees adapt to a rapidly changing work environment and participate better in group activities. By maintaining a positive personality, employees can improve their performance and provide benefits to the organization (Abou-Shouk et al., 2022; Shiwen & Ahn, 2023).

The direct effect of motivation (X1) on decision making (Z) has a path coefficient of 0.076 (positive) and the value of T-Statistics is $4.255 > 1.96$ (significant). This effect has a probability value (p-value) of $0.000 < 0.05$, meaning that the influence of motivation (X1) on decision making (Z) is significant. Having a high level of motivation is an important part of the decision-making process. This helps to overcome obstacles and offers energy to complete tough tasks. It also allows employees to stay focused on employee goals and achieve desired results without being distracted by negative thoughts. Clarity of mind and proper judgment are key in the decision-making process and produce the desired results (Lin et al., 2018; Selvarajan et al., 2018).

The direct influence of organizational culture (X2) on decision making (Z) has a path coefficient of 0.258 (positive) and the value of T-Statistics is $2.547 > 1.96$ (significant). This influence has a probability value (p-value) of $0.001 < 0.05$, meaning that the influence of organizational culture (X2) on decision making (Z) is significant. All employees must work to create a positive environment that will help the company succeed. Creating a positive organizational culture is critical to success because it influences how employees make decisions and interact with others. Basically, leaders have to think about people who will help create a positive culture for their companies (Alqudah et al., 2022; Bagga et al., 2022; Nuryanti, Hanifah, & Cahyadi, 2023).

The direct influence of leadership (X3) on decision making (Z) has a path coefficient of 0.016 (positive) and the T-Statistics value is $3.455 > 1.96$ (significant). This influence has a probability value (p-value) of $0.000 < 0.05$, meaning that the influence of leadership (X3) on decision making (Z) is significant. The ability to think critically, make the right decisions and face challenges are qualities that a leader must possess. This allows the team to prioritize logic and rationality in decision making (Wang et al., 2011).

The direct influence of personality (X4) on decision making (Z) has a path coefficient of 0.636 (positive) and the value of T-Statistics is $2.255 > 1.96$ (significant). This effect has a probability value (p-value) of $0.000 < 0.05$, meaning that the influence of personality (X4) on decision making (Z) is significant. When a person has a strong personality, he is better able to distinguish between good and bad decisions. They are also able to deal with pressure better and take necessary actions to achieve their goals. The positive influence of a strong personality can be seen in everything from careers to relationships. Personality also influences people's attitudes towards decision making. People with weak personalities are more likely to follow others, while people with strong personalities are more likely to take responsibility for their own decisions (Buil et al., 2019; Srivastava et al., 2023).

The direct effect of decision making (Z) on employee performance (Y) has a path coefficient of 0.093 (positive) and the value of T-Statistics is $3.252 > 1.96$ (significant). This effect has a probability value (p-value) of $0.002 < 0.05$, meaning that the influence of decision making (Z) on employee performance (Y) is significant. a long-term thinking approach to decision making will make better choices and produce better results. Making the right decision will help gain career recognition and personal satisfaction. It can also help improve employee performance. Good decision-making decisions will increase employee productivity and confidence (Di Mascio & Fatima, 2018).

The indirect effect coefficient value is 0.009 (positive) and the T-Statistics value is $2.542 > 1.96$ (significant) with a probability value of $0.001 < 0.05$ (significant), so that decision making (Z) is able to mediate the influence of motivation (X1) on employee performance (Y). Exciting opportunity to help workers reach their full potential through effective employee motivation techniques. A high level of performance when all factors that affect employee motivation are considered (Srivastava et al., 2023)

The indirect effect coefficient value is 0.045 (positive) and the T-Statistics value is $3.164 > 1.96$ (significant) with a probability value of $0.000 < 0.05$ (significant), so that decision making (Z) is able to

mediate the influence of organizational culture (X2) on employee performance (Y). A strong culture helps organizations succeed, both in the short and long term. They foster a sense of shared values and principles among organizational members. This creates a sense of unity among members and encourages everyone to work towards the same goal (Liu et al., 2021; Naveed et al., 2022). It is also important to encourage teamwork among employees.

The indirect effect coefficient value is 0.025 (positive) and the T-Statistics value is $2.102 > 1.96$ (significant) with a probability value of $0.000 < 0.05$ (significant), so that decision making (Z) is able to mediate the influence of leadership (X3) on employee performance (Y). Without leadership, very few successful workplaces develop a positive workplace culture that helps everyone succeed at work (Fries et al., 2021).

The indirect effect coefficient value is 0.089 (positive) and the T-Statistics value is $2.127 > 1.96$ (significant) with a probability value of $0.002 < 0.05$ (significant), so decision making (Z) is able to mediate personality influences (X4) on employee performance (Y). Personality affects how well an employee performs at work. Although there is a general framework for understanding personality, there is significant variability between individuals. Therefore, it is important to respect and appreciate the uniqueness of each individual's personality, and recognize that the results and expressions of personality can vary widely (Johnson, Marus, Adyanga, & Ayiga, 2023; Lan et al., 2021).

5. Conclusion

Overall, the findings from this study resulted in a conclusion that motivation, organizational culture, leadership, personality, decision-making make a very significant contribution to employee performance. The results of this study are able to make a scientific contribution to organizations in seeking increased employee performance. The limitation of this research is that it only examines within the scope of Ibnu Sina University, there are still many other universities that are not on the research agenda. This research has not been able to test more dimensions as construct benchmarks. In future research, it is expected to be able to test variables in two directions. So that the role and contribution of the factors that drive the increase and decrease in employee performance can be measured more constructively. As well as adding new variables to measure employee performance are procedural policies and organizational hierarchy.

References

- Abou-Shouk, M., Zoair, N., Aburumman, A., & Abdel-Jalil, M. (2022). The effect of personality traits and knowledge-sharing on employees' innovative performance: A comparative study of Egypt and Jordan. *Tourism Management Perspectives*, 44, 101024.
- Akram, T., Lei, S., & Haider, M. J. (2016). The impact of relational leadership on employee innovative work behavior in IT industry of China. *Arab Economic and Business Journal*, 11(2), 153-161.
- Alqudah, I. H., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1), 100177.
- Arena, M., Hines, S., & Golden III, J. (2023). The three Cs for cultivating organizational culture in a hybrid world. *Organizational Dynamics*, 52(1), 100958.
- Bagga, S. K., Gera, S., & Haque, S. N. (2022). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*.
- Balaji, M., Jiang, Y., Singh, G., & Jha, S. (2020). Letting go or getting back: How organization culture shapes frontline employee response to customer incivility. *Journal of business research*, 111, 1-11.
- Bockius, H., & Gatzert, N. (2023). Organizational risk culture: A literature review on dimensions, assessment, value relevance, and improvement levers. *European Management Journal*.
- Brush, C., Ali, A., Kelley, D., & Greene, P. (2017). The influence of human capital factors and context on women's entrepreneurship: Which matters more? *Journal of Business Venturing Insights*, 8, 105-113.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64-75.
- Campion, M. A., Guerrero, L., & Posthuma, R. (2011). Reasonable human resource practices for making employee downsizing decisions. *Organizational Dynamics*, 40(3), 174-180.
- Darvishmotevali, M., & Altinay, L. (2022). Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. *Tourism management*, 88, 104401.
- De Clercq, D., & Pereira, R. (2022). Unfair, uncertain, and unwilling: How decision-making unfairness and unclear job tasks reduce problem-focused voice behavior, unless there is task conflict. *European Management Journal*.
- Di Mascio, R., & Fatima, J. (2018). The role of identification in frontline employee decision-making. *Journal of retailing and Consumer Services*, 43, 131-138.
- Fein, E. C., Tziner, A., & Vasiliu, C. (2021). Perceptions of ethical climate and organizational justice as antecedents to employee performance:

- The mediating role of employees' attributions of leader effectiveness. *European Management Journal*.
- Fries, A., Kammerlander, N., & Leitterstorf, M. (2021). Leadership styles and leadership behaviors in family firms: A systematic literature review. *Journal of Family Business Strategy*, 12(1), 100374.
- Garani, G., Tolis, D., & Savvas, I. K. (2023). A trajectory data warehouse solution for workforce management decision-making. *Data Science and Management*, 6(2), 88-97. doi:<https://doi.org/10.1016/j.dsm.2023.03.002>
- Gaudet, M.-C., & Tremblay, M. (2017). Initiating structure leadership and employee behaviors: The role of perceived organizational support, affective commitment and leader–member exchange. *European Management Journal*, 35(5), 663-675.
- Hasanah, A., Najwa, H., Nurpadhilah, S., Ramadhani, G. I., Putriyani, R. A., & Sidharta, I. (2023). Improved compliance of individual taxpayers through tax audit (Study at one of the Primary Service Offices in Bandung). *International Journal of Financial, Accounting, and Management*, 4(4), 501-507.
- Ibrahim, R., Boerhannoeddin, A., & Kayode, B. K. (2017). Organizational culture and development: Testing the structural path of factors affecting employees' work performance in an organization. *Asia Pacific Management Review*, 22(2), 104-111.
- Johnson, O., Marus, E., Adyanga, A. F., & Ayiga, N. (2023). The experiences and challenges of Doctoral Education in Public Universities compared. *Journal of Social, Humanity, and Education*, 3(3), 237-252.
- Junior, O. C., & Birolo, A. B. (2021). Evaluation of Giant and Neotropical Otter as environmental assets in Conservation Tourism based on emergy analysis. *Journal of Sustainable Tourism and Entrepreneurship*, 2(4), 253-265.
- Kalodimos, J., & Leavitt, K. (2020). Experimental Shareholder Activism: A novel approach for studying top management decision making and employee career issues. *Journal of Vocational Behavior*, 120, 103429.
- Kotiloglu, S., Blettner, D., & Lechler, T. G. (2023). Integrating national culture into the organizational performance feedback theory. *European Management Journal*.
- Lan, J., Wong, C.-S., & Zeng, G. (2021). Personality profiles for hospitality employees: Impact on job performance and satisfaction. *International Journal of Hospitality Management*, 98, 103018.
- Li, A., McCauley, K. D., & Shaffer, J. A. (2017). The influence of leadership behavior on employee work-family outcomes: A review and research agenda. *Human Resource Management Review*, 27(3), 458-472.
- Lin, X. S., Chen, Z. X., Ashford, S. J., Lee, C., & Qian, J. (2018). A self-consistency motivation analysis of employee reactions to job insecurity: The roles of organization-based self-esteem and proactive personality. *Journal of business research*, 92, 168-178.

- Linz, S. J., & Semykina, A. (2009). Personality traits as performance enhancers? A comparative analysis of workers in Russia, Armenia and Kazakhstan. *Journal of Economic Psychology*, 30(1), 71-91.
- Liu, G., Tsui, E., & Kianto, A. (2021). Knowledge-friendly organisational culture and performance: A meta-analysis. *Journal of business research*, 134, 738-753.
- Liviani, R., & Rachman, Y. T. (2021). The influence of leverage, sales growth, and dividend policy on company value. *International Journal of Financial, Accounting, and Management*, 3(2), 165-178.
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of business research*, 140, 361-369.
- Masud, N. A., Mensah, J., Subarna, M. T. N., & Hasan, M. (2023). A comprehensive review of international students' perceptions of the learning environment in relation to academic achievement. *Journal of Social, Humanity, and Education*, 3(3), 219-236.
- Mekhilef, S., Saidur, R., & Kamalisarvestani, M. (2012). Effect of dust, humidity and air velocity on efficiency of photovoltaic cells. *Renewable and sustainable energy reviews*, 16(5), 2920-2925.
- Miller, D., & Lee, J. (2001). The people make the process: commitment to employees, decision making, and performance. *Journal of management*, 27(2), 163-189.
- Naveed, R. T., Alhaidan, H., Al Halbusi, H., & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, 7(2), 100178.
- Nordin, F., & Raval, A. (2023). The making of marketing decisions in modern marketing environments. *Journal of business research*, 162, 113872.
- Nuryanti, B. L., Hanifah, A. P., & Cahyadi, A. I. (2023). How business digitalization can effect the entrepreneurial growth. *International Journal of Financial, Accounting, and Management*, 4(4), 449-462.
- Osei, M. B., Papadopoulos, T., Acquaye, A., & Stamati, T. (2023). Improving sustainable supply chain performance through organisational culture: A competing values framework approach. *Journal of Purchasing and Supply Management*, 29(2), 100821.
- Patience, K., Moses, A., Bosco, T. J., & David, K. J. (2022). The impact of internal controls on SACCO performance in Rukiga, Uganda. *Annals of Management and Organization Research*, 3(4), 289-303.
- Pereira, V., Bamel, U., Paul, H., & Varma, A. (2022). Personality and safety behavior: An analysis of worldwide research on road and traffic safety leading to organizational and policy implications. *Journal of business research*, 151, 185-196.
- Rehman, S. U., Shahzad, M., Farooq, M. S., & Javaid, M. U. (2020). Impact of leadership behavior of a project manager on his/her subordinate's

- job-attitudes and job-outcomes. *Asia Pacific Management Review*, 25(1), 38-47.
- Rofcanin, Y., de Jong, J. P., Las Heras, M., & Kim, S. (2018). The moderating role of prosocial motivation on the association between family-supportive supervisor behaviours and employee outcomes. *Journal of Vocational Behavior*, 107, 153-167.
- Ryan, J. C. (2017). Reflections on the conceptualization and operationalization of a set-theoretic approach to employee motivation and performance research. *Journal of Innovation & Knowledge*, 2(1), 45-47.
- Samson, K., & Bhanugopan, R. (2022). Strategic human capital analytics and organisation performance: The mediating effects of managerial decision-making. *Journal of business research*, 144, 637-649.
- Selvarajan, T., Singh, B., & Solansky, S. (2018). Performance appraisal fairness, leader member exchange and motivation to improve performance: A study of US and Mexican employees. *Journal of business research*, 85, 142-154.
- Shiwen, L., & Ahn, J. (2023). Role of employee personality traits in job performance in the restaurant food franchise context. *International Journal of Hospitality Management*, 113, 103512.
- Sonkar, S., & Sarkar, A. K. (2020). Exploring the direct relationship between GDP per-capita and financial inclusion. *Annals of Management and Organization Research*, 1(3), 187-202.
- Srivastava, S., Madan, P., & Pandey, D. (2023). Does remaining silent help in coping with workplace incivility among hotel employees? Role of personality. *Journal of Hospitality and Tourism Management*, 54, 361-372.
- Strauss, K., Parker, S. K., & O'Shea, D. (2017). When does proactivity have a cost? Motivation at work moderates the effects of proactive work behavior on employee job strain. *Journal of Vocational Behavior*, 100, 15-26.
- Tao, W., Song, B., Ferguson, M. A., & Kochhar, S. (2018). Employees' prosocial behavioral intentions through empowerment in CSR decision-making. *Public Relations Review*, 44(5), 667-680.
- Thomas, M., & Louisgrand, N. (2022). How does decision-making involvement affect perceptions of speed during post-merger integration? *European Management Journal*, 40(6), 906-916.
- Triguero-Sánchez, R., Peña-Vinces, J., & Ferreira, J. J. M. (2022). The effect of collectivism-based organisational culture on employee commitment in public organisations. *Socio-Economic Planning Sciences*, 83, 101335.
- Wang, H., Tsui, A. S., & Xin, K. R. (2011). CEO leadership behaviors, organizational performance, and employees' attitudes. *The leadership quarterly*, 22(1), 92-105.
- Wood, B. P., Eid, R., & Agag, G. (2021). A multilevel investigation of the link between ethical leadership behaviour and employees green behaviour in the hospitality industry. *International Journal of Hospitality Management*, 97, 102993.

Xiong, L., & King, C. (2018). Too much of a good thing? Examining how proactive personality affects employee brand performance under formal and informal organizational support. *International Journal of Hospitality Management*, 68, 12-22.

Yang, L., Bashiru Danwana, S., Issahaku, F.-I. Y., Matloob, S., & Zhu, J. (2022). Investigating the Effects of Personality on the Safety Behavior of Gold Mine Workers: A Moderated Mediation Approach. *International journal of environmental research and public health*, 19(23), 16054.