



DOI: <https://doi.org/10.38035/dijms.v6i4.4344>
<https://creativecommons.org/licenses/by/4.0/>

Literature Review the Influence of Organizational Culture, Human Resource Management and Leadership on Performance

Shinta Kusumastuti¹, Syamsunasir Syamsunasir²

¹ The Air Chief Marshall Suryadarma University, Jakarta, Indonesia, email. 241173016@students.unsurya.ac.id

² The Air Chief Marshall Suryadarma University, Jakarta, Indonesia, email. syamsunasir@unsurya.ac.id

Corresponding Author: 241173016@students.unsurya.ac.id¹

Abstract: This literature review aims to propose a hypothesis concerning the connections between factors for prospective studies in human resource management (HRM). The review focuses on organizational culture, HRM, leadership, and performance, presented as a scientific article in HRM. The study utilizes a descriptive qualitative approach, relying on data obtained from literature reviews and analyses of pertinent previous studies. The data is derived from previous research and academic sources, including Dinasti Publisher, Semantic Scholar, Google Scholar, and digital reference materials. Each independent variable is analyzed using at least one relevant article to ensure reliability. The findings indicate that organizational culture, HRM, and leadership play a crucial role in influencing performance. Positive organizational culture fosters collaboration and innovation, HRM aligns employee potential with organizational goals through effective recruitment, training, and management practices, while leadership inspires and empowers employees to achieve optimal performance. This research emphasizes the significance of incorporating organizational culture, HRM, and leadership to drive exceptional performance and offers insights into how these elements are interconnected in improving both individual and organizational results.

Keywords: Organizational Culture, Human Resource Management, Leadership, & Performance.

INTRODUCTION

In the age of globalization and intensifying business competition, organizations are challenged to enhance their productivity, innovation, and work quality. So, performance will become a benchmark for a company's success. Performance refers to the achievement of work outcomes or job accomplishments in line with the targets set for an employee within a specific timeframe, based on their assigned duties and responsibilities (Khaeruman et al., 2021).

Organizational culture is a critical element that plays a key role in ensuring the company's sustainability and long-term success. (Ganyang, 2018) organizational culture as the values embraced by an organization that shape its characteristics, attitudes, and daily behaviors,

whether consciously or unconsciously displayed by all members. It acts as a unique identity that sets the organization apart from others. Organizational culture affects performance by shaping employee behavior, fostering motivation, and creating a conducive work environment. A positive culture aligns employees with organizational goals, encourages collaboration, and supports innovation, leading to improved productivity and job satisfaction. It also promotes effective communication, adaptability, and leadership effectiveness, all of which are essential for attaining organizational success.

As the company's main asset, employees are key contributors to the organization's success in achieving its strategic objectives. Therefore, company management prioritizes improving employee performance. Managing human resources is a critical factor in determining an organization's success. With its focus on overseeing, nurturing, and retaining the workforce, HRM holds a strategic position in ensuring employees contribute effectively to achieving the organization's objectives. In today's highly competitive landscape, organizations must not only deliver exceptional products or services but also ensure that their employees consistently perform at an optimal and sustainable level. Human Resource Management is defined as a field of management responsible for human resource planning, recruitment, training, career development, and organizational development initiatives within a company or organization (Asir, 2022).

Effective HRM strategies and practices not only boost individual performance but also foster team collaboration, leading to a significant improvement in overall organizational outcomes. To achieve enhanced performance, it is just as essential to take the role of leadership into account. The effectiveness of a leader can be assessed by evaluating their leadership approach in steering their team toward accomplishing shared objectives. Leadership is the ability possessed by an individual, referred to as a leader, to influence and motivate the work spirit of employees or subordinates to achieve goals or targets to the fullest extent (Khaeruman et al., 2021). According to Ganyang (2018), leadership is the capability of an individual to guide and influence others' behavior through effective communication processes to accomplish individual, group, and organizational objectives.

Performance serves as a critical measure of an organization's efficiency and effectiveness. It is shaped by various factors, including individual attributes like motivation and skills, as well as the systems and policies established by the organization. Human Resource Management (HRM) is instrumental in cultivating a supportive work environment, delivering targeted training, implementing equitable reward structures, and promoting positive workplace interactions.

As challenges in the business world grow increasingly complex, the function of Human Resource Management (HRM) has evolved from merely handling administrative duties to serving as a strategic ally in enhancing employee performance across the organization. Exploring and analyzing HRM's impact on performance has become crucial. Likewise, leadership holds significant importance, as leaders who provide clear and effective guidance can enhance performance and support the achievement of organizational objectives.

Problem formulation

Drawing from the background, the issues to be discussed can be formulated to establish hypotheses for future research, namely:

1. Does Organizational Culture affect Performance?
2. Does Human Resources Management affect Performance?
3. Does Leadership affect Performance?

METHOD

The approaches utilized in crafting scientific articles include qualitative methods and literature reviews. This entails examining theories and exploring the relationships or impacts

between variables through books and journal articles, online through sources such as Mendeley, Google Scholar, and other online media. In qualitative research, the literature review should be conducted in alignment with the methodological assumptions.

This research utilizes data from previous studies related to human resource management. The researcher will examine existing literature to uncover patterns and trends in business management. By leveraging prior research, the study aims to build more robust, evidence-based arguments and enhance the overall understanding of business management.

RESULTS AND DISCUSSION

This literature review article explores the topic by synthesizing key concepts and insights gathered from the problem statement, theoretical foundations, and prior research, including :

1. The Influence of Organizational Culture on Performance

Organizational culture plays a crucial role in shaping employee behaviors and attitudes, which directly impact both individual and organizational performance. A positive organizational culture, such as one that fosters collaboration, innovation, and recognition of achievements, encourages employees to work more productively and proactively. Conversely, a poor organizational culture can create an uncondusive environment, lower morale, and hinder the achievement of organizational objectives.

An organizational culture that fosters open communication, mutual trust, and teamwork promotes collaboration among employees, leading to greater efficiency and effectiveness. Additionally, a culture that promotes innovation allows employees to think creatively and take initiative, which is essential for maintaining an organization's competitiveness. A positive organizational culture enhances employee satisfaction and loyalty, significantly influencing overall performance.

In conclusion, a positive organizational culture helps foster a supportive and conducive work environment, boosts productivity, and helps organizations achieve their strategic goals. Therefore, management should actively develop and manage a culture that supports individual and organizational growth to ensure sustainable performance.

Based on these arguments, it can be inferred that organizational culture has an influence on performance, where this was also conveyed by (Astuti, 2022), (Mardiani & Sepdiana, 2022), (Zuleha et al., 2024), (Rivai, 2022), (M. Saifur Rahman et al., 2022), (Dunggio, 2020), (Tannady & Budi, 2023) in their studies which stated that organizational culture has a significant effect on performance.

2. The Influence of Human Resource Management on Performance

Human Resource Management (HRM) is essential in driving improvements in both individual and organizational performance. HRM encompasses functions such as talent acquisition, employee training, professional growth, and performance evaluation, all of which are designed to maximize employee potential. Effective recruitment ensures that organizations acquire competent employees who meet organizational needs. Training and career development empower employees with the skills needed to execute their tasks more effectively, while performance management delivers constructive feedback to keep employees aligned with organizational objectives.

Furthermore, effective HRM motivates employees through fair reward systems, recognition of achievements, and opportunities for career growth. Employees who feel valued are typically more satisfied and motivated to put forth greater effort. This job satisfaction directly impacts productivity and employee loyalty, allowing organizations to achieve better results. Policies such as work-life balance and conflict management also foster a conducive work environment, which contributes to improved employee performance.

The connection between HRM and performance is fundamentally strategic. Well-managed HRM ensures that organizational policies and practices align with business vision and mission, creating synergy between individual and organizational goals. This approach supports employee growth and serves as a foundation for organizational success in overcoming challenges and achieving competitive advantage.

Building upon these points, It can be inferred that human resource management plays a role in influencing performance. This was also conveyed by (Darmawan et al., 2023), (Supriyadi et al., 2020), (Kurniawan et al., 2021), (Alshammari, 2020), (Simbolon et al., 2021), (Tambunan & Pandiangan, 2024) (Putri et al., 2022) in their studies, which stated that human resource management has a significant effect on performance.

3. The Influence of Leadership on Performance

Leadership is a critical factor that directly impacts the performance of individuals, teams, and organizations. Effective leaders not only provide direction and vision but also can motivate, inspire, and empower employees to achieve their full potential. A leader's chosen leadership style greatly influences the workplace atmosphere, productivity levels, and the attainment of organizational objectives.

Leaders with a transformational leadership style, for example, are known to be effective in enhancing performance as they focus on individual development, encourage innovation, and foster trust. They motivate employees by providing challenges, recognizing achievements, and offering support to overcome obstacles. On the other hand, autocratic leadership, which tends to be rigid, may limit creativity and lower morale, although It can serve as an effective means of achieving short-term objectives in specific situations.

The connection between leadership and performance is also evident in the leader's capacity to foster a supportive and efficient and effective work environment. Leaders who promote open communication, teamwork, and employee empowerment tend to build more productive and well-organized teams. Thus, effective leadership not only drives individual performance but also acts as a catalyst for the overall success of an organization. Therefore, it is crucial for organizations to cultivate leadership capabilities that focus on human resource development and the achievement of strategic objectives.

Building on these arguments, It can be concluded that leadership plays a vital role.because it has an influence on performance, where this was also conveyed by (Nasution & Ichsan, 2021), (Norawati et al., 2024), (Fachrial, 2024), (Erri et al., 2021), (Jamali et al., 2022), (Parveen et al., 2022), (Tannady & Budi, 2023) in their studies which stated that leadership has a significant effect on performance.

Table 1. Relevant Previous Studies

No	Author (Years)	Research Result	Equation with this article	Differences with this article
1	Astuti, D. (2022)	Commitment, both on an individual and collective level, greatly influenced employee performance. Likewise, organizational culture, whether examined separately or as a whole, also had a notable effect on employee performance.	Organizational culture, whether assessed individually or collectively, greatly impacted employee performance.	Commitment, whether evaluated individually or collectively, had a substantial influence on employee performance.
2	Mardiani, I.N. & Sepdiana, Y.D. (2021)	The findings demonstrated that leadership style did not significantly influence employee performance, whereas organizational culture had a meaningful positive effect on employee performance.	Organizational culture exhibited a strong and positive effect on performance.	The leadership style variable demonstrated no notable impact on employee performance.

3	Zuleha, A., Sawitri, N.N, & Hendayana, Y. (2024)	The findings of this study reveal that (1) organizational culture plays a crucial role in significantly impacting employee performance (2) information technology, the work environment, and compensation do not affect employee performance. (3) Work motivation serves as a moderating factor in the relationship between organizational culture and employee performance. (4) Work motivation also moderates the impact of information technology on employee performance, (5) the work environment's effect on employee performance, and (6) the influence of compensation on employee performance. Finally, (7) work motivation has a significant direct impact on employee performance.	Organizational culture has a substantial and meaningful influence on employee performance.	(1) Information technology, the work environment, and compensation do not have an impact on employee performance. (2) Work motivation acts as a moderating factor in the relationship between organizational culture and employee performance. (3) Work motivation also moderates the effect of information technology on employee performance. (4) Similarly, work motivation moderates the impact of the work environment on employee performance. (5) Furthermore, work motivation moderates the influence of compensation on employee performance. (6) Lastly, work motivation has a significant direct effect on employee performance.
4	Rivai, A. (2020)	The study reveals that transformational leadership and organizational culture individually contribute positively and significantly to employee performance at PT Federal International Finance - Medan. Furthermore, their combined influence also positively and significantly enhances employee performance at the company.	The study reveals that transformational leadership and organizational culture individually contribute positively and significantly to employee performance at PT Federal International Finance - Medan. Furthermore, their combined influence also positively and significantly enhances employee performance at the company.	The population of this study included all 60 permanent employees of PT Federal International Finance-Medan. The research employed multiple regression as the method of data analysis.
5	Rahman, M.S., Sulistyani, & Widayati, T. (2023)	The assertive communication style has a positive effect on job satisfaction, while organizational culture also positively influences job satisfaction. Furthermore, the assertive communication style directly enhances employee performance, and organizational culture significantly impacts employee performance. Job satisfaction has a positive effect on employee performance; however, it does not mediate the relationship between assertive communication style and	Organizational culture contributes positively to employee performance.	The assertive communication style has a positive effect on job satisfaction, while organizational culture also positively influences job satisfaction. Furthermore, the assertive communication style directly enhances employee performance. Job satisfaction has a positive effect on employee performance; however, it does not mediate the relationship between assertive communication

		employee performance. In contrast, job satisfaction serves as a mediator in the relationship between organizational culture and employee performance.		style and employee performance. In contrast, job satisfaction serves as a mediator in the relationship between organizational culture and employee performance.
6	Dunggio, S. (2023)	Organizational culture has both a simultaneous and partial influence on employee performance at the Gorontalo District Duingi Office.	Organizational culture exerts both simultaneous and partial effects on employee performance at the Gorontalo District Duingi Office.	The researchers employed a survey-based research design with a quantitative approach, utilizing a combination of words or sentences alongside numerical data. This study involved sampling and relied on questionnaires as the primary data collection tool
7	Nasution, L. & Ichsan, R. N. (2021)	The results revealed that the leadership variable has a notable impact on employee performance.	The results revealed that the leadership variable has a notable impact on employee performance.	This study adopted a saturated sampling approach, involving the inclusion of the entire population as the sample.
8	Norawati, S., Diharja, M., & Basem, Z. (2024)	Leadership has been directly demonstrated to significantly influence employee performance, while work culture did not exhibit a direct significant effect. However, organizational commitment significantly impacted employee performance. Moreover, leadership and work culture were shown to affect employee performance indirectly through organizational commitment, confirming its role as a mediator between leadership, work culture, and employee performance.	Leadership has been directly demonstrated to significantly influence employee performance.	Work culture was not directly proven to significantly impact employee performance, whereas organizational commitment had a significant effect. Furthermore, leadership and work culture were shown to indirectly influence employee performance through organizational commitment, underscoring its role as a mediator in these relationships.
9	Fachrial, P. (2024)	The findings of this study highlight that servant leadership, training, and work discipline are key factors in significantly boosting employee performance.	Leadership significantly contribute to improving employee performance.	Training and work discipline are crucial factors that significantly contribute to improving employee performance.
10	Erri, D., Lestari, A.P., & Asymar, H.H. (2021)	Leadership has been directly demonstrated to significantly influence employee performance.	Leadership has been directly demonstrated to significantly influence employee performance.	The research methods used were observation, interviews, questionnaires, and documentation studies.
11	Jamali, A.R., Bhutto, A., Khaskhely, M., & Sethar, W. (2021)	The study found that transformational (TF) leadership has a strong and positive correlation with faculty performance at MUET, Jamshoro. Additionally, organizational culture (OC) acts as a moderator, weakening the relationship between laissez-	Transformational (TF) leadership is strongly and significantly linked to faculty performance at MUET, Jamshoro.	Organizational culture (OC) acts as a moderator that diminishes the strength of the relationship between laissez-faire (LF) leadership and faculty performance (FP).

		faire (LF) leadership and faculty performance (FP).		
12	Parveen, K., Tran, P.Q.B, Kumar, T., & Shah, A.H. (2022)	The study found that autocratic leadership was the most commonly adopted style, exerting a significant and positive impact on teacher job performance, whereas laissez-faire leadership was found to be ineffective or posed challenges.	The results further revealed that autocratic leadership was the most predominantly practiced style, exerting a significant and positive influence on teacher job performance.	The laissez-faire leadership style was determined to have an influence that was either ineffective or posed challenges.
13	Tannady, H. & Budi, I. S. K. (2023)	Corporate culture positively and substantially influences performance, the workplace significantly contributes to improving performance. and leadership strongly and positively impacts performance.	Corporate culture positively and substantially influences performance, while leadership strongly and positively impacts performance.	The workplace positively and significantly affects performance
14	Darmawan, D. et al (2023)	A positive and significant relationship exists between competitive advantage and company performance, HRM and good company performance have a significant influence. HRM efficiency provides business strategy support for good company performance	HRM and good company performance have a significant influence. HRM efficiency provides business strategy support for good company performance	A positive and significant relationship exists between competitive advantage and company performance,
15	Supriyadi, I., Khamdari, E., & Susilowati, F. (2020)	Human resource management is strongly correlated with performance levels in construction companies.	Human resource management is strongly correlated with performance levels in construction companies.	The data obtained were processed using quantitative data analysis using parametric statistical analysis
16	Kurniawan, D.T. et al (2021)	This study found that HR practices and perceived organizational support significantly enhance job performance, while employee well-being does not have a measurable impact on job performance.	This study found that HR practices and perceived organizational support significantly enhance job performance,	Employee well-being does not have a measurable impact on job performance.
17	Alshammari, A. A. (2020)	The findings of this study explored a significant effect of HRM practices on knowledge management capabilities, organizational culture, organizational performance, and organizational learning in Saudi Arabia	The findings of this study explored a significant effect of HRM practices on organizational performance	The findings of this study explored a significant effect of HRM practices on knowledge management capabilities, organizational culture. and organizational learning in Saudi Arabia
18	Simbolon, A. S., Padliansyah, R., & Karunia, E. (2021)	The study demonstrated that HRM practices significantly affect knowledge management capabilities, organizational culture, organizational performance, and organizational learning in Saudi Arabia.	The study demonstrated that HRM practices significantly affect knowledge management capabilities, organizational culture, organizational performance, and	This study utilized a cross-sectional SEM-PLS design with a simple random sampling technique.

			organizational learning in Saudi Arabia.	
19	Tambunan, H.N. & Pandiangan, S. M. T	Research shows that, in terms of business and management, human resource management (HRM) is essential for boosting organizational performance.	Research shows that, in terms of business and management, human resource management (HRM) is essential for boosting organizational performance.	This study adopts a qualitative approach, using Miles and Huberman's framework to analyze interactions.
20	Putri, E.Y., Putri, A., Rahma, A. & Maolani, F. M. (2022)	HRM is strongly linked to enhancing both employee performance and overall company performance.	HRM is strongly linked to enhancing both employee performance and overall company performance.	This paper uses a qualitative research method by exploring it as a data collection method.

CONCLUSION

This study demonstrates the interconnected influence of organizational culture, human resource management (HRM) and leadership influence organizational performance, aligning with the research objectives and enhancing the understanding of these essential dynamics. Organizational culture fosters collaboration, innovation, and a supportive environment that shapes employee behavior and productivity, while HRM aligns employee potential with organizational goals through effective recruitment, training, and performance management. Leadership is pivotal in driving individual and organizational success by motivating, inspiring, and empowering employees, particularly through transformational leadership styles. By integrating these elements, the research advances theoretical perspectives on organizational performance. It provides practical insights for optimizing workforce potential and achieving strategic objectives, enriching the broader field of management science.

REFERENCE

Alshammari, A. A. (2020). The impact of human resource management practices on organizational performance in construction companies in Jordan. *International Journal of Business Innovation and Research*, 1(1), 1. <https://doi.org/10.1504/ijbir.2020.10025591>

Asir, M. (2022). *E-Book MANAJEMEN SDM* (Issue December).

Astuti, D. (2022). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(2), 55–68. <http://journal.admi.or.id/index.php/JAMAN/article/view/181>

Darmawan, D., Retnowati, E., Nur Halizah, S., Issalillah, F., Khan Khayru, R., Hardyansah, R., & Rachman Putra, A. (2023). Studi Tentang Pengaruh Keunggulan Kompetitif dan Manajemen Sumber Daya Manusia Terhadap Kinerja Perusahaan. *Journal of Management and Economics Research*, 1(3), 85.

Dunggio, S. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Di Kantor Camat Duingi Kota Gorontalo. *Manajemen Sumber Daya Manusia*, IV, 119–128.

Erri, D., Lestari, A. P., & Asymar, hasta H. (2021). Jurnal Inovasi Penelitian. *Jurnal Inovasi Penelitian*, 1(10), 1–208.

Fachrial, P. (2024). *Examining the Impacts of Servant Leadership , Training , and Work Discipline on Employee Performance Improvement*. 6(2), 295–308.

Ganyang, M. T. (2018). Manajemen Sumber Daya Manusia Konsep dan Realita. In *In Media* (pp. 1–284).

Jamali, A. R., Bhutto, A., Khaskhely, M., & Sethar, W. (2022). Impact of leadership styles on faculty performance: Moderating role of organizational culture in higher education. *Management Science Letters*, 12(1), 1–20. <https://doi.org/10.5267/j.msl.2021.8.005>

Khaeruman, Marnisasah, L., Idrus, S., Irawati, L., Farradia, Y., Erwantiningsih, E., Hartatik,

- Supatmin, Yuliana, Aisyah, N., Natan, N., Widayanto, mutinda teguh, & Ismawati. (2021). Meningkatkan Kinerja Sumber Daya Manusia Konsep & Studi Kasus. In *Bookchapter*.
- Kurniawan, D. T., Sopiah, ., Juariyah, L., Prohimi, A. H. A., & Salleh, M. S. (2021). Analysis of HR Management and Organizational Support in Maintaining Employee Well-Being and Performance When Working from Home During COVID-19. *KnE Social Sciences, 2021*, 300–312. <https://doi.org/10.18502/kss.v5i8.9382>
- M. Saifur Rahman, Sulistyani Sulistyani, & Tri Widayati. (2022). the Effect of Assertive Communication Style and Organizational Culture on Employee Performance With Job Satisfaction As an Intervening Factor. *Proceeding of The International Conference on Business and Economics, 1*(1), 41–53. <https://doi.org/10.56444/icbeuntagsmg.v1i1.284>
- Mardiani, I. N., & Sepdiana, Y. D. (2022). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan. *Jurnal Tadbir Peradaban, 2*(2), 119–123. <https://doi.org/10.55182/jtp.v2i2.166>
- Nasution, L., & Ichsan, R. N. (2021). Pengaruh penerapan kepemimpinan terhadap kinerja pegawai pada Kantor Dinas Pendidikan Kabupaten Karo. *Jurnal Ilmiah METADATA, 3*, 308–321. <http://ejournal.steitholabulilmi.ac.id/index.php/metadata/article/view/59>
- Norawati, S., Diharja, M., & Basem, Z. (2024). The Influence of Leadership, Organizational Commitment, and Work Environment on Employee Performance. *Indikator: Jurnal Ilmiah Manajemen Dan Bisnis, 8*(1), 41. <https://doi.org/10.22441/indikator.v8i1.23359>
- Parveen, K., Quang Bao Tran, P., Kumar, T., & Shah, A. H. (2022). Impact of Principal Leadership Styles on Teacher Job Performance: An Empirical Investigation. *Frontiers in Education, 7*(May). <https://doi.org/10.3389/educ.2022.814159>
- Putri, E. Y., Putri, A., Rahma, A. R., & Maolani, F. M. (2022). Penerapan Praktek Manajemen Sumber Daya Manusia Dan Hubungannya Dengan Kinerja Karyawan. *Jurnal Ekobis : Ekonomi Bisnis & Manajemen, 12*(2), 343–356. <https://doi.org/10.37932/j.e.v12i2.618>
- Rivai, A. (2022). Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan Ptpn Ix Batujamus. *Jurnal Publikasi Manajemen Informatika, 1*(1), 85–95. <https://doi.org/10.55606/jupumi.v1i1.243>
- Simbolon, A. S., Padliansyah, R., & Karunia, E. (2021). Dampak Praktik Manajemen Sumber Daya Manusia pada Kinerja Perguruan Tinggi di Kalimantan. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis, 5*(1), 69–78. <https://doi.org/10.31294/jeco.v5i1.9524>
- Supriyadi, I., Khamdari, E., & Susilowati, F. (2020). Peran Manajemen Sumber Daya Manusia Dalam Peningkatan Kinerja Perusahaan Konstruksi. *Orbith, 16*(1), 27–34. <https://jurnal.polines.ac.id/index.php/orbith/article/view/2065/106893>
- Tambunan, H. N., & Pandiangan, S. M. T. (2024). Pengaruh Kegunaan Manajemen Sumber Daya Manusia (MSDM) dalam Meningkatkan Kinerja Organisasi. *AKADEMIK: Jurnal Mahasiswa Humanis, 4*(2), 650–658. <https://doi.org/10.37481/jmh.v4i2.993>
- Tannady, H., & Budi, I. S. K. (2023). The Influence of Organization Culture, Work Environment and Leadership On Performance of Fulltime Lecturer (Case Study of Private Higher Education Institution which Supported by Corporate). *Journal on Education, 5*(4), 13020–13025. <https://doi.org/10.31004/joe.v5i4.2300>
- Zuleha, A., Sawitri, N., & Hendayana, Y. (2024). The Influence of Organizational Culture, Information Technology, Work Environment and Compensation on Employee Performance Which is Moderate by Work Motivation at PT XYZ. *Dinasti International Journal Of Management Science (DIJMS), 5*(3), 698–720.