

The Influence of Leadership and Organizational Culture on Employee Performance at the Wara Utara Community Health Center Palopo City

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Abstract

Limited research has examined the factors influencing employee performance in primary healthcare organizations, although employee performance plays a crucial role in improving the quality of public services. This study aims to analyze the influence of leadership and organizational culture on employee performance at the Wara Utara Community Health Center in Palopo City. A quantitative approach with a causal-associative research design was employed. The study population consisted of 76 employees, from which 64 respondents were selected using the Slovin formula. Data were collected through questionnaires distributed to respondents and analyzed using multiple linear regression with the assistance of SPSS. The findings indicate that leadership had no significant effect on employee performance, whereas organizational culture had a positive and significant effect on employee performance. Simultaneously, leadership and organizational culture had a positive and significant effect on employee performance. The study concludes that organizational culture plays a more dominant role than leadership in improving employee performance at the Wara Utara Community Health Center. These findings contribute to the development of human resource management literature, particularly in the context of primary healthcare organizations, and provide practical implications for healthcare management to strengthen organizational culture as a strategy for improving employee performance and public service quality.

Keywords: Leadership; Organizational Culture; Employee Performance; Primary Healthcare; Human Resource Management

INTRODUCTION

The development of globalization and increasing public demands for quality public services require government agencies, particularly service facilities such as community health centers, to continuously improve their organizational performance. As first-level health facilities, community health centers play a strategic role in providing fast, accurate, and satisfaction-oriented services. Therefore, the success of these services depends heavily on the quality of their human resources. The quality of human resources is determined not only by technical capabilities but also by how the organization manages and sustainably develops the potential of its employees (Elok Pangestika Maharani, 2024).

Employee performance is a crucial indicator in assessing effectiveness, reflecting an employee's ability to carry out their duties and responsibilities according to established standards (Rizal Fauzi, 2023). Performance is measured not only in terms of quantity but also in terms of quality, timeliness, and adherence to established work procedures, particularly in the healthcare sector, which directly impacts public safety and satisfaction. Therefore, improving employee performance is a key focus in efforts to improve the quality of healthcare services in community health centers. The introduction must be clear and written descriptively (Rahayu et al., 2024).

Organizational Behavior Theory, employee performance is seen as a result or work behavior that is influenced by several organizational factors, such as leadership and organizational culture, which influence employee psychological conditions in the form of motivation, commitment, and work engagement. When employees are in a supportive work environment and have clear organizational values, they tend to demonstrate productive and responsible work behavior. This is reinforced by (Mangkunegara, 2020) who stated that employee performance is not only determined by individual abilities, but is also greatly influenced by organizational factors, including leadership and work culture, which play a role in encouraging enthusiasm and improving service quality.

One factor influencing employee performance is leadership. Leadership plays a crucial role in directing, motivating, and coordinating employees so they can perform

optimally to achieve organizational goals (Fauziyyah & Cadith, 2023). Effective leaders are expected to foster good communication, provide clear direction, and serve as role models for employees in carrying out their duties and responsibilities. With appropriate leadership, employees can work more focused and have higher motivation in providing services to the community (Purnama et al., 2021).

Within the framework of Organizational Behavior Theory, leadership is positioned as an organizational factor that influences employee psychological well-being and work attitudes, such as motivation, satisfaction, and work engagement, which are then reflected in improved performance. Leadership that provides clear direction, support, and role models will encourage employees to work optimally and be oriented towards service quality (Lestari et al., 2025). This is supported by (Sakhroni et al, 2025) who found that effective leadership significantly influences employee work behavior and performance, particularly in public service organizations that demand high levels of coordination and commitment.

Besides leadership, organizational culture is also a crucial factor influencing employee performance. Organizational culture reflects the values, norms, and work habits shared by members of the organization and serves as a guideline for attitudes and actions (Naziah, 2025). A strong and positive organizational culture can create a harmonious work environment, increase commitment and cooperation among employees, and encourage productive workers. Conversely, a weak organizational culture can hinder employee performance and the achievement of organizational goals (Jimi et al., 2024).

Based on the perspective of Organizational Behavior Theory, organizational culture can be viewed as an organizational factor that influences employee psychological well-being. Shared values and positive work habits can increase engagement, belonging, and commitment to the organization, ultimately resulting in improved employee performance. This is supported by (Robbins & Judge, 2021) who found that a strong organizational culture aligned with organizational goals significantly influences employee work behavior, motivation, and performance, particularly in public sector organizations that demand consistency and quality of service.

However, previous research has shown inconsistencies regarding the influence of leadership and organizational culture on employee performance. Some studies found that organizational culture has no effect on employee performance (Darmawan, 2022), while studies by (Rivai, 2022), and (Maduningtias et al., 2022) showed positive and significant

results. Therefore, there are still research gaps that require further study. Furthermore, most previous research has been conducted in the private sector and manufacturing industry, while current research focuses on public service institutions such as community health centers (Puskesmas), particularly in the city of Palopo, which is still limited. Therefore, this study aims to analyze the influence of leadership and organizational culture on employee performance at the Wara Utara Community Health Center in Palopo City to provide an empirical contribution to human resource management in the healthcare sector.

METHODS

This study used a quantitative research method with a causal associative approach, aiming to determine the cause-and-effect relationships between variables. The causal associative method was chosen because this study sought to explain the influence of leadership and organizational culture on employee performance at the Wara Utara Community Health Center in Palopo City.

The population in this study included all employees working at the Wara Utara Community Health Center. Based on information obtained from the Community Health Center, the total number of employees was 76.

A sample is a portion of the population used as a data source and can represent the characteristics of the population. To determine the sample size from a known population, the researcher used the Slovin formula with a margin of error of 5% (0.05). The Slovin formula was used to ensure that the sample size truly represented the entire population. The Slovin formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

- n = sample size
- N = population size (76 people)
- e = error rate (0.05)

Based on the calculation:

$$\begin{aligned}
 n &= \frac{76}{1 + 76(0,05)^2} \\
 &= \frac{76}{1 + 76(0,0025)} \\
 &= \frac{76}{1 + 0,19} \\
 &= \frac{76}{1,19} \\
 &= 63,86
 \end{aligned}$$

The calculation results were rounded up to 64 respondents.

Therefore, the sample size used in this study was 64 employees of the Wara Utara City Community Health Center. This number is considered representative of the entire population and capable of providing accurate and representative research results.

The data source for this study was all employees of the Wara Utara Community Health Center in Palopo City. Primary data was obtained directly through questionnaires distributed to respondents to obtain information on leadership, organizational culture, and employee performance. Furthermore, this study also utilized secondary data obtained from various literature sources, such as books, scientific journals, and relevant previous research to strengthen the theoretical foundation and support the analysis of the research findings.

The data collection technique in this study was conducted by distributing questionnaires to employees of the Wara Utara Peskesmas in Palopo City as respondents. The questionnaire was compiled based on indicators of leadership variables, organizational culture, and employee performance, using a Likert scale to measure respondents' level of agreement. Furthermore, data collection was supported by a literature review through searches of books, scientific journals, and relevant previous research to strengthen the theoretical foundation and analysis of the study.

The research data was analyzed using a quantitative approach with the help of SPSS. The analysis included validity tests, reliability tests, and classical assumption tests. Furthermore, multiple linear regression analysis, t-tests, and F-tests, and the coefficient of determination (R^2) were conducted to examine the influence of leadership and organizational culture on employee performance.

RESULTS

The Wara Utara Community Health Center in Palopo City is a public health service center under the auspices of the Palopo City Health Office, South Sulawesi Province. The center is located in Salobulo, Wara Utara District, with a working area that includes several sub-districts in the northern part of Palopo City. As a first-level health care facility, the Wara Utara Community Health Center in Palopo City provides various basic health services and public health programs, such as outpatient services, maternal and child health (KIA), immunizations, and disease control. To support its services, the community health center is supported by adequate infrastructure and the use of a digital-based health information system. With this strategic role, the Wara Utara Community Health Center is committed to improving the quality of health services for the community.

Based on the results of distributing questionnaires to 64 respondents at the Wara Utara Community Health Center employees in Palopo City, the following characteristics of the respondents were obtained.

Table 1 Respondent Gender

Gender	Number of Respondents	Percentage
Male	4	6%
Female	60	94%
Total	64	100%

Source: Data Processed From Questionnaire, 2025

Based on Table 1, the characteristics of respondents based on gender with a total of 64 respondents consisting of 4 male respondents with a percentage of 6% and 60 female respondents with a percentage of 94% so it can be concluded that the respondents seen in this study were mostly female.

Table 2 by Age

Age	Number of Respondents	Presentase
< 25 Year	0	0%
25 – 30 Year	7	11%
31 – 40 Year	41	64%
> 40 Year	16	25%
Total	64	100%

Source: Data Processed From Questionnaire, 2025

Based on Table 2 above, it is known that of the 64 respondents, most of them came from the 25-30 years age group with a total of 7 respondents (11%), followed by respondents aged 31-41 years with a total of 41 respondents (64%), followed by

respondents aged > 40 years with a total of 16 respondents (25%), and there were no respondents aged less than 25 years.

Table 3 Based on Length of Service

Length of Service	Number of Respondents	Percentage
< 1 Tahun	1	1%
1 – 3 Tahun	9	14%
4 – 6 Tahun	23	36%
> 6 Tahun	31	49%
Total	64	100%

Source: Data Processed From Questionnaire, 2025

Based on Table 3 above, it is known that of the 64 respondents, the majority of respondents have worked for more than 6 years, as many as 31 respondents (49%), followed by respondents with a working period of 4-6 years as many as 23 respondents (36%), then respondents with a working period of 1-3 years as many as 9 respondents (14%), and the least respondents with a working period of less than 1 year as many as 1 respondent (1%).

Validity Test

The validity test is carried out by comparing the calculated r (Pearson correlation) with the table r obtained from the $N-2$ formula (N = total number of respondents). If the calculated r value is greater than the table r , then the instrument item can be said to be valid, but previously if the calculated $r < \text{table } r$ then it was said that the instrument was invalid (Sugiyono, 2019). The following are the results of the instrument validity test in this study:

Table 4 Validity Test Results

Item	R_{Count}	R_{Table}	explanation
Leadership (X1)			
Item 1	0,839	0,2423	Valid
Item 2	0.901	0,2423	Valid
Item 3	0,938	0,2423	Valid
Item 4	0,420	0,2423	Valid
Item 5	0,865	0,2423	Valid
Item 6	0,834	0,2423	Valid
Item 7	0,844	0,2423	Valid
Item 8	0,724	0,2423	Valid
Organizational Culture (X2)			
Item 1	0,843	0,2423	Valid
Item 2	0,851	0,2423	Valid

Item 3	0,841	0,2423	Valid
Item 4	0,837	0,2423	Valid
Employee Performance (Y)			
Item 1	0,703	0,2423	Valid
Item 2	0,695	0,2423	Valid
Item 3	0,666	0,2423	Valid
Item 4	0,695	0,2423	Valid
Item 5	0,760	0,2423	Valid
Item 6	0,775	0,2423	Valid
Item 7	0,685	0,2423	Valid
Item 8	0,651	0,2423	Valid
Item 9	0,730	0,2423	Valid
Item 10	0,783	0,2423	Valid

Source: Data Processed by SPSS, 2025

The validity test results of the distributed instruments can be declared valid. The test results can be seen in the table above, which shows that all calculated r values $> r$ table (0.2423). Therefore, it can be concluded that the instrument used to measure leadership and organizational culture on employee performance at the North Wara City Community Health Center is declared valid.

Reliability Test

Reliability testing relates to the reliability and consistency of an indicator. Reliability is an index that indicates the extent to which a measuring instrument is trustworthy or reliable. A variable is considered reliable if its Cronbach's alpha coefficient is > 0.60 .

Table 5 Reliability Test Results

Variables	Minimal Cronbach Alpha	Cronbach Alpha	explanation
Leadership (X1)	0,60	0,923	Reliability
Organizational Culture (X2)	0,60	0,862	Reliability
Employee Performance (Y)	0,60	0,890	Reliability

Source: Data Processed by SPSS, 2025

The table above shows that the Cronbach's Alpha value is > 0.60 . Therefore, it can be concluded that the instrument or questions used to measure leadership and organizational culture on employee performance at the Wara Utara City Community Health Center are reliable measuring tools.

Classical Assumption Test

Normality Test

The normality test was performed using the one-sample Kolmogorov-Smirnov statistical test. The following are the results of the normality test.

Table 6 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

Kolmogorov-Smirnov	Unstandardized Residual
N	64
Asymp. Sig. (2-tailed)	.169 ^c

Source: Data Processed by SPSS, 2025

Based on the normality test table carried out using the Kolmogorov-Smirnov statistical test, the significant value is 0.169 or greater than 0.05 so it is concluded that the data is normally distributed.

Heteroscedasticity Test

The Heteroscedasticity test in this study was carried out by looking at the scatterplot graph. If the data distribution in the scatterplot graph is irregular and does not form a certain pattern, the conclusion is that there is no heteroscedasticity, as seen in the following image:

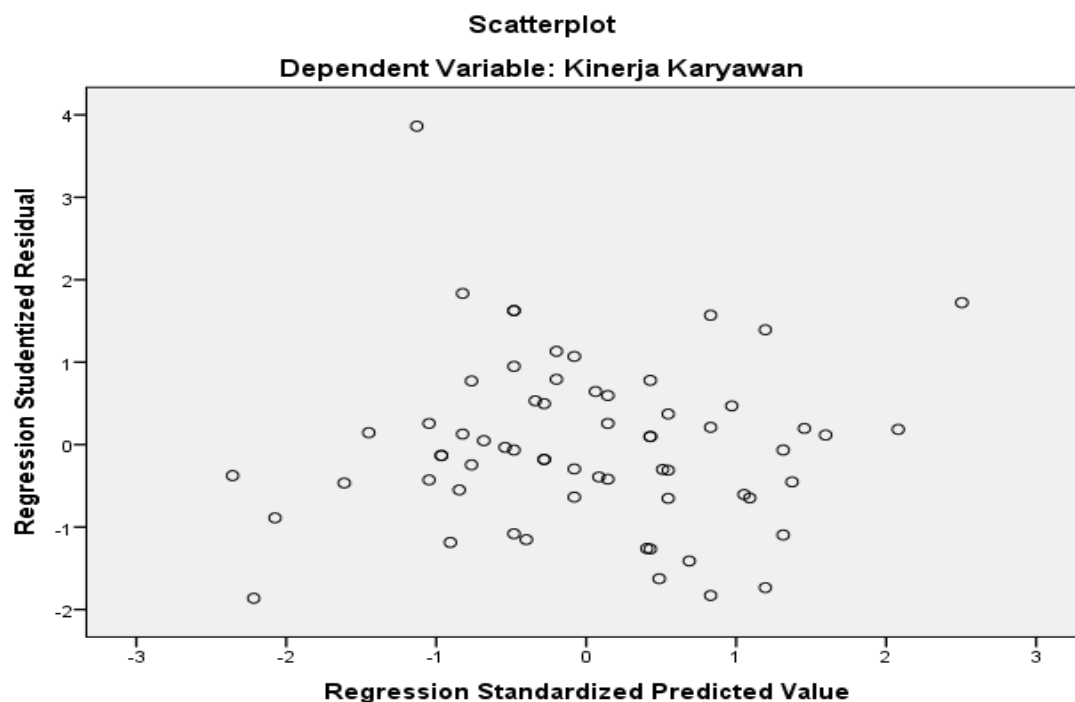


Figure 1 Scatterplot Graph

Source: Data Processed by SPSS, 2025

The results of the heteroscedasticity test using a scatterplot graph show that the data points are spread above and below or around the number 0 on the Y-axis, and there is no clear pattern in the distribution of the data. Thus, it can be concluded that there is no heteroscedasticity problem, so a good and ideal regression model can be met.

Multicollinearity Test

Multicollinearity testing is performed to determine whether there is a correlation between independent variables in a regression model. Multicollinearity refers to the existence of a linear relationship between independent variables in multiple regression. A regression model is considered good if there is no correlation between the independent variables. In this study, the multicollinearity test used Tolerance and Variance Inflation Factor (VIF) analysis, with a tolerance value > 0.10 and a VIF value < 10 considered satisfactory. The findings of the multicollinearity test in this study:

Table 7 Multicollinearity Test Results

Variables	Tolerance	VIF
Leadership	.791	1.265
Organizational Culture	.791	1.265

Source: Data Processed by SPSS, 2025

Based on the findings of the multicollinearity test shown in the table, the tolerance value for the leadership and organizational culture variables is 0.791, and the VIF value for both variables is 1.265. Therefore, both variables have a tolerance value > 0.10 and a VIF value < 10 . Therefore, it is determined that there is no multicollinearity.

Multiple Linear Regression

Based on the findings of the multiple linear regression conducted using SPSS software, researchers can measure the effect of X on Y. An additional objective of this study is to determine the extent of influence of the independent factors on the dependent variable. The following table shows how this is done:

Table 8 Multiple Linear Regression Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	24.530	3.775		6.498	.000
	Leadership (X1)	.236	.122	.243	1.942	.057
	Organizational Culture (X2)	.572	.215	.333	2.658	.010

Source: Data Processed by SPSS, 2025

The regression equation from multiple regression analysis is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

- Y = Kinerja Karyawan
- X1 = Leadership

- X_2 = Organizational Culture
- a = Constant
- b_1, b_2 = regression coefficient
- e = error

The following is an interpretation of the figures above:

The constant of 24.530 indicates that an average increase in employee performance of 24.530 units will occur if the independent variables (leadership and organizational culture) remain constant. With a leadership regression coefficient (X_1) of 0.236, we can conclude that an increase in the value of direct leadership by one unit will cause an increase in employee performance of 0.236. With a regression coefficient of organizational culture (X_2) of 0.572, we can conclude that an increase in the value of direct organizational culture by one unit will cause an increase in employee performance of 0.572 units.

Hypothesis Testing

t-Test

This test is conducted with the aim of finding out whether each independent variable has a partial or individual influence on the dependent variable.

Table 9 Results of t-test (partial)

Variables	T Count	T Table	Sig.
Leadership (X_1)	1.942	2,000	0.057
Organizational Culture (X_1)	2.658	2,000	0.010

Source: Data Processed by SPSS, 2025

Based on the results of the t-test that have been carried out in the table above, it can be concluded that the results of the t-test are in the sig column for the leadership variable (X_1) and $0.057 > 0.05$. While Tcount is $1.942 < 2.000$. This means that the hypothesis is rejected, it can be said that the leadership variable does not have a significant effect on employee performance at the Wara Utara City Health Center. Based on the results of the t-test are in the sig column for the organizational culture variable (X_2) and $0.010 < 0.05$. While Tcount is $2.658 > 2.000$. This means that hypothesis 2 is accepted. As a result, it can be said that organizational culture has a positive and significant effect on employee performance at the Wara Utara City Health Center.

f-Test

The f test is carried out with the aim of determining whether variables X1, X2 and Y have a joint influence.

Table 10 F-Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	175.603	2	87.801	9.838	.000 ^b
Residual	544.397	61	8.925		
Total	720.000	63			

Source: Data Processed by SPSS, 2025

It can be seen from the table above that Fcount has a value of $9.838 > F_{table} 3.15$. With a significant value of $0.000 < 0.05$, it can be concluded that leadership and organizational culture together have a positive and significant effect on employee performance at the Wara Utara Community Health Center, Palopo City, which means that hypothesis 3 is accepted. These results indicate that although leadership does not have a significant effect partially, when combined with organizational culture, both are able to make a significant contribution to improving employee performance.

Coefficient of Determination Test (R²-test)

Table 11 Results of the Determination Coefficient Test (R² Test)

				Std. Error of The
Model	R	R Square	Adjusted R Square	Estimate
1	.494 ^a	.244	.219	2.98740

Source: Data Processed by SPSS, 2025

Based on the results of the coefficient of determination test, the R Square value was obtained at 0.244. This result indicates that the variables of leadership and organizational culture are able to explain employee performance by 24.4%, while the other 75.6% is influenced by other variables outside the study. The R Square value of 0.219 indicates that the regression model is quite good at explaining the dependent variable after being adjusted for the number of independent variables. The R value of 0.494 indicates a moderate relationship between leadership and organizational culture on employee performance.

DISCUSSION

1. The influence of leadership on employee performance at the Wara Utara Community Health Center, Palopo City

The results of this study indicate that leadership does not affect employee performance at the Wara Utara Community Health Center in Palopo City. This indicates that the leadership practices implemented at the Wara Utara Community Health Center are not yet strong enough to significantly influence employee performance. Several factors that may cause this include: the leadership style applied is not yet in accordance with the characteristics and needs of employees in the community health center environment, the limited intensity of interaction between leaders and employees, or the presence of other factors that are more dominant in influencing employee performance such as the compensation system, work facilities, or workload. From the perspective of Organizational Behavior Theory, leadership is seen as one of the organizational factors that plays a role in shaping employee attitudes, motivation, and work behavior. However, the results of this study indicate that the leadership stimulus is not yet strong enough to produce a significant performance response at the individual level. However, these results are in line with specific conditions in government agencies, especially community health centers, as found by (Fauziyyah & Cadith, 2023) who studied the influence of leadership style and organizational climate on employee performance, that in certain contexts, leadership is not always a dominant factor. Furthermore, research by (Dahlia & Adrianto, 2025) which analyzed factors influencing employee performance, also showed that other variables were more influential than leadership. Therefore, the results of this study indicate the need for a more comprehensive and adaptive leadership development strategy to improve leader effectiveness in influencing employee performance at the Wara Utara Kota Community Health Center.

2. The influence of organizational culture on employee performance at the North Wara City Health Center, Palopo City

The results of this study indicate that organizational culture has a positive and significant effect on employee performance at the Wara Utara Community Health Center in Palopo City. These results indicate that a strong and positive organizational culture can create a conducive work environment and encourage employees to perform optimally. Shared values, work norms, commitment to public service, and a strong work ethic play a

significant role in shaping employee work behavior. Within the framework of Organizational Behavior Theory, organizational culture acts as an organizational factor that shapes employee psychological conditions, resulting in responses such as increased motivation, a sense of belonging, and improved performance. This is in line with research (Makkasau, 2024) which found that organizational culture influences the performance of installation nurses. This second study confirms that an effective organizational culture can improve employee understanding of their roles and responsibilities, thus impacting productivity and work quality. Furthermore, research by (Rahmaniar et al., 2024) also supports that organizational culture significantly influences physician performance. Research by (Pratiwi et al., 2024) on the influence of organizational culture on employee performance at BPJS also shows consistent results. Thus, the results of this study emphasize the importance of investing in developing and strengthening organizational culture as a strategic effort to create more productive employees, aligned with organizational goals, and supporting the sustainability of the overall performance of the community health center in providing quality health services to the community.

3. The influence of leadership and organizational culture on employee performance at the Wara Utara Community Health Center, Palopo City

Based on the results of the f-test, leadership and organizational culture jointly have a positive and significant effect on employee performance at the Wara Utara Kota Community Health Center. These results indicate that although leadership does not have a significant effect partially, when combined with organizational culture, both are able to make a significant contribution to improving employee performance. This indicates a synergistic effect between leadership and organizational culture in creating a work environment that supports optimal performance achievement. Good leadership can strengthen a positive organizational culture, and conversely, a strong organizational culture can support the effectiveness of leadership in directing employees. In the context of the Wara Utara Kota Community Health Center, the combination of leadership practices and strong organizational cultural values creates a more structured, harmonious, and productive work system. From the perspective of Organizational Behavior Theory, leadership and organizational culture are seen as organizational factors that simultaneously influence employee work behavior collectively. This research is in line with research by (Rahim et al., 2024) which shows that leadership style does not contribute significantly to improving employee performance. Research by (Jufri & Marimin, 2022) also found that leadership

style and organizational culture simultaneously have a positive and significant influence on employee performance. research (Iskandar & Hasbi, 2024) shows that the combination of transformational leadership with an organizational culture oriented towards service quality can significantly improve employee performance.

This study has several limitations. First, the study was conducted in only one location, the Wara Utara Community Health Center in Palopo City, so the results cannot be broadly generalized to other healthcare organizations. Second, the study used only two independent variables: leadership and organizational culture, so there is the possibility that other factors influencing employee performance that were not examined in this study. Third, data collection was conducted through a questionnaire that relied on respondents' perceptions, thus potentially introducing subjective bias in the responses.

CONCLUSION

Based on the analysis and discussion of the research on the influence of leadership and organizational culture on employee performance at the Wara Utara Community Health Center in Palopo City, it can be concluded that individual leadership does not have a significant influence on employee performance. This condition indicates that in public service organizations that work based on strict standard operating procedures and regulations, employee performance tends to be more influenced by the work system and organizational provisions than by direct direction from the leader. Furthermore, organizational culture is proven to have a positive and significant influence on employee performance, which indicates that shared values, work norms, and commitment to public service can shape productive work behavior and be oriented towards improving service quality. Together, leadership and organizational culture are proven to have a significant influence on employee performance, which confirms that the combination of the role of leaders and a strong organizational culture can create a conducive work environment and support the achievement of optimal performance at the Wara Utara Community Health Center in Palopo City.

For further researchers, it is recommended to develop the research by adding other variables that have the potential to influence employee performance, such as work motivation, job satisfaction, compensation, work environment, and workload, as well as

using different research approaches and methods to obtain more in-depth and comprehensive results.

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