

The Effect of Teamwork and Work Culture on Employee Performance through Work Motivation as a Mediating Variable at PT PLN (Persero) UPT Padang

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ABSTRACT

At PT PLN (Persero) UPT Padang, this research is to examine the impact of collaboration and work culture on employee performance via the mediating variable of work motivation. A quantitative strategy using a saturation sampling technique was applied in this investigation. There were a total of 190 workers from PT PLN (Persero) UPT Padang who made up the population; hence, 190 questionnaires were processed. We used a Likert-scale questionnaire to gather data, and then we used PLS-SEM with SmartPLS 4 to analyze it. We can exclude out H1 since our data shows that collaboration does not significantly affect intrinsic motivation at work. We embrace H2 because workplace culture significantly impacts intrinsic motivation. We reject H3 because there is no statistically significant relationship between work motivation and performance. Furthermore, H4 is rejected since job motivation does not mitigate the impact of cooperation on employee performance. But because intrinsic motivation at work mitigates the impact of company culture on productivity, we may accept H5. According to the results, a positive work culture has a significant impact on employee motivation, which in turn influences their performance on the job.

INTRODUCTION

In technological firms like PT PLN (Persero) UPT Padang, human resource management is crucial for enhancing employee performance. Employee performance in the electricity transmission sector is closely related to operational reliability, asset maintenance, disturbance handling, and service continuity.

The empirical data show that transmission disturbances at UPT Padang fluctuated from 2020 to 2024. The number of disturbances decreased from 173 cases in 2020 to 59 cases in 2022, but increased again to 104 cases in 2024. Employee performance also fluctuated and did not consistently reach the “very good” category, indicating the need for continuous improvement.

Teamwork, work culture, and work motivation are important factors that may influence employee performance. Teamwork supports coordination among employees, while work culture shapes discipline, values, and work behavior. Work motivation reflects employees’ internal drive to achieve organizational goals.

This study uses Ability–Motivation–Opportunity (AMO) Theory, where teamwork and work culture represent opportunity factors, and work motivation represents the motivational mechanism. So, at PT PLN (Persero) UPT Padang, want to find out how cooperation and work culture influence employee performance by looking at the role of work motivation as a mediator.

THEORETICAL REVIEW

Ability–Motivation–Opportunity Theory

Employee performance is influenced by three key factors: ability, motivation, and opportunity, according to Ability-Motivation-Opportunity Theory (AMO Theory). When we talk about an employee's ability to do their job, we're referring to their level of expertise, knowledge, competency, and capacity. When people are both internally and externally encouraged to take their job seriously and regularly, it's called motivation. At the same time, opportunity pertains to the circumstances inside an organization that allow workers to engage, work together, and contribute to the company's objectives in the best way possible.

The AMO Theory offers a helpful framework for human resource managers to comprehend the ways in which organizational characteristics impact employee performance. Employees may have adequate ability, but without motivation and organizational support, their performance may not develop optimally. Likewise, motivated employees still need a supportive work environment that allows them to use their abilities effectively. Therefore, performance is not only determined by individual factors, but also by organizational factors that shape employee behavior.

In this study, teamwork and work culture are positioned as opportunity factors because both variables represent organizational conditions that support employee participation and contribution. Teamwork provides employees with opportunities to cooperate, communicate, and coordinate in completing work. To help them do their jobs well, workers rely on the shared values, conventions, and behavioral standards provided by their workplace culture. Meanwhile, work motivation represents the motivation element in AMO Theory because it reflects

employees' internal drive to achieve work targets and organizational objectives. Based on this perspective, teamwork and work culture are expected to influence employee performance through work motivation.

Teamwork and Work Motivation

Teamwork refers to the ability of employees to work together, communicate, coordinate, support each other, and share responsibility in achieving organizational goals. In an organization, teamwork is important because many work activities cannot be completed individually. Effective teamwork allows employees to exchange information, solve problems together, and reduce obstacles in completing work tasks.

In a technical organization such as PT PLN (Persero) UPT Padang, teamwork plays an important role because operational activities require coordination among employees, work units, and technical functions. Electricity transmission work requires accuracy, speed, discipline, and cooperation. When employees are able to work together effectively, they can create a more supportive and productive work environment. This condition may increase employees' enthusiasm and willingness to perform their duties.

Good teamwork can also strengthen interpersonal relationships among employees. Workers report higher levels of comfort, confidence, and motivation when they perceive that their coworkers are rooting for them to succeed. Mutual support, trust, and coordination within a team can reduce work pressure and increase employees' psychological readiness to achieve organizational targets. Therefore, teamwork is expected to increase work motivation.

H1: Teamwork has a significant positive effect on work motivation.

Work Culture and Work Motivation

What makes up an organization's culture are its workers' commonalities in terms of values, beliefs, conventions, habits, discipline, and conduct on the job. Work culture influences how employees think, behave, interact, and complete their responsibilities. A positive work culture can create a clear direction for employees in carrying out their duties and encourage them to work in accordance with organizational expectations.

In the context of PT PLN (Persero) UPT Padang, work culture is highly important because the organization operates in the electricity transmission sector, which requires discipline, responsibility, safety awareness, and compliance with work procedures. When there is a good work culture, workers are more likely to take pride in their job, adhere to company policies, and help reach organizational objectives. Employees are more likely to demonstrate dedication and enthusiasm for their job when they understand and embrace the organization's principles.

Additionally, a company's culture has the power to instill a feeling of pride and accountability in its workers. Employees who work in an organization with a positive culture tend to feel that their work has meaning and contributes to broader organizational objectives. This condition can strengthen their

motivation to perform better. Therefore, work culture is expected to have a significant positive effect on work motivation.

H2: Work culture has a significant positive effect on work motivation.

Work Motivation and Employee Performance

An individual's intrinsic desire to do their job well, meet their goals, and help the company succeed is known as work motivation. Employees' motivation determines the course, level of effort, and duration of their activity. Workers that are highly motivated are more likely to take initiative, be self-controlled, and give their all to their jobs.

In an organizational context, motivation is an important factor because it determines how much effort employees are willing to give in completing their work. Employees who are motivated tend to show better work behavior, such as being punctual, completing tasks according to standards, solving problems actively, and maintaining work quality. Motivation can also encourage employees to improve their competence and adapt to organizational demands. Performance in the workplace is defined as the degree to which an individual meets or exceeds the objectives established by their employer. Responsibility, initiative, output (both in terms of quality and quantity), and success in meeting goals are all indicators of performance. Employee performance in technical firms is also correlated with operational dependability, procedure compliance, and teamwork effectiveness. Consequently, superior results should be anticipated from workers who are highly motivated to do their jobs.

H3: Work motivation has a significant positive effect on employee performance.

The Mediating Role of Work Motivation

There is a hypothesis that postulates that work motivation mediates the connection between cooperation, company culture, and individual performance. As a result of mediation, work culture and collaboration may have an indirect impact on employee performance via intrinsic motivation. In other words, organizational factors can shape employees' psychological condition, which then influences their performance.

Teamwork can create a supportive work environment through cooperation, communication, trust, and mutual assistance among employees. However, teamwork may improve performance more effectively when it first increases employees' motivation. Employees who feel supported by their team may become more motivated to contribute, complete tasks, and achieve work targets. Thus, work motivation can become an important mechanism that connects teamwork with employee performance.

Similarly, work culture may influence employee performance through work motivation. A strong work culture provides employees with clear values, discipline, responsibility, and behavioral standards. When employees internalize these values, they may become more motivated to work better and support organizational goals. As a result, workers are inspired to do even better. Consequently, it is believed that intrinsic motivation at work would act as a go-between in the connection between company culture and productivity.

From the AMO Theory perspective, teamwork and work culture represent opportunity factors that provide organizational support for employees. However, opportunity factors may not automatically improve performance if employees do not have sufficient motivation. Consequently, motivation is a psychological process that turns organizational support into improved performance and conduct on the job.

H4: Work motivation mediates the relationship between teamwork and employee performance.

H5: Work motivation mediates the relationship between work culture and employee performance.

Within this framework, teamwork and work culture are key organizational opportunity factors that support employee performance. Teamwork provides coordination, communication, and mutual support among employees, while work culture creates shared values, discipline, responsibility, and positive work behavior. Work motivation is an internal psychological process that may be impacted by various elements and affect employee performance. In order to achieve organizational goals, people need to be motivated to work hard, stay focused, and take ownership of their job. Consequently, it is believed that collaboration and work culture would motivate employees to perform better. In Figure 1 we can see the conceptual paradigm that this research put out.

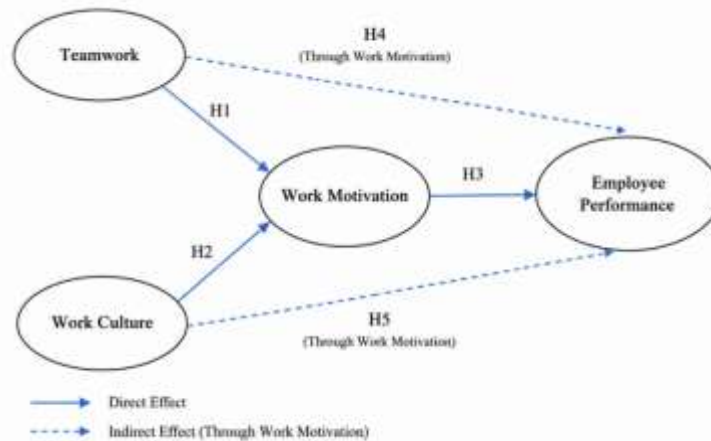


Figure 1. Conceptual Framework

METHODOLOGY

Researchers from PT PLN (Persero) UPT Padang in West Sumatera conducted the study. Because numerical data and statistical analysis were to be used to examine the link among variables, this study utilized a quantitative research design. The study's primary objective was to investigate how factors like company culture and team dynamics affect employees' intrinsic drive to do a good job on the job.

Everyone who works at PT PLN (Persero) UPT Padang was included for this study's population. There were 190 workers in all. This research used a saturation sampling strategy, in which every single person in the population was chosen to participate, due to the manageable size of the population.

The information was gathered by means of a predetermined survey. Respondents' views on collaboration, company culture, employee motivation, and performance on the job were the intended foci of the survey. From "strongly disagree" to "strongly agree," a 5-point Likert scale was used to assess each statement.

Cooperation between employees and the company's culture were considered as separate factors in this analysis. Performance on the job was the dependent variable, while intrinsic motivation at work was the mediating variable. This study set out to answer the question, "Can organizational factors influence employee performance through employees' internal motivation?" by examining the relationship between work motivation and organizational characteristics.

In order to analyze the correlation between the study variables, SmartPLS version 4 was used to process the data. In order to do the analysis, we first checked the measurement model for accuracy and reliability of the tools, and then we looked at the structural model for evidence of strong correlations between the variables. After that, we tested our hypotheses on the relationship between teamwork, work culture, employee motivation, and performance on the job, both directly and indirectly via the mediating variable of intrinsic drive.

RESULTS

Table 2 shows that this study involved 190 respondents from PT PLN (Persero) UPT Padang. The respondents were dominated by male employees, with 177 respondents or 93%, while female employees consisted of 13 respondents or 7%. Based on age, most respondents were in the 26–35 years category, totaling 135 respondents or 71%, followed by 36–45 years with 41 respondents or 22%. This indicates that most respondents were in productive age groups. Based on position, most respondents were functional employees, totaling 128 respondents or 67%, followed by Supervisor Dasar/Team Leader with 53 respondents or 28%. In terms of marital status, most respondents were married, totaling 179 respondents or 94%.

Table 2. Respondent Demographics

Characteristics	Number	Percentage (%)
Gender		
Male	177	93%
Female	13	7%
Age		

< 26 years	2	1%
26–35 years	135	71%
36–45 years	41	22%
> 45 years	12	6%
Position		
Functional Employee	128	67%
Basic Supervisor/Team Leader	53	28%
Upper Supervisor/MULTG/ Asman/MUP	9	5%
Marital Status		
Married	179	94%
Not Married	11	6%

Source: Processed data, 2026.

Descriptive Analysis

The descriptive analysis was conducted using the respondent achievement level. Table 3 shows that all variables were categorized as low. Employee performance obtained an average score of 3.19 with a TCR value of 63.81. Work motivation obtained an average score of 2.88 with a TCR value of 57.51. Teamwork obtained an average score of 3.10 with a TCR value of 61.96, while work culture obtained an average score of 3.06 with a TCR value of 61.11. Based on these findings, PT PLN (Persero) UPT Padang still has room for growth in the areas of cooperation, work culture, employee motivation, and performance.

Table 3. Respondent Achievement Level

Variable	Mean	TCR	Criteria
Employee Performance	3.19	63.81	Low
Work Motivation	2.88	57.51	Low
Teamwork	3.10	61.96	Low
Work Culture	3.06	61.11	Low

Source: Processed data, 2026.

Outer Model Measurement

Testing for validity and reliability was done on the outer model. With the use of outer loading and AVE, we checked for convergent validity. All of the indicators had outer loading values more than 0.70, according to the findings. Work motivation, employee performance, and work culture were all within the specified ranges, but the outer loading values for the cooperation construct were between 0.728 and 0.867, 0.817 and 0.899, and 0.816 and 0.883, respectively. All indicators were able to accurately measure their respective constructs, according to these findings.

Table 4. Validity Test Results Based on AVE

Construct	AVE	Criteria	Result
Teamwork	0.732	> 0.50	Valid
Work Culture	0.744	> 0.50	Valid
Employee Performance	0.698	> 0.50	Valid
Work Motivation	0.695	> 0.50	Valid

Source: Processed data, 2026.

Based on Table 4, all constructs had AVE values above 0.50. This means that teamwork, work culture, employee performance, and work motivation met the criteria for convergent validity. Therefore, all constructs were suitable for further structural model testing.

Inner Model Measurement

R-Square, or the coefficient of determination, was used to assess the inner model. The capacity of the exogenous variables to explain the endogenous variables in the model was measured using R-Square. Teamwork had an R-Square value of 0.480, as shown in Table 5, while work culture had an R-Square value of 0.742. The model's moderate to high explanatory ability is shown by these values.

Table 5. R-Square Results

Variable	R-Square	R-Square Adjusted
Teamwork	0.480	0.471
Work Culture	0.742	0.739

Source: Processed data, 2026.

The results show that the structural model has adequate predictive capability. Moderate explanatory power is indicated by an R-Square value of 0.480, whilst great explanatory power is shown by an R-Square value of 0.742.

Hypothesis Test Results

We used bootstrapping in SmartPLS to test our hypotheses. If the p-value is less than 0.05 and the T-statistic is larger than 1.96, then the null hypothesis is accepted. Here are the findings for the direct effect: Table 6.

Table 6. Direct Effect Test

Hypothesis	Path	Original Sample	T-Statistics	P-Value	Result
H1	Teamwork → Work Motivation	-0.528	1.898	0.058	Rejected
H2	Work Culture → Work Motivation	0.493	7.918	0.000	Supported
H3	Work Motivation → Employee Performance	-0.116	0.849	0.396	Rejected

Source: Processed data, 2026.

Table 6 shows that the null hypothesis (H1) was rejected due to a T-statistics value of 1.898 and a P-value of 0.058. So, cooperation had no discernible effect on intrinsic drive at work. With a T-statistic of 7.918 and a P-value of 0.000, we may conclude that work culture significantly affected motivation on the job, lending credence to H2. Work motivation did not substantially impact employee performance, as shown by the T-statistics value of 0.849 and the P-value of 0.396, which led to the rejection of H3.

Mediation Test Results

In order to determine how cooperation and work culture indirectly impact employee performance via motivation at work, a mediation test was administered. Table 7 displays the findings.

Table 7. Indirect Effect Test

Hypothesis	Path	Original Sample	T-Statistics	P-Value	Result
H4	Teamwork → Work Motivation	-0.116	0.849	0.396	Rejected

	→ Employee Performance				
H5	Work Culture → Work Motivation → Employee Performance	0.176	2.268	0.023	Supported

Source: Processed data, 2026.

The results shown in Table 7 indicate that H4 was rejected due to the T-statistics value of 0.849 and the P-value of 0.396. This suggests that intrinsic drive at work did not play a mediating role in the connection between collaboration and productivity. Concurrently, with a T-statistic of 2.268 and a P-value of 0.023, H5 was found to be supported. In other words, the connection between company culture and productivity was mediated by intrinsic drive at work.

Summary of Hypothesis Testing

Table 8. Summary of Hypothesis Testing

Hypothesis	Statement	Result
H1	Teamwork has a significant positive effect on work motivation	Rejected
H2	Work culture has a significant positive effect on work motivation	Supported
H3	Work motivation has a significant positive effect on employee performance	Rejected
H4	Work motivation mediates the relationship between teamwork and employee performance	Rejected
H5	Work motivation mediates the relationship between work culture and employee performance	Supported

Source: Processed data, 2026.

In sum, the results highlight the significance of work culture as a component in enhancing intrinsic motivation. Unfortunately, neither cooperation nor employee motivation had any discernible effect on the other's ability to get the job done. Work motivation was shown to mediate the association between work culture and employee performance, but it did not mediate the relationship between teamwork and employee performance, according to the mediation findings.

DISCUSSION

The Non-Significant Effect of Teamwork on Work Motivation (H1)

The finding that teamwork does not significantly influence work motivation indicates that teamwork at PT PLN (Persero) UPT Padang has not yet become a strong psychological driver for employees. In a technical organization, teamwork is often perceived as part of standard work procedures rather than as a motivational factor. Employees may cooperate because the operational system requires coordination, not because teamwork directly increases their internal motivation.

This finding can be explained through Ability–Motivation–Opportunity Theory. Teamwork represents an opportunity factor that provides employees with a chance to interact, coordinate, and support each other. However, opportunity does not automatically create motivation if employees do not perceive teamwork as meaningful support for personal growth, recognition, or achievement. Therefore, teamwork needs to be strengthened not only as work coordination, but also as a source of trust, appreciation, and shared responsibility.

The Significant Effect of Work Culture on Work Motivation (H2)

The finding that work culture significantly influences work motivation supports the proposition that a strong organizational culture can increase employees' internal drive to work. When workers have a same set of principles, rules, and expectations to follow while on the job, it helps them stay disciplined, accountable, and productive. In the context of PT PLN (Persero) UPT Padang, work culture is very important because employees work in an electricity transmission environment that requires compliance with procedures, safety awareness, and operational reliability.

This finding is consistent with AMO Theory, which explains that organizational conditions can shape employee motivation. A positive work culture creates a clear direction for employees and strengthens their sense of responsibility toward organizational goals. Therefore, work culture can be seen as an important organizational resource that encourages employees to be more motivated in carrying out their work.

The Non-Significant Effect of Work Motivation on Employee Performance (H3)

The fact that intrinsic motivation has no discernible effect on performance at work suggests that, in a technological setting, intrinsic drive is insufficient to boost productivity. Although motivation reflects employees' internal drive, employee performance in the electricity transmission sector also depends on technical competence, work procedures, equipment readiness, workload, leadership support, and coordination among work units.

This result suggests that employee performance at PT PLN (Persero) UPT Padang is more complex than individual motivation. In operational and technical work, employees may already have the willingness to work, but performance outcomes can still be affected by organizational systems and technical

constraints. Therefore, management should not only focus on increasing motivation, but also provide adequate facilities, clear targets, competence development, and effective supervision

The Non-Significant Mediating Role of Work Motivation in the Relationship between Teamwork and Employee Performance (H4)

It seems that collaboration does not boost employee performance by means of motivation, since the mediation effect of job motivation in the link between the two is not substantial. This means that teamwork may contribute to performance through other mechanisms, such as coordination, task distribution, communication effectiveness, and operational efficiency, rather than through motivational processes.

In the context of PT PLN (Persero) UPT Padang, teamwork is highly needed because transmission work requires collaboration among employees. However, teamwork may function more as an operational mechanism than as a psychological mechanism. Therefore, the role of teamwork should be developed beyond task coordination by building team trust, employee involvement, mutual appreciation, and collective commitment. These aspects may help teamwork become a stronger driver of motivation and performance.

The Significant Mediating Role of Work Motivation in the Relationship between Work Culture and Employee Performance (H5)

Work culture has the potential to boost employee performance if it is able to effectively enhance employee motivation, as this research suggests that motivation mediates the link between work culture and performance. Values, discipline, accountability, and behavioral norms provided by a good work culture may inspire people to take their job more seriously and consistently. Staff members are more invested in the success of the company as a whole when they take these cultural principles to heart.

Work culture serves as both an official corporate standard and a psychological motivator that influences employee motivation, according to this result. In PT PLN (Persero) UPT Padang, a positive work culture can help employees understand the importance of reliability, safety, and service continuity. Therefore, work motivation becomes an important mechanism that connects work culture with employee performance

Overall Discussion

Overall, the findings show that work culture plays a stronger role than teamwork in increasing employee motivation. Teamwork is important for supporting operational activities, but it does not automatically increase motivation unless it is accompanied by trust, recognition, and employee involvement. Meanwhile, work culture can encourage motivation because it provides clear values and behavioral standards for employees.

By demonstrating that technical public utility firms may have a different connection between organizational elements, motivation, and performance, these results add to the body of research on human resource management. Technical systems, coordination, competency, and operational support are just

as important as motivation when it comes to determining employee success in the power transmission business. Therefore, PT PLN (Persero) UPT Padang needs to strengthen teamwork quality, maintain a positive work culture, improve employee motivation, and support employees with adequate work systems and resources.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study show that work culture plays an important role in increasing work motivation, while teamwork does not significantly increase employee motivation. This indicates that organizational values, discipline, responsibility, and positive work behavior are important factors in encouraging employees to work better.

Work motivation is proven to mediate the relationship between work culture and employee performance. Therefore, PT PLN (Persero) UPT Padang needs to strengthen work culture, improve employee motivation, and support employees through clear targets, competence development, effective supervision, and adequate work facilities.

Management is also recommended to improve teamwork through better communication, mutual trust, and shared responsibility so that teamwork can contribute more effectively to employee performance and operational reliability.

FURTHER STUDY

Several limitations are included in this investigation. To start, since this study only included PT PLN (Persero) UPT Padang, its results may not be generalizable to other PLN units or even other types of organizations. Additional public utility companies or PLN units may be included in the study object in future studies.

The second thing to note is that the data for this research came from a single moment in time and was quantitative in nature. So, to see how motivation and performance evolve over time, researchers may utilize a longitudinal method in their next studies.

Leadership, organizational commitment, job happiness, competence, workload, and work environment are other characteristics that might be included in future research to provide a more complete understanding of employee performance

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