

Exploring the Role of Leadership Style and Organizational Culture in Shaping Employee Performance

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Abstract

Leadership style and organizational culture are considered two significant factors influencing employee performance at PT Aneka Mode Indonesia. This study aims to examine the influence of leadership style and organizational culture on employee performance within the company. The research employed a quantitative approach, conducted on a group of employees selected using a probabilistic method. Data were collected using a closed-ended questionnaire with a five-point Likert scale ranging from strong disagreement to strong agreement. The data analysis involved descriptive statistics and inferential analysis, utilizing both simple and multiple regression techniques. Hypothesis testing was carried out using t-tests and F-tests. The findings indicate that leadership style positively influences employee performance. Similarly, organizational culture also has a positive effect on employee performance. Furthermore, when considered simultaneously, both leadership style and organizational culture have a joint positive influence on employee performance. These findings suggest the importance of improving leadership practices and fostering a strong organizational culture as strategic efforts to enhance employee performance.

Keywords: Leadership Style, Organizational Culture, Employee Performance, Quantitative Research, Human Resource Management

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1. Introduction

In the era of globalization, competition among companies is increasingly intense and complex, requiring every company to improve aspects related to its operations and become more responsive in order to survive and continue to grow. The areas that need improvement encompass all aspects, particularly in human resources. Therefore, human resources in every company must be attended to ensure that they remain well-maintained, including their health, compensation, and performance.

The performance of human resources or employees in a company can be influenced by various factors, including leadership style and organizational culture. Leadership style and organizational culture can affect employee behaviors within a company. Performance is a function of the worker's ability to meet job objectives, as stated by Gorden and Nawawi (2006). From this definition, it can be said that "employees play a crucial role in carrying out all company activities to ensure its growth and continuity." Efforts to enhance employee performance, in addition to internal control, also need to consider leadership styles.

An ideal leader should possess a good leadership style that can enhance employee performance. A leader must pay attention to their leadership style in the process of influencing and directing the activities of their group members, as well as coordinating the goals of members with the organizational goals to ensure both can be achieved. Leadership style refers to the way a leader influences subordinates to perform or strive to achieve organizational objectives. Leadership style can influence employee performance; leaders must be able to delegate tasks from the leadership downwards in a communicative manner, which necessitates meetings to discuss the issues faced by subordinates related to target achievement. This is supported by Chen (2004), who stated that "the high support demonstrated by company leaders can provide high motivation for employees to work better and achieve targets." Chen's (2004) research indicates that leadership style has a significant positive impact on employee performance.

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A good leadership style is one that can provide work motivation to subordinates. Widyatmini and Hakim (2008) state that "a leader must possess various skills, experiences, personalities, and motivations for each individual they lead." An effective leadership style is needed in a company to enhance the performance of all employees in achieving the company's set goals.

In addition to leadership style, the success of an organization or company in achieving its goals can also be influenced by organizational culture. Organizational culture consists of patterns, norms, beliefs, and values that prevail within a company, and these patterns, norms, beliefs, and values can influence the actions or behaviors of human resources or employees within an organization or company, thereby impacting employee performance.

A strong organizational culture will assist the company in providing certainty to all employees to grow together, ultimately fostering the growth and development of the company. Robbins (2003) states that "culture is a system of shared meanings held by members of an organization that distinguishes that organization from others." Understanding organizational culture should be instilled in employees early on. When they start working in a company with various characteristics and expectations, through training, orientation, and adjustment, employees will absorb the company's culture, which will eventually develop into group culture and finally be assimilated as personal culture. If the process of internalizing the company's culture into personal culture is successful, employees will feel identified with their company, feel integrated, and there will be no barriers to achieving optimal performance. This creates a mutually beneficial condition for both the company and the employees.

Employees who understand the values within an organization will embody those values as part of the organization's personality. These values and beliefs will manifest in their daily work behaviors, resulting in individual performance, and each individual's good performance will contribute to the overall performance of the organization.

PT. Aneka Mode Indonesia is a company engaged in the finished clothing business made from textiles. The company hopes for optimal employee performance. The more employees who achieve optimal performance, the higher the overall productivity of the company, allowing it to thrive amid global competition. However, in recent months, the performance of PT. Aneka Mode Indonesia's employees has declined, as seen from the diminishing production results. This decline in employee performance could be attributed to leaders who often issue commands to their employees at will, without considering the employees' conditions. The inability of employees to perform their tasks according to their responsibilities is not due to their incapacity but may stem from their inability to adjust to the leadership styles of their superiors. If this is indeed the case, a leader must change their leadership style to create a more comfortable working environment for employees.

Another factor affecting employee performance is organizational culture. Maintaining organizational culture at PT. Aneka Mode Indonesia is considered good. This is evidenced by positive examples such as leading prayers at the beginning of work and conducting weekly briefings every Wednesday. These practices aim to direct the work to be planned and structured effectively. However, the reality shows that employee performance has not reached the company's targets, and production rates have increased. As a result, performance deviations among employees still occur, which can be attributed to several internal factors, such as an ineffective organizational culture, a lack of awareness among human resources regarding target achievements, and employees not following Standard Operating Procedures (SOP).

2. Literature Review

2.1. Leadership Style

Leadership style refers to the patterns of behavior a leader uses to influence, direct, and motivate employees in achieving organizational goals. According to Kartono, leadership style encompasses temperament, habits, character, and personality that distinguish a leader's interaction with others. Thoha emphasizes that leadership style reflects behavioral norms used when attempting to influence others, while Herujito views leadership as a learned behavior that must align with situational demands.

Three primary leadership styles commonly discussed in organizational studies are authoritarian, democratic, and laissez-faire. Authoritarian leaders centralize decision-making and exert tight control, while democratic leaders emphasize participative decision-making, communication, and mutual respect. Laissez-faire leaders grant subordinates autonomy in task execution, assuming their ability to self-manage with minimal supervision.

Safaria (2006), categorizes leadership behavior into four indicators: supportive, directive, participative, and achievement-oriented leadership. These indicators demonstrate the diverse ways leaders can influence employee motivation, satisfaction, and performance outcomes.

Empirical studies have consistently shown that leadership style significantly affects employee performance. Transformational leadership, for instance, has been found to enhance employee motivation and goal attainment (Afifurrahman, 2022), while participative leadership improves employee engagement and job satisfaction (Sari & Prabowo, 2021).

2.2. Organizational Culture

Organizational culture comprises shared values, beliefs, assumptions, and norms that shape the behavior of members within a company. Robbins describes it as a collective perception that defines an organization's identity, while Schein emphasizes its role in shaping adaptive behavior and solving organizational problems.

A strong organizational culture can provide a sense of unity, identity, and purpose, encouraging employees to internalize organizational values as their own, which ultimately fosters higher performance. According to Tampubolon, key indicators of organizational culture include results orientation, employee concern, aggressiveness, and stability. Tika further outlines several functions of culture, such as maintaining social cohesion, guiding behavior, and enhancing adaptability. Kreitner and Kinicki reinforce this view by identifying culture's role in promoting collective commitment, stabilizing the social system, and shaping member behavior.

Organizational culture types include normative beliefs and constructive cultures that foster growth, innovation, and collaboration. When properly managed, culture becomes a powerful mechanism for improving performance and reducing employee turnover.

Empirical research supports the significant relationship between organizational culture and performance. Setiyawan and Waridin (2006) found that strong organizational cultures facilitate problem-solving and goal achievement, ultimately enhancing employee performance.

2.3. Employee Performance

Employee performance is defined as the work output, both in terms of quality and quantity, achieved by individuals in fulfilling their organizational roles. Robbins (2007) states that performance reflects the results achieved in accordance with assigned responsibilities, while Hasibuan (2014) highlights the role of skills, experience, and effort in delivering results.

Robbins identifies six key performance indicators: quality, quantity, timeliness, effectiveness, independence, and work commitment. These aspects are critical in evaluating individual contributions to organizational success.

Furthermore, Rivai and Basri propose that performance is influenced by the interaction between individual abilities, goal acceptance, achievement levels, and contextual factors. Sutrisno (2010) distinguishes between individual and environmental factors affecting performance, such as motivation, role clarity, training, and work conditions.

In summary, employee performance results from a complex interplay of leadership style, organizational culture, individual traits, and situational factors. Understanding these dynamics provides a comprehensive basis for improving workforce outcomes and organizational effectiveness.

3. Research Method and Materials

This study adopts a quantitative descriptive research approach, aiming to objectively examine the influence of leadership style and organizational culture on employee performance through statistical analysis. The research was conducted at PT Aneka Mode Indonesia, located in Sidoarjo, East Java. The population of this study includes all employees of the company, totaling 300 individuals. To determine the sample size, the Slovin formula was used with a margin of error of ten percent, resulting in a sample of 75 respondents. The sampling technique employed was probability sampling, which ensures that every member of the population had an equal opportunity to be selected.

The study consists of one dependent variable, namely employee performance, and two independent variables: leadership style and organizational culture. The operational definitions and indicators of the variables in this study can be seen in the Table 1.

Table 1. Operational Definitions of Variables

Variable	Operational Definition	Indicators
Employee Performance (Y)	Performance is the comparison between the results achieved by employees and the established standards.	1) Quality 2) Quantity 3) Timeliness 4) Effectiveness 5) Independence 6) Commitment (Robbins, 2012)
Leadership Style (X1)	Leadership style is a way for leaders to influence their subordinates, expressed in the form of behavioral patterns or personalities. A leader is someone who has a program and acts collaboratively with group members using certain methods or styles, so that leadership plays a dynamic role in encouraging, motivating, and coordinating the organization to achieve set goals.	1) Supportive leadership 2) Directive leadership 3) Participative leadership 4) Achievement-oriented leadership (Safari, 2006)
Organizational Culture (X2)	Organizational culture is the fundamental principle of an organization. It includes various values, beliefs, norms, and behaviors subscribed to by the organization, becoming a distinctive characteristic of that organization.	1) Employees are result-oriented. 2) Employees prioritize all employee interests. 3) Employees are aggressive in their work. 4) Employees maintain and preserve work stability. (Tampubolon, 2004)

Employee performance is defined as the comparison between an employee’s output and the established work standards, measured using six indicators: quality, quantity, timeliness, effectiveness, independence, and work commitment. Leadership style refers to the behavioral patterns used by a leader to influence subordinates, measured through supportive, directive, participative, and achievement-oriented leadership dimensions. Meanwhile, organizational culture is conceptualized as the shared values, norms, beliefs, and behaviors that shape how employees behave and interact within the organization. Its indicators include result orientation, concern for employees, aggressiveness, and work stability.

The data collected in this study came from both primary and secondary sources. Primary data were obtained through questionnaires administered directly to the respondents, using a five-point Likert scale ranging from "strongly disagree" to "strongly agree." Additional primary data were gathered through observations, while secondary data were collected from literature, journals, and documentation relevant to the research topic.

The instrument used in this study was a structured questionnaire, designed to measure each research variable. Before proceeding to the main analysis, the instrument underwent validity testing using Pearson’s correlation, and reliability testing using Cronbach’s Alpha, with a reliability threshold of 0.70. To ensure the assumptions of regression analysis were met, several classical assumption tests were performed, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests.

Data were analyzed using multiple linear regression to determine the influence of leadership style and organizational culture on employee performance. The regression model used in this study is as follows,

$$Y = a + b1X1 + b2X2 + e$$

The equation model shows that Y represents employee performance, X1 is leadership style, X2 is organizational culture, and e is the error term. Hypothesis testing was conducted using t-tests to examine the partial influence of each independent variable and an F-test to assess their simultaneous effect. Furthermore, the coefficient of determination (R²) was calculated to identify the proportion of variance in employee performance that can be explained by leadership style and organizational culture. All statistical analyses were performed using SPSS software with a five percent level of significance.

4. Results and Discussion

4.1. Result

4.1.1. Characteristics of Respondents

Table 2. Distribution of Respondent Characteristics

Characteristics of Respondents	Quantity	Percentage (%)
Gender:		
1. Male	28	37,3
2. Female	47	62,7
Total	75	100
Age:		
1. < 20 Years	1	1,3
2. 20-30 Years	58	77,4
3. 31-40 Years	15	20
4. > 40 Years	1	1,3
Total	75	100
Years of Service:		
1. < 1 Tahun	6	8
2. 1-2 Years	34	45,3
3. 3-5 Years	29	38,7
4. > 5 Years	6	8
Total	75	100

This study involved 75 employees of PT Aneka Mode Indonesia as research respondents. Based on gender distribution, the majority of respondents were female, accounting for 62.7% of the total sample, while male respondents made up 37.3%. This indicates a gender composition in which female employees dominate the workforce at the company, which may reflect the nature of the industry or specific division roles within the organization.

In terms of age, the data shows that the largest proportion of respondents were within the age range of 20 to 30 years, comprising 77.4% of the total. Respondents aged 31 to 40 years represented 20%, while those under 20 years and over 40 years were each only 1.3%. This suggests that the employee demographic is largely composed of young adults, indicating a relatively youthful workforce which could have implications for management style preferences and organizational culture.

Regarding work tenure, most respondents had a length of service between one and two years, representing 45.3% of the sample. This was followed by those with three to five years of experience at 38.7%, while employees with less than one year or more than five years of service each made up 8% of the total. These figures illustrate that the company has a significant proportion of early-career employees, which may impact employee development needs, retention strategies, and performance outcomes.

Overall, the respondent profile reflects a predominantly young, female workforce with relatively short to medium tenure, providing a contextual background for interpreting the research findings on leadership style, organizational culture, and employee performance.

4.1.2. Multiple Linear Regression Analysis

Based on the results of the classical assumption tests, the data met the requirements for further analysis. The dataset demonstrated normal distribution, absence of multicollinearity, no autocorrelation, and no heteroscedasticity, indicating that the assumptions for multiple linear regression analysis were satisfied. Therefore, the regression analysis could proceed using the original dataset without modification.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.639	.629	.33316

The results of the multiple linear regression analysis show that the adjusted R square value is 0.639. This means that the independent variables leadership style and organizational culture jointly explain 63.9% of the variation in employee performance, while the remaining 36.1% is influenced by other variables not included in this study. These results indicate that the model has strong explanatory power.

Table 4. ANOVA Result

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.124	2	7.062	63.621	.000 ^a
	Residual	7.992	72	.111		
	Total	22.115	74			

Furthermore, the ANOVA results show an F-value of 63.621 with a significance value of 0.000, which is lower than the 0.05 significance level. This indicates that the regression model is statistically significant, and the independent variables, taken together, have a meaningful effect on the dependent variable. Thus, the model is appropriate for explaining the influence of leadership style and organizational culture on employee performance.

Table 5. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.743	.232		7.496	.000
	Leadership Style	.240	.081	.374	2.949	.004
	Organizational Culture	.375	.103	.461	3.632	.001

The regression coefficient output shows that both leadership style and organizational culture have a significant partial effect on employee performance. The regression equation resulting from this analysis is:

$$\hat{Y} = 1.743 + 0.240X_1 + 0.375X_2,$$

Where \hat{Y} represents employee performance, X_1 is leadership style, and X_2 is organizational culture. The regression coefficient for leadership style (X_1) is 0.240 with a significance value of 0.004. Since the p-value is less than 0.05, the first hypothesis (H_1) is accepted. This indicates that leadership style has a significant positive influence on employee performance. In other words, the more effective the leadership style, the better the performance of employees.

Similarly, the regression coefficient for organizational culture (X_2) is 0.375 with a significance value of 0.001. As the p-value is also below 0.05, the second hypothesis (H_2) is accepted. This confirms that organizational culture significantly and positively influences employee performance. A strong organizational culture, therefore, contributes to higher levels of employee productivity and engagement.

In summary, the findings of this study support the conclusion that both leadership style and organizational culture have a statistically significant and positive influence on employee performance at PT Aneka Mode Indonesia. This implies that improvements in leadership practices and organizational culture could lead to enhanced performance outcomes.

4.2. Discussion

The measurement of research variables in this study utilized a questionnaire developed based on relevant indicators for each variable. Validity tests confirmed that all items were valid, while reliability tests demonstrated consistent internal consistency across constructs. Therefore, the instrument used was both valid and reliable, and suitable for analyzing the influence of leadership style and organizational culture on employee performance.

Descriptive analysis revealed that respondents' perceptions of leadership style, organizational culture, and employee performance were generally positive. The results of the multiple linear regression analysis demonstrated a strong model with an adjusted R^2 of 0.639. This indicates that leadership style and organizational culture jointly explained 63.9% of the variation in employee performance, while the remaining 36.1% was attributed to other variables not examined in this study. The data analysis results model can be seen in the Figure 1.

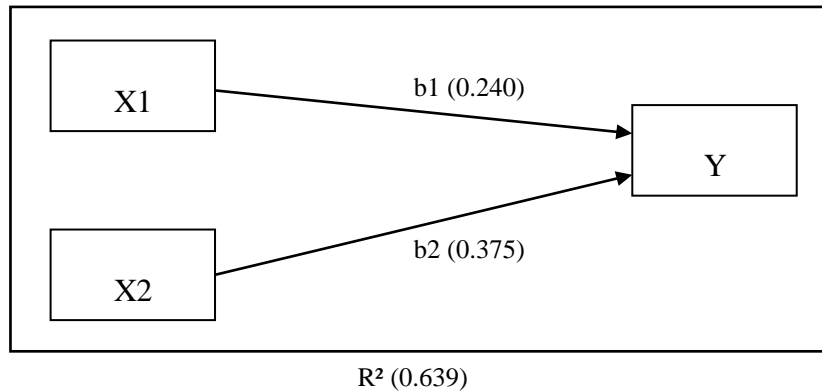


Figure 1. Summary of Analysis Results

4.2.1. *The Influence of Leadership Style on Employee Performance*

The regression results showed a significant positive relationship between leadership style and employee performance, with a regression coefficient of $b_1 = 0.240$. This implies that improvements in leadership style perceived by employees tend to enhance their performance. This is in line with Thoha's (2010) assertion that leadership style reflects the behavioral norms used when influencing others. Herujito (2006) also emphasized that leadership style is a learned behavior and should be adjusted according to situational needs.

Empirical support for this relationship comes from Suharyanto (2011) and Agustiningrum et al. (2012), who both found that leadership style significantly influences employee performance. Recent studies have further confirmed these findings. For instance, Setiawan and Rahardja (2020) concluded that transformational leadership positively affects employee productivity and innovation. Similarly, Prasetyo and Rofiq (2021) highlighted that participative leadership enhances employee engagement and performance through motivation and inclusion.

According to Utomo and Nugroho (2022), leaders who demonstrate empathy, effective communication, and empowerment tend to inspire commitment among employees, resulting in improved performance metrics. The findings are also supported by Widyastuti and Khoiruddin (2020), who found that leadership style mediates organizational climate and individual outcomes, especially in labor-intensive industries such as garment production.

Thus, leadership style remains a central determinant of performance, especially when it facilitates clarity, motivation, feedback, and a sense of ownership in employees' daily tasks.

4.2.2. *The Influence of Organizational Culture on Employee Performance*

The study also revealed that organizational culture has a significant positive effect on employee performance, as shown by the regression coefficient of $b_2 = 0.375$. This means that a stronger and more integrated organizational culture contributes significantly to improving individual and collective performance. Robbins (2015) described organizational culture as shared perceptions among organizational members that shape behavior and attitudes. Drucker and Tika (2006) further suggested that culture serves as a system to consistently address both external and internal challenges.

These theoretical insights are aligned with the findings of Setiawan and Waridin (2006), who argued that a strong organizational culture enhances discipline and performance. Hajar (2011) also found a significant relationship between leadership, culture, and employee effectiveness. More recently, Nugroho and Purwanto (2020) emphasized that adaptive organizational cultures positively affect both task performance and organizational citizenship behavior (OCB). Meanwhile, research by Oktaviani and Wicaksono (2021) demonstrated that companies with well-internalized cultures show lower turnover intentions and higher employee commitment.

In addition, a study by Andriani, Kesumawati, and Kristiawan (2019) indicated that strong cultural values promote innovation and continuous learning, both of which are vital in maintaining performance excellence in dynamic industries. Moreover, Syahrizal and Fahrizal (2023) emphasized that organizational culture contributes not only to task accomplishment but also to emotional alignment between employee and corporate values.

Thus, organizational culture plays an essential role in shaping behavior, creating cohesion, and aligning employee motivation with organizational goals.

5. Conclusion

This study concludes that leadership style and organizational culture have a significant and positive influence on employee performance at PT Aneka Mode Indonesia. The multiple linear regression model generated in this study, $\hat{Y} = 1.743 + 0.240X_1 + 0.375X_2$, is statistically appropriate and able to explain 63.9% of the variation in employee performance. This indicates that the combined influence of leadership style (X_1) and organizational culture (X_2) is substantial in shaping the performance outcomes of employees. The first finding confirms that leadership style positively influences employee performance, with a regression coefficient of $b_1 = 0.240$. This suggests that employees respond more productively when guided by effective, supportive, and participative leadership. The second finding reveals that organizational culture has an even stronger impact on performance, with a regression coefficient of $b_2 = 0.375$, indicating that a well-established culture of values, norms, and mutual trust enhances the performance and engagement of employees.

Together, these findings underscore the importance of cultivating competent leadership and fostering a positive organizational culture as strategic efforts to improve workforce performance in labor-intensive sectors like garment manufacturing.

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