



## The Influence of Leadership Style and Organizational Culture on Employee Performance Through Motivation as Mediation (At PT. Siam-Indo Gypsum Industry)

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**Abstract:** The goal of this research is to look at the impact of Leadership Style and Organizational Culture on Employee Performance using Motivation as a mediation. With a random sample approach of 176 people, the population of this study is all employees of PT. Siam-Indo Gypsum Industry in Bekasi Regency. The Structural Equation Model-Partial Least Squares is used to analyze the data (SEM-PLS). According to the findings of this study, Leadership Style and Organizational Culture have a direct and considerable beneficial influence on motivation. Employee performance is directly affected by motivation in a favorable and meaningful way. Leadership Style and Organizational Culture have no direct influence on employee performance, but they do have a considerable effect with perfect mediation through Motivation. The article discusses the ramifications of this discovery. It is recommended that leaders be able to cooperate well with their subordinates, provide clear and easy-to-understand work procedures, and provide awards and work according to their abilities.

**Keywords:** Leadership Style, Organizational Culture, Motivation, Employee Performance

### INTRODUCTION

The company's business development and competition with similar products is increasingly lively and tight, both in terms of product quality and price competition. This requires company management to make better and more professional strategies in all fields, so that the company's business can survive and the company's initial goals were established to obtain maximum profits. The need for capital, facilities and infrastructure, technology, applicable regulations is a must, but there are other important things that must be considered by a company or organization, namely the need for quality human resources, because they are responsible for carrying out company policies and daily operations. who can make a major contribution to the company, meaning that the company really needs personnel who consistently perform at a high level (job performance). Because human resources determine

the success of the company, company management is required to be able to make and implement various policies that can produce human resources with maximum quality performance in achieving the company's business goals. For this reason, it is necessary to know the existence of indicators that can influence employee performance such as leadership style, career path, work environment, workload, individual abilities, organizational culture, company environment and facilities, compensation, motivation, recruitment, organizational commitment, training and development.

PT. Siam-Indo Gypsum Industry is a joint venture company between Wings Surya (Wings Group) from Indonesia and Siam Cement Groups (SCG) from Thailand. Researchers consider the variables of leadership, organizational culture, motivation and performance to be very important to study at PT. Siam-Indo Gypsum Industry, because of these variables the researchers consider that the organization still has internal problems, such as leaders who seem more focused on the results of achieving work goals than the procedures followed by the employees themselves, the lack of responsiveness of the leadership for problems that occur to employees. In terms of organizational culture where company leaders make decisions on a problem without the involvement of employees, there is low awareness of employees about the values and rules within the organization, one of which is in the matter of discipline and attendance. And in terms of employee motivation, it's the lack of motivation that companies pay attention to because of the problems businesses face in trying to inspire their workers, which leads to a lack of discipline at work.

Based on the results of employee performance appraisal on the basis of employee attendance rates from 2019 to 2021, the employee performance results are as follows:

**Table 1. Employee Performance for the 2019-2021 Period**

| No.   | Results    | Year                |       |                     |       |                     |       |
|-------|------------|---------------------|-------|---------------------|-------|---------------------|-------|
|       |            | 2019                |       | 2020                |       | 2021                |       |
|       |            | Number of employees | %     | Number of employees | %     | Number of employees | %     |
| 1     | Good       | 205                 | 65,3% | 131                 | 42,1% | 81                  | 25,6% |
| 2     | Enough     | 82                  | 26,1% | 143                 | 46,0% | 140                 | 44,3% |
| 3     | Not enough | 27                  | 8,6%  | 37                  | 11,9% | 95                  | 30,1% |
| Total |            | 314                 | 100%  | 311                 | 100%  | 316                 | 100%  |

Source: Company Data (2022)

The data obtained from the company above explains that the percentage of employees whose performance values have not increased from 2019 to 2021. In 2019 the percentage with underperformance was 8.6% and in 2020 it increased to 11.9%, and in 2021 increased sharply to reach a percentage of 30.1%. Apart from the same thing affecting the level of employee performance, the Covid-19 pandemic situation has also added to the decline in employee performance.

At the beginning of the establishment of the company, the application of organizational culture, motivation and leadership at PT. Siam-Indo Gypsum Industry is already good at its implementation. The company has special values where democratic leadership, the existing organizational culture seeks to ensure that each member of the group can collaborate effectively to achieve goals, both in terms of task allocation and instilled a sense of responsibility, and employees get satisfactory motivation from the head of the company. This condition can work because the level of employee performance will increase if there is a leadership role in fostering positive employee communication and offering staff coaching. Likewise, good leadership and understanding of the situation and conditions in the organization can lead to increased employee performance, such as discipline at work, diligent at work. Organizational culture at PT. Siam-Indo Gypsum Industry. This is shown by the

interaction between colleagues and effective communication within and between departments. Because cooperation and collaboration in business is needed so that companies can do their best and management also provides good motivation to employees who have loyalty and good performance.

However, as time goes on, and the age of employees, changes and turnover of leaders, changes in rules, both regulations from the government and internal companies, cause changes in behavior at work. There is a feeling of boredom with the routine of work and also feeling that they have worked for a long time and are more senior in the company, making their behavior less disciplined, resulting in less than optimal performance, such as being late to entry, a lot of time being wasted because of activities carried out that are not related to work. This causes a bad influence on the quality of the performance of other employees in the company.

Several research on leadership style, corporate culture, and job motivation demonstrate that there are still numerous discrepancies in significantly impacting employee performance. According to Paais & Pattiruhu (2020) study, motivation, leadership, and organizational culture all have an essential role in affecting performance, job satisfaction, and organizational benefit. Leadership may also modify the ambiance of a company to make it more optimum and professional. Similarly, Saragih & Saluy (2022) stressed the importance of leadership style and corporate culture in influencing employee performance. Meanwhile, other studies, such as those conducted, yielded different outcomes. According to Andayani & Tirtayasa (2019), leadership has little influence on employee performance. Tangdialla et al (2021) also claimed that company culture has a detrimental impact on employee performance. Finally, Djaya (2021) claims that motivation has a negative and little impact on excellent employee performance.

## **LITERATURE REVIEW**

### **Employee Performance**

Because employee performance (job performance) has a direct influence on organizational success, it seems fair that firms would try to improve their employees' efficiency in carrying out their goal. Mangkunegara (2016) defines performance as both the quality and amount of output generated by an employee in carrying out his obligations, and each derives from the words job performance and real performance. Employee performance management may increase the performance of the firm or organization as a whole, as well as the performance of each individual and work group inside the enterprise. Employee actions create results (Armstrong, 2009).

### **Leadership Style**

Leadership style is the method a leader uses to shape the actions of his followers; ideally, this style will serve to direct and inspire his team members, leading to increased results. The productivity of employees or subordinates is greatly influenced by the leader's leadership style. Leadership, according to Edison et al (2017), is the art and science of shaping the behavior of followers in serving a shared vision. This means that a leader's approach to managing current resources has a significant impact on mood at work and, in turn, on an organization's ability to achieve its goals. Being a leader means having the capacity to inspire people to action, mobilize troops to support a common cause, and articulate one's vision in a way that wins over others.

### Organizational Culture

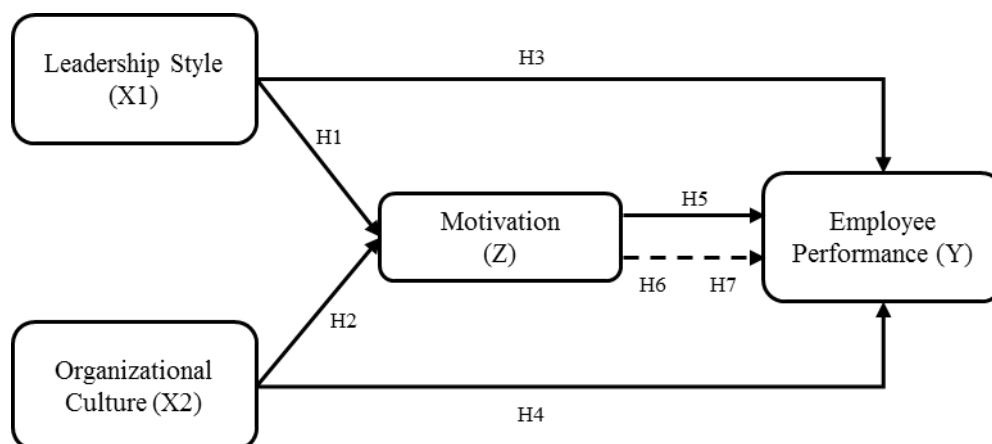
According to Putra (2013), organizational culture can be defined as a set of shared values, norms, beliefs, and habits. Meanwhile, Herfina (2014) defines organizational (business) culture as “a synthesis of many cultural backgrounds and distinctive personal styles of the people who work there. Meanwhile Umi (2015) defines organizational culture as a set of norms and values formed and executed by a corporation to affect the character or conduct of its employees in order to allow timely completion of tasks and attainment of corporate goals.

### Work Motivation

According to Prasetyo et al. (2016), motivation is a mental procedure that can explain why they act the way they do. Human behavior is basically focused on achieving one goal. In other words, action is taken to get the desired result. Several components working together are required to achieve this goal. Therefore, what drives a person to take action in pursuit of a goal is motivation. In addition, according to Robbins & Judge (2015) individual motivation is their "potential energy reserves" that can be used and released depending on the intensity of the drive and the availability of opportunities where this energy can be put to good use. This is because employees are motivated by the motive power of basic needs, expectations, and incentive values.

### Framework

Based on an analysis of the main research issue, this study employs Leadership Style (X1), Organizational Culture (X2), and Work Motivation (Z) as independent factors and Employee Performance (Y) as the dependent variable (Y). The following is the rationale for this research:



**Figure 1. Thinking Framework**

#### Hypothesis:

- H1 : Leadership style is thought to have a substantial impact on motivation
- H2 : Organizational culture is thought to have a substantial impact on motivation
- H3 : Leadership Style is thought to have a substantial impact on employee performance
- H4 : Organizational Culture is thought to have a substantial impact on employee performance
- H5 : Motivation is thought to have a substantial impact on employee performance
- H6 : Through Motivation as Mediation, Leadership Style has a tremendous impact on Employee Performance

H7 : Through motivation as Mediation, organizational culture has a substantial impact on employee performance

### RESERCH METHODS

Quantitative research techniques were used in this study. Quantitative research is defined by explicitly methodical, planned, and organized requirements, which are established from the outset and used to develop the research design. This study uses an associative approach with quantitative techniques. X1 (transformational leadership style), X2 (organizational culture), Z (work motivation), and Y (employee performance). And the motivational variable (Z) referred to here functions as a mediating variable. All employees with permanent employee status at PT. Siam-Indo Gypsum Industry, totaling 314 employees, is the sample population for this study. The sampling technique uses the probability sampling method, namely simple random sampling. Furthermore, Slovin's formula can be used to calculate the required sample size. Therefore, a minimum sample size of 176 employees is required.

Quantitative primary data and qualitative secondary data from internal company documents are used. Partial Least Square (Smart-PLS) version 3.2.9 was used for data processing, and Component-Based Structural Equation Model or Variance was used for analysis.

### FINDINGS AND DISCUSSION

#### Measurement Model Testing (Outer Model)

The results of testing the measurement model or outer model are used to evaluate the model's validity and reliability. The outer model with reflexive indicators is assessed using the indicators' convergent and discriminant validity, as well as the indicator block's composite reliability. The table below shows the results of AVE convergent testing:

**Table 2. Validity Test Results - AVE**

| Variable                    | Average (AVE) | Information |
|-----------------------------|---------------|-------------|
| Organizational Culture (X2) | <b>0,650</b>  | Valid       |
| Organizational Culture (X1) | <b>0,657</b>  | Valid       |
| Employee Performance (Y)    | <b>0,618</b>  | Valid       |
| Motivation (Z)              | <b>0,573</b>  | Valid       |

Source: Output PLS 2022

As can be seen in table 2 above, the PLS output shows that all variables have an AVE value greater than 0.5. As a result, these metrics have been approved for use in measuring the relevant dimensions and variables.

**Table 3. Discriminant Validity Test Results (Fornell Lacker Criterium)**

| Variable                    | Organizational Culture (X2) | Leadership Style (X1) | Employee Performance (Y) | Motivation (Z) |
|-----------------------------|-----------------------------|-----------------------|--------------------------|----------------|
| Organizational Culture (X2) | <b>0,806</b>                |                       |                          |                |
| Leadership Style (X1)       | 0,377                       | <b>0,810</b>          |                          |                |
| Employee Performance (Y)    | 0,391                       | 0,342                 | <b>0,786</b>             |                |
| Motivation (Z)              | 0,429                       | 0,433                 | 0,626                    | <b>0,757</b>   |

Source: Output PLS (2022)

If the calculated model discriminant validity criteria are fulfilled, the square root of the average variance extracted across all constructs must be larger than the correlation estimated across all constructs. Furthermore, the goal of composite reliability testing is to assess the dependability of the instrument in the study model.

**Table 4. Composite Reliability Test Results and Cronbach's Alpha**

| Variable                    | Composite Reliability | Cronbach's Alpha |
|-----------------------------|-----------------------|------------------|
| Organizational Culture (X2) | <b>0,949</b>          | <b>0,940</b>     |
| Leadership Style (X1)       | <b>0,950</b>          | <b>0,941</b>     |
| Employee Performance (Y)    | <b>0,942</b>          | <b>0,931</b>     |
| Motivation (Z)              | <b>0,890</b>          | <b>0,851</b>     |

Source: Output PLS (2022)

Because the composite reliability test score is less than 0.7, the idea or questionnaire employed in this study is trustworthy and consistent. All latent variables with a Cronbach's alpha value of at least 0.70 are considered trustworthy. As a result, it is possible to conclude that there are no untrustworthy latent variables.

**Measurement Model Testing (Inner Model)**

To put the conceptual framework through its steps, testing a deep model requires creating a model based on concepts and theories to examine the interactions between external and endogenous factors. The R-Square and Goodness of Fit (GoF) values are checked as part of the structural model testing procedure (inner model).

**Table 5. R-Square Calculation Results (R<sup>2</sup>)**

|                          | <i>R Square</i> | <i>Adjusted R Square</i> |
|--------------------------|-----------------|--------------------------|
| Employee Performance (Y) | <b>0,412</b>    | <b>0,402</b>             |
| Motivation (Z)           | <b>0,270</b>    | <b>0,261</b>             |

Source: Hasil Output PLS (2022)

It can be seen that the R-Square value for the variables of Leadership Style (X1), Organizational Culture (X2) and Motivation (Z) on Employee Performance (Y) is 0.412. This explains that the percentage of the magnitude of the predictor variable, namely Leadership Style (X1), Organizational Culture (X2) and Motivation (Z) can affect the Employee Performance variable (Y) by 41.2%. Also obtained R-Square value for the variable Leadership Style (X1) and Organizational Culture (X2) on Motivation (Z) is 0.270. This explains that the percentage of the variable predictor of Leadership Style (X1) and Organizational Culture (X2) can only affect the Motivation variable (Z) by 27%.

**Goodness of Fit (GoF) Testing**

GoF values range from 0-1 with the following interpretation: Low Goodness of Fit (GoF) = 0.1, Moderate Goodness of Fit (GoF) = 0.25 and Great Goodness of Fit (GoF) = 0.38. Then the GoF calculation for this study is as follows:

$$\begin{aligned}
 \text{GoF} &= \sqrt{(\text{AVE} \times R^2)} \\
 &= \sqrt{((0,650 + 0,657 + 0,618 + 0,573) / 4) \times ((0,412+0,27)/2)^2} \\
 &= \sqrt{(0,6245 \times 0,1163)} \\
 &= 0,2694
 \end{aligned}$$

From the calculation results, the GoF Index value is considered large because the value is more than 0,2694 (Ghozali & Latan, 2015). This shows that the overall model is moderate.

### Hypothesis Test

The estimated value of the path coefficient can be said to be significant if the T-table for significance is greater than 1.96 at a significance level of 5% (alpha = 0.05). After analyzing the collected data, we can draw conclusions about the research hypothesis. The value of the T-statistic where the research hypothesis can be considered accepted if the value of the T-statistic is greater than the T table used to test the hypothesis in this study.

**Table 6. Hypothesis Testing Results**

| Variable   | Original Sample | Sample Average | Standard Deviation | T Statistik | P Values | Information          |
|--|-----------------|----------------|--------------------|-------------|----------|----------------------|
| Organizational Culture (X2) → Employee Performance (Y) | 0,138           | 0,138          | 0,086              | 1,610       | 0,054    | Not Significant      |
| Organizational Culture (X2) → Motivation (Z)           | 0,309           | 0,310          | 0,085              | 3,618       | 0,000    | Significant Positive |
| Leadership Style (X1) → Employee Performance (Y)       | 0,055           | 0,052          | 0,099              | 0,557       | 0,289    | Not Significant      |
| Leadership Style (X1) → Motivation (Z)                 | 0,316           | 0,322          | 0,086              | 3,686       | 0,000    | Significant Positive |
| Motivation (Z) → Employee Performance (Y)              | 0,543           | 0,550          | 0,077              | 7,017       | 0,000    | Significant Positive |

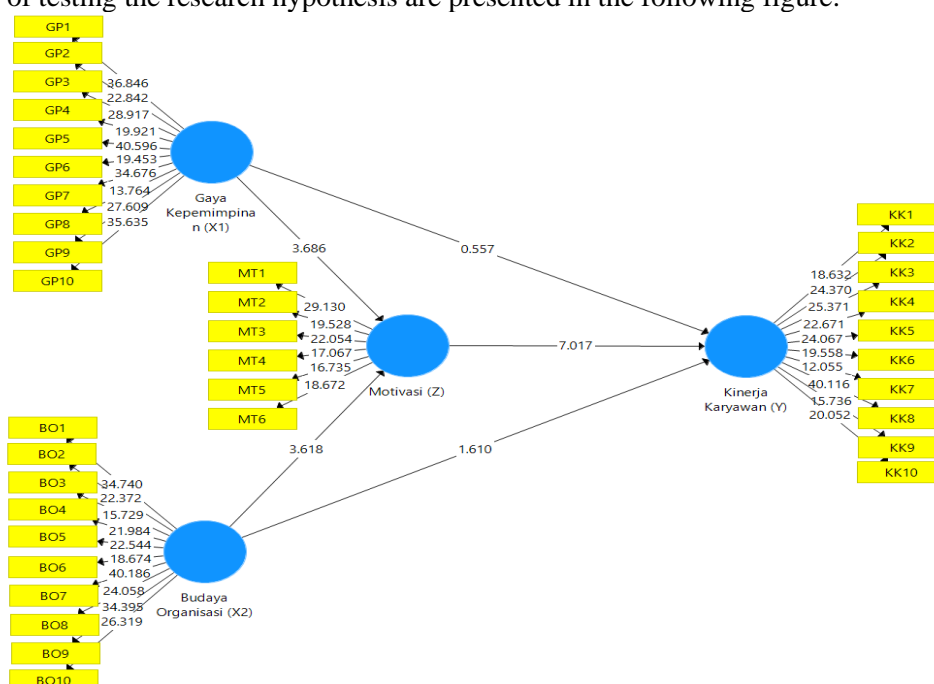
Source: Output PLS (2022)

**Table 7. Indirect Effect Value Results**

| Variable  | Original Sample | Sample Average | Standard Deviation | T Statistik | P Values | Information          |
|---|-----------------|----------------|--------------------|-------------|----------|----------------------|
| Organizational Culture (X2) → Motivation (Z) → Employee Performance (Y) | 0,168           | 0,169          | 0,048              | 3,505       | 0,000    | Significant Positive |
| Leadership Style (X1) → Motivation (Z) → Employee Performance (Y)       | 0,172           | 0,177          | 0,056              | 3,063       | 0,001    | Significant Positive |

Source: Output PLS (2022)

The results of testing the research hypothesis are presented in the following figure:



**Figure 2. Hypothesis Testing Results**

## Discussion

Based on the outcomes of the research hypothesis test and past study, it is possible to infer that the hypothesis (H1) is accepted. The regression coefficient t test is 3.686 and the t table is 1.974 with a sample size of  $N = 176$  and a significance level of 0.0001. The test results reveal that the coefficient is positive since the t statistic is more than the t table and the p value is less than the significance threshold ( $\alpha = 5$ ). This indicates that the more effective the leadership style, the greater the impact on motivation. This study also discovered that responders who have a leader who can collaborate with them on their job might enhance employee motivation. In line with Dewi & Surya (2022) in New Kuta Golf Bali, leadership style has a favorable and considerable impact on staff motivation. Dewi (2019) findings, on the other hand, are diametrically opposed. According to the study's findings, leadership style has no substantial effect on motivation.

The outcomes of this study confirm the second hypothesis (H2), which suggests that organizational culture has a positive and statistically significant influence on motivation. This study also discovered that making performance quality the company's top priority at work might enhance employee motivation. The regression coefficient t test statistic is 3.618, whereas the t table is 1.974 for  $N = 176$ , with a p value of 0.000. Because the t statistic is greater than the t table and the p value is below than the threshold for significance ( $\alpha = 5\%$ ), the coefficient is positive, as demonstrated by the test results. These findings support the findings of Firanti et al (2020) in their study on Club K members at Jakarta State University, which concluded that organizational culture has a substantial and beneficial influence on employee motivation. Meanwhile, Musran & Wargianto (2019) discovered the opposite finding, demonstrating that corporate culture has no effect on workplace motivation.

This study's findings contradict the third hypothesis (H3), which asserts that there is a positive association between leadership quality and employee performance.  $N = 176$ ,  $p = 0.289$ , t regression coefficient = 0.557, t table = 1.974. The test results show that the coefficient is negative (t statistic greater than t table and p value more than  $\alpha = 5\%$ ). According to the findings of this study, leaders that constantly highlight the need of completing assignments on time and within budget have a detrimental influence on worker productivity. According to research conducted by Nugroho & Farida (2022), the majority of PT. Global Solusi Retail agreed that their leadership style had little effect on performance. However, Irwan et al (2020) disagree in their own research. According to the findings, there is a strong correlation between leader style and employee performance.

Based on the results of the research hypothesis test and previous study, the hypothesis (H4) may be rejected. For  $N = 176$ , the regression coefficient in the t statistical test is 1.610 and the t table is 1.974, providing a p value of 0.054. The test results show that the coefficient is negative (t statistic greater than t table and p value more than  $\alpha = 5\%$ ). This shows that organizational culture has minimal influence on employee performance. In this study it was also found that the efforts of employees to be able to solve work problems without waiting for orders from superiors could not encourage increased employee performance. Consistent with the findings of Irwan et al (2020), who found that corporate culture does not affect employee performance. However, research by Saragih & Saluy (2022) shows the opposite result. The study found that Organizational Culture has a significant effect on Employee Performance.

Based on the outcomes of the research hypothesis test and past study, it is possible to infer that the hypothesis (H5) is accepted. The regression coefficient's t-test statistic is 7.017, whereas the t-table value for  $N = 176$  is 1.974 ( $p = 0.000$ ). The coefficient is positive, as evidenced by the test results, because the t statistic is greater than the t table and the p value is less than the threshold for significance ( $\alpha = 5\%$ ). Which means increasing employee motivation will affect the level of employee performance. Employee engagement was



observed to increase when respondents were given the opportunity to use their own creativity on the job. Riyanto et al (2021) showed similar findings for IT organizations in Bandung and Jakarta, demonstrating that intrinsic motivation has a favorable influence on staff performance. Meanwhile, Wahjoedi (2021) discovered the opposite outcome in another investigation. The study discovered that motivation had little influence on employee performance.

Furthermore, the sixth hypothesis (H6) was confirmed to be correct. For  $N = 176$  and a p-value of 0.001, the regression coefficient for the statistical t-test is 3,063 and the t-table is 1,974. The tests findings suggest that the coefficient is positive. According to the findings of this study, leadership style has a positive and substantial influence on employee performance via motivation as mediation, which implies that the better the leadership style, the more employee motivation there will be, which will lead to greater employee performance. In this study it was also found that leaders who can work together in carrying out their work will affect the level of employee performance, if employees are given the opportunity to be able to develop creativity in the work given. These findings confirm Gunawan et al (2022) claim that motivation mediates leadership style, having a major impact on staff performance. Meanwhile, Purnamasari (2021) discovered the inverse in another investigation. According to the findings of the study, motivation does not operate as a moderating variable in the influence of leadership style on employee performance.

The regression coefficient t statistical test for the seventh hypothesis (H7) was the coefficient is positive, as evidenced by the test results because the t statistic is greater than the t table and the p-value is less than the threshold for significance ( $\alpha = 5\%$ ). These findings reveal that organizational culture significantly influences employee performance through motivation as a mediation indicating that an increase in culture will in turn increase employee motivation and performance. It was found that if workers are given the opportunity to develop their own creativity in the tasks assigned to them, their performance will improve if the organization makes quality work a top priority. Similarly, Gunawan et al (2022) discovered that intrinsic motivation modifies the influence of corporate culture on performance. Wahjoedi (2021) discovered the opposite outcomes in his investigation. This study revealed that corporate culture has no substantial influence on employee performance via the mediation of intrinsic motivation.

## CONCLUSIONS

Several research findings suggest that PT. Siam-Indo Gypsum Industry's leadership style and organizational culture have a substantial beneficial influence on employee motivation. As a consequence, PT. Siam-Indo Gypsum Industry has discovered that a highly motivated team yields the greatest outcomes. However, leadership styles and organizational culture play little influence on PT. Siam-Indo Gypsum Industry's success. Furthermore, the mediating variable, motivation, was discovered to be capable of mediating the interaction between leadership style and organizational culture factors on the performance of PT. Siam-Indo Gypsum Industry personnel.

Leaders or direct superiors of each work unit are expected to cooperate with their subordinates to help each other. Then each employee is expected to be able to choose worker priorities that can improve the quality of his performance. Finally, to be able to improve employee performance, it is necessary to provide work motivation for employees. In future research, some of these research variables can be considered for use, so that it will present more varied research results and as a comparison of the results of this study.

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