

COACHING CULTURE IMPLEMENTATION STRATEGY IN IMPROVING COMPANY PERFORMANCE: PT NEURAL TECHNOLOGIES INDONESIA CASE STUDY

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ABSTRACT

In today's competitive business environment, companies face the dual challenges of improving performance and retaining qualified employees. One strategy gaining recognition is the development of a coaching culture, which has been shown to positively impact both organizational performance and employee retention. This study examines the implementation of a coaching culture at PT Neural Technologies Indonesia, analyzing the strategies employed and their effects on company performance. Using a mixed-method approach, this study combines quantitative data from SEM-PLS with qualitative insights from in-depth interviews and strategy analysis through the Eckenrode method. The results indicate that a strong coaching culture, driven by leadership commitment, coaching competence, and integration into management processes, significantly enhances company performance and employee retention. Notably, the ESQ 3.0 Coaching model was effective in fostering intrinsic motivation and aligning individual goals with organizational objectives. Practical recommendations for enhancing coaching culture include prioritizing leadership commitment, offering continuous coaching competency development, and embedding coaching practices into the organizational structure. These strategies are crucial for sustaining a coaching culture that contributes to long-term performance improvement and employee engagement. This study highlights the importance of leadership in creating a supportive coaching environment and suggests that a well-implemented coaching culture is integral to achieving business success.

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Introduction

In the competitive modern business era, companies are faced with the challenge of improving performance and retaining qualified employees (Afiat & Rijal, 2023; Moravcikova et al., 2017; Shrivastava, 2018; Yaskun et al., 2023; Zainurrafiqi & Amar, 2021). One strategy that is increasingly recognized for its effectiveness is the development of a coaching culture within the organization. Research has shown that the implementation of a coaching culture can have a positive impact on employee productivity, engagement, and loyalty (Bickerich & Michel, 2016a, 2016b; Nicolau et al., 2023).

One strong theoretical basis for the relationship between coaching and organizational performance can be explained through the Theory of Human Performance by J. Richard Hackman and Greg R. Oldham. They state that optimal performance is influenced by a work environment that supports personal development. Coaching, which is one form of this support, helps to increase employees' intrinsic motivation and skills, which in turn results in increased productivity and organizational performance (Jian et al., 2022; "Motivating Multigenerational Employees: Is There a Difference?," 2019; Nilasari et al., 2021; Safa et al., 2020; Widyaputra & Dewi, 2017).

Based on data from the 2019 International Coaching Federation (*ICF*) and Human Capital Institute (*HCI*) survey, organizations with a strong coaching culture reported a 54% improvement in performance, while organizations without a strong coaching culture only experienced a 29% improvement.

PT Neural Technologies Indonesia faces similar challenges as other organizations in terms of improving performance and retaining talented employees. The fast-paced technology industry requires a dynamic approach to human resource management, especially in maximizing employee potential and maintaining high retention rates. Coaching culture can be an effective solution to this challenge, as it encourages employees to continue learning and developing, as well as building a deeper attachment to the organization (Whitmore, 2018). PT Neural Technologies Indonesia started to introduce *coaching culture* in their company environment around 2019, along with the need to increase employee engagement and drive innovation in the information technology sector. With a vision to become a leader in digital technology solutions, management decided to integrate coaching practices in various aspects of employee development and business operations.

Over time, the implementation of the coaching culture had a significant positive impact on the company's performance and employee retention, exceeding management expectations. In terms of revenue earned by the company, there was a very significant increase in 2021 of up to 110%. The data attracted researchers to make PT Neural Technologies Indonesia a case study of the implementation of *coaching culture* that has a significant impact on company performance and employee retention. This case study focuses on PT Neural Technologies Indonesia to explore how the implementation of *coaching culture* contributes to improving company performance, what factors influence the success of *coaching culture* implementation, the role of *coaching culture* in improving company performance, the role of *coaching culture* in improving employee retention, and how strategic priorities affect the success of *coaching culture* implementation.

This study aims to explore the implementation strategy of *coaching culture* at PT Neural Technologies Indonesia and its impact on company performance. The research uses a normative legal approach combined with qualitative descriptive analysis to examine how *coaching culture* influences organizational outcomes.

A statutory approach is used to assess the legal framework surrounding *coaching culture* implementation, focusing on leadership commitment, coaching competence, and integration into management processes. This approach reviews existing regulations and

management guidelines that support the adoption of coaching practices in the organization. The conceptual approach provides a deeper understanding of core concepts in organizational behavior and human resource management, particularly the relationship between *coaching culture* and employee retention.

Data collection was conducted using a mixed-methods approach. Primary data were gathered through surveys and in-depth interviews with 163 employees of PT NTI, all of whom have been involved in the coaching program. Secondary data came from relevant literature, policy documents, and internal reports related to coaching practices and organizational performance. The case study of PT NTI was selected based on the company's significant improvements in performance and employee retention post-*coaching culture* implementation, making it an ideal subject for this study.

The data analysis process includes descriptive statistics for understanding general trends, *Structural Equation Modeling-Partial Least Squares (SEM-PLS)* to test relationships between variables, and the *Eckenrode* method to prioritize strategies based on expert assessments. *SEM-PLS* is used to assess the relationship between leadership commitment, coaching competence, and coaching integration with the implementation of *coaching culture*, as well as its effect on company performance and employee retention.

Research methods

The scope of this research focused on the strategies and factors that influenced the implementation of a coaching culture at PT Neural Technologies Indonesia and its impact on company performance. The research examined leadership commitment, coaching competency development, and coaching integration in management processes as the primary factors under consideration.

The study was conducted at PT Neural Technologies Indonesia, South Jakarta, with purposive selection based on the company's performance improvements and openness to the research process. Data collection occurred from December 2024 to April 2025 using a mixed-methods approach, combining quantitative and qualitative techniques. Primary data were obtained through online questionnaires and in-depth interviews with employees directly involved in coaching implementation, while secondary data were sourced from relevant literature and internal documents. All employees of PT Neural Technologies Indonesia were included as respondents through a census approach, and a five-point Likert scale was used to measure perceptions of the research variables.

Data analysis utilized descriptive methods, Structural Equation Modeling-Partial Least Square (SEM-PLS), and strategy weighting with the Eckenrode method. Descriptive analysis described the condition of coaching culture implementation in the company, while SEM-PLS tested the relationships between exogenous variables (leadership commitment, coaching competence, and coaching integration) and the endogenous variable (coaching culture). Data processing was performed using SmartPLS 3.2.9 and Microsoft Excel. The Eckenrode method determined priority strategies for strengthening coaching culture by involving five experts—professional coaches, HR

practitioners, and Human Capital directors—who weighted the strategic factors previously analyzed.

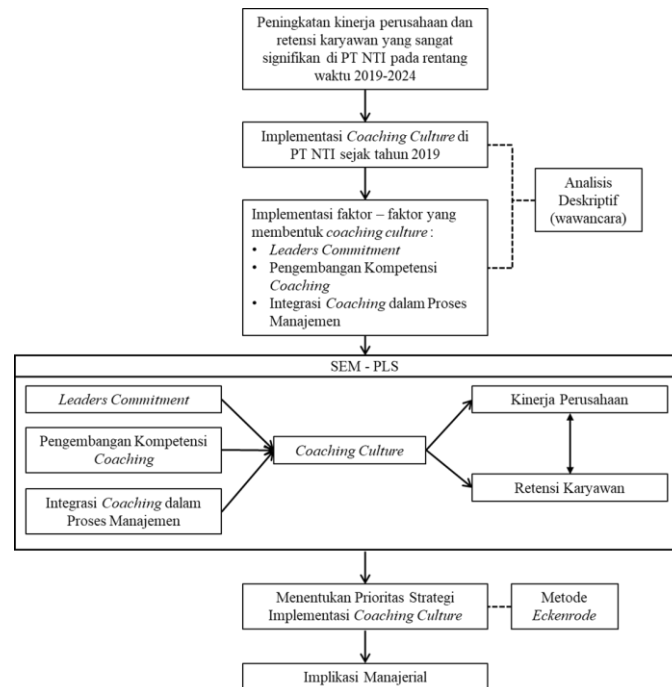


Figure 1. Operational Framework
Source: by Researcher

The hypothesis proposed in this study is as follows.

- H1 : Leader commitment has a significant effect on the implementation of coaching culture at PT NTI.
- H2 : Coaching competency development has a significant effect on the implementation of coaching culture at PT NTI.
- H3 : The integration of coaching in the management process has a significant effect on the implementation of coaching culture at PT NTI.
- H4 : The implementation of coaching culture at PT NTI has a significant effect on company performance.
- H5 : The implementation of coaching culture at PT NTI has a significant effect on employee retention.

Results and Discussion

Implementation of Coaching culture at PT Neural Technologies Indonesia

PT Neural Technologies Indonesia (NTI) began implementing a coaching culture since 2019 as part of a strategy to increase employee engagement and HR development in line with the company's business direction. Coaching at NTI is not only positioned as a performance improvement method, but as part of the daily work culture. Coaching

practices are conducted regularly, at least twice a year, with a focus on alignment between personal goals and organizational values. The approach used is ESQ 3.0 Coaching, which integrates intellectual, emotional, and spiritual dimensions, so as to explore employees' intrinsic motivation (inner drive) and form a meaningful and committed work attitude (Widayanti, 2022). In addition to individual coaching, NTI also implements team coaching as part of project preparation, to build team synergy and emotional readiness from the start.

The success of the coaching culture at NTI is supported by high management commitment and structural support, including the establishment of a cross-departmental team of internal coaches who have been trained and some are certified by the National Board for Professional Certification of the Republic of Indonesia (BNSP RI). Employees are given the freedom to choose their coach at their convenience, creating a trust-based coaching relationship. Initial challenges such as the misconception that coaching is a correction room were overcome through a consistent and valuable approach, with many employees now proactively requesting coaching sessions. The coaching culture at NTI has proven to not only improve performance, but also strengthen the relationship between superiors and subordinates in a more human and equal way. NTI's experience shows that with adaptive support systems and strong values, coaching can be a transformational force in organizations.

Analysis of Factors Affecting the Implementation of Coaching Culture at PT NTI

Respondents were selected using the census method, which is a data collection technique in which all members of the population are used as research respondents. Of the 200 employees of PT NTI, data was collected from 163 respondents. The majority were male (62%) and aged between 20-29 years (62.6%). In terms of education, the majority of S1 graduates (67.48%), followed by other categories (16.56%) and high school (11.66%). In terms of tenure, most respondents have 1-3 years of work experience (36.81%) and less than 1 year (33.13%). Meanwhile, in terms of the quantity of coaching attended, the majority of respondents have participated in coaching 1-2 times (54.60%), followed by 3-4 times (27.61%). This data shows that the majority of respondents are baccalaureate graduates with early work experience and have started to participate in the coaching process in the self-development stage.

This study identified three main factors that influence the successful implementation of coaching culture in PT NTI: leaders' commitment, coaching competency development, and coaching integration in management processes. These three latent variables act as antecedent variables (predictors) to the coaching culture implementation variable in the model.

Based on the outer model and inner model evaluation results, it can be concluded that all indicators in this study have met the validity and reliability requirements. After eliminating some indicators that did not meet the loading factor value ≥ 0.70 , all remaining indicators showed good convergent validity with an AVE value > 0.50 . Discriminant validity is also met, because each indicator has the highest cross loading

value on the latent variable being measured. Furthermore, all constructs in the model are declared reliable because they have Cronbach's Alpha and Composite Reliability values above 0.70.

Table 1 Cronbach's Alpha and Composite Reliability Values

Latent Variables	Cronbach's Alpha	Composite Reliability
Coaching culture	0.902	0.928
Integration of coaching in management processes	0.972	0.986
Company Performance	0.925	0.940
Coaching Competency Development	0.925	0.944
Employee Retention	0.836	0.889
Leaders Commitment	0.903	0.928

Source: Processed data (2025)

From the results of the inner model analysis, the variables of coaching competence, coaching integration, and leaders' commitment together can explain 67.6% of the coaching culture variable. The significance test shows that the relationship between variables in the model is statistically significant. Thus, the model is valid, reliable, and has good predictive power. The SEM-PLS results revealed that the three factors have a significant positive influence on coaching culture.

Table 2. Factors Influencing the Implementation of Coaching Culture and Its Effect on Company Performance and Employee Retention

Influence Path	Original Sample	T Statistics	P Values	Hypothesis
Leaders Commitment -> Coaching Culture	0.693	7.138	0.000	Accept H1
Coaching Competency Development -> Coaching Culture	0.159	1.531	0.063	Accept H2
Integration of coaching in management processes -> Coaching Culture	0.032	0.640	0.261	Reject H3
Coaching Culture -> Company Performance	0.130	1.420	0.078	Accept H4
Coaching Culture -> Employee Retention	0.714	16.279	0.000	Accept H5
Company Performance -> Employee Retention	-0.071	1.019	0.154	

Source: Processed data (2025)

This study found that the role of leadership is key in shaping the coaching culture at PT Neural Technologies Indonesia. Commitment from top management, such as making time for coaching, providing tangible support, and modeling coaching values, creates an atmosphere that encourages employee engagement and trust. When leaders deliver coaching consistently and with value, it sends a strong signal to the rest of the organization that coaching is not just a one-off initiative, but an essential part of the company's way of working. With this commitment, employees are encouraged to be actively involved, feel valued, and are more open to personal development through coaching. This finding is in line with Gormley and van Nieuwerburgh (2014) who concluded that the critical role of leadership in developing a coaching culture cannot be ignored; leaders need to actively model coaching behavior and encourage it at every level of the organization. Handayani and Suryani (2017) also noted that the combination of coaching with transformational leadership style can improve employee performance and loyalty, indicating a positive synergy between the role of leaders and the effectiveness of coaching.

On the other hand, the development of coaching competencies is also an important foundation for building a strong coaching culture. When leaders have adequate coaching skills such as empathetic listening, asking reflective questions, and providing constructive feedback, the coaching process becomes more meaningful and has a positive impact on employee growth. At PT NTI, this is supported by training, certification, and mentoring that makes leaders ready and confident in their role as coaches. Employees who directly benefit from quality coaching are more motivated, allowing the coaching culture to grow stronger and more naturally throughout the organization. These findings are supported by practitioner views and human resource management studies. UAccelerate (2023), a leadership development platform, recommends companies to invest in comprehensive training programs that equip leaders with essential coaching skills. Wahyuni and Purnomo (2021) also emphasize that coaching programs contribute to improving employee skills and productivity, which is only achieved if the coaching implementers (leaders) have sufficient competence to transfer knowledge and encourage employee growth effectively.

Meanwhile, the integration of coaching into management systems and processes, such as inclusion in performance evaluations or HR development SOPs, has not been seen to have a real impact on the strength of the coaching culture. This may be because the integration process has been carried out evenly, so that it does not differentiate between parts of the company. It could also be because the integration is taking place behind the scenes, so employees are less aware of it. However, from a managerial perspective, ensuring coaching is an embedded part of the system is important. Without the support of formal policies, procedures and systems, coaching runs the risk of becoming an initiative that relies on specific individuals. Therefore, strong leadership, reliable competencies, and integrated support systems need to work synergistically for a coaching culture to not only survive, but thrive. The Center for Creative Leadership (2016) states that integrating coaching with talent management processes (such as recruitment, performance appraisal,

promotion and succession) will embed coaching values into daily organizational behavior.

Effect of Coaching culture on Company Performance

The third research objective is to examine the effect of coaching culture on company performance. Hypothesis H4 states that the implementation of coaching culture has a significant positive effect on the performance of PT NTI. This study shows that the implementation of coaching culture at PT Neural Technologies Indonesia has a positive impact on improving company performance. A strong coaching culture encourages employees to develop continuously through guidance, feedback, and constructive direction from superiors. This not only improves individual motivation and skills, but also creates a collaborative, innovative and adaptive work environment. Since the implementation of a consistent coaching culture, PT NTI has seen significant improvements in productivity, product innovation, and operational efficiency. Coaching helps align employees' personal goals with the company's vision, thereby strengthening their engagement and contribution towards achieving business targets.

Managerially, these results confirm that a coaching culture is not just an HR development tool, but a long-term business strategy. Adopting a coaching-based leadership style allows managers to act as facilitators of team growth, rather than simply instructors. This builds trust, increases psychological safety within the team, and encourages more creative solutions and stronger synergies. Companies with a mature coaching culture tend to have higher levels of customer engagement, retention and satisfaction. For PT NTI, this culture has proven to be a strategic strength in building a people-based competitive advantage, where every employee is empowered to contribute maximally in achieving organizational success. The results of this study are in line with modern leadership and management theory which states that a coaching-oriented leadership style can improve team performance. Experts such as Whitmore (2017) argue that effective coaching accelerates the development of individual potential, the impact of which accumulates into improved organizational performance.

Effect of Coaching Culture on Employee Retention

The last discussion is related to the fourth research objective, namely the effect of coaching culture on employee retention. Hypothesis H5 states that the implementation of coaching culture has a significant positive effect on PT NTI's employee retention rate (or conversely reduces turnover/intention to leave). Employee retention is measured by an indication of employees' desire to stay, loyalty, and a decrease in the overall turnover rate.

This research shows that coaching culture has a very strong and significant influence on employee retention at PT Neural Technologies Indonesia. Employees who feel supported by their superiors through coaching tend to feel valued, develop, and become more emotionally attached to the company. A coaching culture creates a positive and supportive work environment, where individual growth is valued and relationships between superiors and subordinates are more meaningful. As a result, employees not only

stay longer, but also become positive ambassadors of the company, recommending the workplace to others. This proves that employee loyalty is more influenced by the quality of interactions and support they receive on a day-to-day basis than simply the company's financial performance. Even when company performance is high, employees will still leave the organization if they don't feel personally developed or supported.

From an HR management perspective, these results provide a very clear message: building a coaching culture is an effective retention strategy that has a direct impact on cost savings due to turnover. Coaching not only lowers resignation intentions, but also increases employee satisfaction and sense of belonging. Investing in the training of supervisors as coaches and the creation of a consistent coaching system has proven to be a long-term benefit for companies. Employees who feel supported and given room to grow are more loyal, productive, and contribute more to organizational goals. PT NTI has experienced the concrete benefits of this culture through reduced turnover and stronger team stability. The implication is that other organizations looking to retain top talent need to see coaching culture not just as a development activity, but as a strategic foundation for building healthy and sustainable working relationships. According to the International Coaching Federation, organizations with a widespread coaching culture report 65% higher employee engagement and lower turnover than organizations without a coaching culture (ICF, 2019). In addition, a coaching culture is associated with increased employee well-being and a sense of belonging, factors that are known to reduce the desire to resign. A Harvard Business Review article by Keswin (2022) cites coaching culture as one of the most effective employee development practices for retaining talent in the Great Resignation era.

Prioritization of strategies that influence the success of coaching culture implementation

PT NTI implements three main strategies in building a coaching culture. First, the development of coaching competencies is carried out through the formation of a cross-departmental internal coaching team that is selected based on competence and value congruence, and is provided with training and BNSP certification. The ESQ 3.0 Coaching model is used to ensure coaching is conducted holistically. Secondly, the integration of coaching in the management process is implemented through regular coaching sessions twice a year and team coaching before projects start. Employees are also given the freedom to choose their coach to create a trust-based relationship. Third, leadership commitment is manifested in the active involvement of leaders as coach-leaders, maintaining consistency in the implementation of coaching, and being a role model in applying coaching values in daily work. These three strategies support each other in building a strong and sustainable coaching culture throughout the organization. However, from the questionnaire results, it was found that only the leader commitment factor and coaching competency development had a significant effect on the coaching culture at PT NTI.

Furthermore, the steps taken to determine the priority of these strategies are given a weighting assessment by experts using the Eckenrode method.

Table 3. Expert weighting assessment with the Eckenrode method

No	Criteria	Sequence		Value	Weight	Rank
		1	2			
1.	Competency Development Coaching	2	3	7	0,412	2
2.	Leaders Commitment	5	0	10	0,588	1
	Value (Γorder criteria)	2	1	17	1	

Source: Processed data (2025)

Based on the findings of the research data in the table related to the Eckenrode method, the strategic steps that must be prioritized in building a coaching culture, namely

1. The first strategy, Leaders Commitment
2. Second strategy, Coaching Competency

Managerial Implications

This research yields important findings that have strategic implications for management practices in companies, especially in the service and technology sectors that rely heavily on human resource excellence. One of the key findings is that the successful implementation of a coaching culture is largely determined by the commitment and active involvement of leaders, who must be the primary role models and sponsors of every coaching initiative in the organization. Coaching has proven to be an effective strategy for improving employee retention and engagement, as a supportive work culture that focuses on individual development can foster loyalty while reducing long-term recruitment costs. In addition, a coaching culture contributes significantly to performance improvement and leadership transformation, as it encourages team collaboration, personal development and ongoing coaching. To ensure its sustainability and effectiveness, organizations need to build internal capabilities through internal coach training and the establishment of a coaching community, so as to create an adaptive learning culture and strengthen organizational resilience in the face of change.

Conclusion

PT Neural Technologies Indonesia (NTI) successfully implemented a systemic coaching culture by providing internal coach training and certification, adopting the holistic ESQ 3.0 Coaching approach, and holding regular coaching sessions, with employees free to select their coaches and leaders serving as development partners to align individual and organizational goals. The effectiveness of this initiative is attributed to three key factors: strong leadership commitment, high internal coach competence, and the integration of coaching into management processes, all of which foster a supportive and consistent environment across the company. Since its introduction in 2019, this coaching culture has led to notable improvements in company performance and employee retention, with loyalty increasingly driven by positive work experiences and ongoing personal development rather than material incentives or reputation. To further strengthen this culture, the study recommends prioritizing leadership commitment and ongoing internal coach development as foundational strategies for sustainable organizational transformation. For future research, it is suggested to investigate the long-term impact of

coaching culture on innovation outcomes and to compare its effectiveness across different industries or organizational sizes.

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