The Influence of Organizational Culture, Leadership Style, and Work Environment on Employee Performance at PT Perkebunan Nusantara IV Reg I Medan City

Annisa Helvira[1], M. Chaerul Rizky[2*]

[1,2]Department of Development Management, Faculty of Social Sciences, Panca Budi Development University, Medan, North Sumatra, Indonesia

Corresponding Author* : (email: mchaerulrizky@dosen.pancabudi.ac.id)

Abstract

This study aims to analyze the influence of organizational culture, leadership, and work environment on employee performance at PT Perkebunan Nusantara IV Reg I Medan City. The research method used is a quantitative method with an associative approach. The population of this study is all employees of PT Perkebunan Nusantara IV Reg I Medan City totaling 35 people, with a sampling technique, namely saturated samples. Data collection was carried out through a questionnaire with a Likert scale. Data analysis uses multiple linear regression analysis. The results of the study show that organizational culture, leadership, and work environment simultaneously have a positive and significant effect on employee performance. Partially, organizational culture, leadership and work environment have a positive and significant effect on employee performance. The adjusted R square value is 0.586, which means that 58.6% of the variation in employee performance can be explained by the variation of the three independent variables, namely organizational culture, leadership, and work environment. While the remaining 41.4% was explained by other variables that were not studied in this study.

Keywords:
organizational culture, leadership, work environment, employee performance

Introduction

The success of the company in achieving its goals does not only depend on technological excellence, available operating funds, facilities or infrastructure owned, but also depends on the aspect of human resources. No matter how sophisticated the technology is used without humans as users or those who run the technology, a technology and activities within the company will not run and produce the expected goals (Pratiwi, 2019). Because HR is a vital asset in almost all types of organizations that are the main pillar as well as the driving force of the organization in an effort to realize its vision and mission (Putra, 2015).

The assessment of human resources can be seen from the results of the work that has been done through the performance it produces. So it can be said that effective human resources produce good performance. The importance of paying attention to employee performance because performance is one of the determinants in achieving company performance in an effort to achieve company goals (Daulay et al., 2019).

Performance is the behavior of individuals in an organization who contribute to the work assigned to support the organization's goals and avoid actions that can damage the organization (Robbins & Judge, 2019) in (Sihimbong et al., 2020). Meanwhile, according to (Mangkunegara, 2016) performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Nurbiyati, 2014) in research (Marpaung & Darmawan, 2022) said that employee performance is often used as a reference for a company's competitiveness, in producing good employee performance, the company must be good at choosing strategies and looking at influencing aspects.

Based on research conducted by (Pawirosumarto et al., 2017), in research (Fatiria & Nawawi, 2021) employee performance is closely related to leadership, organizational culture, and work environment (Marpaung & Darmawan, 2022)) also said that the aspect that helps the success of employee performance in achieving company goals is organizational culture. In a company, organizational culture is the behavior of employees that is used as a guideline in organizing in the work environment (Widhawati & Damayanthi, 2018).

Organizational culture is a basic pattern of dividing assumptions, values, and beliefs that are considered into appropriate ways of thinking and acting about something, solving problems and possibilities faced by the organization (Robbins, 2009) in (Insa & Yuniawan, 2016). The quality of employee performance will be proportional to the quality of the organizational culture in it, if the organizational culture in a company is good, then employee performance will be good and continue to improve. The number of problems related to employment recently shows that management's awareness of the strategic role and implementation of organizational culture in government agencies is still weak and worrying (Iqram, 2018).

In addition to organizational culture, leadership factors also have a significant influence on employee performance. According to (Hasibuan, 2016) "Leadership is a way for a leader to influence the behavior of subordinates so that they want to work together and work productively to achieve organizational goals." The role of a leader is very important in an organization to determine success in achieving a vision, mission, or goal. A good leader is a leader who can direct employees and can influence their employees so that they can produce good performance.

Good or bad employee performance can also be influenced by the surrounding work environment factors (Andriani, 2016). According to Sedarmayanti quoted by

Toyang (2016), the work environment can be broadly divided into two types, including physical and non-physical work environments. The factors of the physical work environment are coloring, lighting, noise, movement space, security and cleanliness. While the non-physical environment is the work structure, work responsibility, attention and support of the leadership, inter-group cooperation and smooth communication. When employees feel uncomfortable where they work, it will result in very bad conditions for the workforce in their activities. Therefore, the work environment is designed in such a way that good jobs can be created.

The work environment and leadership style are related to each other. This relationship is that leadership style can affect the existing circumstances/environment. As expressed (Sunyoto, 2015) that the work environment is everything that exists around the workers and that can affect them in carrying out the tasks they are charged with. In addition, the work environment can also determine employee performance. Because the existence of a conducive work environment can provide a sense of security and allow employees to work optimally. If employees like and feel safe about their work environment, then employees will not feel uneasy at work. On the other hand, if the work environment is inadequate and does not provide a sense of comfort, it will be able to reduce employee performance.

From the background description that has been explained, the researcher is interested in raising the theme further to find out the extent of the influence of organizational culture, leadership style and work environment on employee performance by choosing the title: "The Influence of Organizational Culture, Leadership Style and Work Environment on Employee Performance".

Literature review
Employee Performance
Performance is an overview of the level of achievement of an activity in realizing the organization's goals/objectives in the planning of an organization. Therefore, to produce optimal performance, the company/agency can measure the results of the work that has been done with the standards set by the company/agency, because the success of an organization is influenced by the performance of employees. Performance is about doing the work and the results achieved from the work. Performance is about what is done and how to do it (Wibowo, 2017). According to (Zainal, 2015)"performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work performance standards, targets, or goals and criteria that have been determined in advance and mutually agreed." According (Fahmi, 2017) said "Performance is the results obtained by an organization, both profit-oriented and non-profit-oriented that are produced over a period of time."

Budaya Organisasi

Organizational culture is the values, beliefs and norms that have been applied, agreed upon and followed by members in an organization as guidelines and problem-solving in an organization. Organizational culture is a system embraced by all members of an organization that distinguishes one organization from another. Organizational culture is the basis of orientation for employees to pay attention to the interests of all (Sulaksono, 2015).

According to (Robbins & Judge, 2015) organizational culture is a system embraced by all members of an organization that distinguishes one organization from another. Organizational culture is the basis of orientation for employees to pay attention to the interests of all employees. According to (Chaerudin, 2019) Organizational Culture is defined as values or norms of behavior that are understood and accepted by members of the organization as rules of behavior contained in the organization. According to Druicker in (Tika, 2014), organizational culture is the main solution to external and internal problems whose implementation is carried out consistently by a group which is then passed on to new members as the right way to understand, think and feel related problems as above.

Leadership Style

Leadership style is a way for a person to influence, set an example and motivate others, so that they can achieve an organizational goal and bring benefits to others. Leadership is the most important factor in an organization. Leaders not only work in implementing their programs, but leaders must also be able to involve all their members to participate in an active role and be able to contribute to achieving an organizational goal. Leadership style has a function as a mobilizer/dynamizer and coordinator of human resources, natural resources, all funds, and facilities prepared by a group of organized people (Kartono, 2013). According to (Hasibuan, 2016) leadership is a way for a leader to influence the behavior of subordinates, so that they are willing to work together and work productively to achieve organizational goals.

Work Environment

The work environment is one of the most important factors in determining employee performance. Employee performance is a major factor in the success of an organization. Therefore, every company must have a comfortable and suitable work environment for the continuity of employee work in order to improve employee performance. The work environment is everything that exists around the workers that can influence them in carrying out the tasks they are charged with, such as cleanliness, music and so on (Rosa, 2015). According to (Raziq & Maulabakhsh, 2015) it is mentioned that a good work environment is one of them to increase the production and performance of employees which will ultimately increase the (Afandi, 2018) is

something that exists in the environment of workers that can affect them in carrying out their duties such as temperature, humidity, ventilation, lighting, workplace cleanliness, and the adequacy of work equipment. Meanwhile, according to (Sukanto & Indriyo, 2018) the work environment is everything that exists around workers that can affect work including lighting settings, noise control, workplace cleanliness settings and workplace safety settings.

Method

This research was conducted at the Office of PT Perkebunan Nusantara IV Reg I Medan City. This study uses a quantitative approach. According to (Sugiyono, 2018) the quantitative method is research in the form of numbers and analysis using statistics. Population according to ((Sugiyono, 2017), is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population of this study is all employees of the office of PT Perkebunan Nusantara IV Reg I Medan City as many as 35 employees. The sampling technique in this study uses a saturated sampling technique, where all populations in this study are used as samples. The saturated sampling technique according to (Sugiyono, 2018) is a sampling technique when all members of the population are sampled. Thus the number of samples in this study amounted to 35 respondents. The type of data in this study is primary data, where the data source in this study comes from respondents with research instruments in the form of questionnaires. The data analysis technique used is multiple linear regression with IBM SPSS 25 software data processing tools. With the multiple linear regression equation as follows:

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + e$

Keterangan :

Y	= Employee Performance
A	= Konstanta
ß	= Multiple Regression Coefficient
X1	= Organizational Culture
X2	= Leadership Style
X3	= Work Environment
e	= Error term

Results and Discussion

1. Description of Respondent Data

Respondent description is a process of describing respondents based on gender, age, working period, and education level. The classification carried out to the

respondents in this study aims to find out clearly and accurately about the description of the respondents as the object of this research. In this study, the author uses data management in the form of a questionnaire.

Table 1. Characteristics of Respondents by Gender

No	Jenis Kelamin	Jumlah	Presentase
1	Laki-laki	25 orang	70%
2	Perempuan	11 orang	30%
	Total	35	100%

Source: Data processed by researchers, 2024

Based on table 1. It is known that the employees of PT Perkebunan Nusantara IV Reg I Medan City are dominated by male employees, with a comparison rate of 70% of male respondents and 30% of female respondents.

Table 2. Characteristics of Respondents by Age

No	Usia	Jumlah	Persentase
1	<25 tahun	16 orang	45%
2	25-35 tahun	15 orang	43%
3	36-45 tahun	2 orang	6%
4	>45 tahun	2 orang	6%
	Total	35 orang	100%

Source: Data processed by researchers, 2024

Based on table 2. It shows that the age of employees of PT Perkebunan Nusantara IV Reg I Medan City is more than <25 years old, namely 16 people with a percentage of 45% and employees aged 25-35 years as many as 15 people or 43%. Meanwhile, there are 2 people over the age of 45 with a percentage of 6%.

Table 3. Characteristics of Respondents Based on Employment Period

No	Masa Kerja	Jumlah	Persentase
1	1-5 tahun	26 orang	76%
2	6-10 tahun	5 orang	14%
3	11-15 tahun	1 orang	6%
4	>15 tahun	3 orang	9%
	Total	35 orang	100%

Source: Data processed by researchers, 2024

Based on table 3. It shows that the working period of employees of PT Perkebunan Nusantara IV Reg I Medan City is dominated by 26 people with a working period of 1-5 years with a percentage of 76%.

Table 4. Characteristics of Respondents Based on Education Level

No	Pendidikan	Jumlah	Persentase

1	SMA	1 orang	3%
2	D3	5 orang	14%
3	S1	21 orang	60%
4	S2	8 orang	23%
Total		35 orang	100%

Sumber: Data diolah peneliti, 2024

Based on table 4. It shows that the level of education of employees of PT Perkebunan Nusantara IV Reg I Medan City is dominated by employees with strata one graduates as many as 21 people with a percentage of 60%, dan pegawai dengan lulusan strata dua sebanyak 8 orang dengan persentase 23%.

2. Descriptive Statistical Analysis

Descriptive statistical analysis for each variable can be seen in table 5. next:

Table 5. Results of Descriptive Statistical Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Budaya Organisas	35	18	35	52,71	4,976
Kepemimpinan	35	42	60	29,34	3,806
Lingkungan Kerja	35	52	80	67,56	7,649
Kinerja Karyawan	35	25	40	33,83	3,647
Valid N (listwise)					

Source: SPSS version 25 output (Data processed by the author, 2024)

Based on Table 5. above, the Mean value of organizational culture is 52.71, the Std. Deviation value is 4.976, the Minimum value is 18 and the Maximum value is 350. The Leadership Mean value is 29.34, the Std. Deviation value is 3.806, the Minimum value is 42 and the Maximum value is 60. The Mean Work Environment value is 68.56, the Std. Deviation value is 7.649, the Minimum value is 52 and the Maximum value is 80. The Employee Performance Mean Value is 33.83, the Std. Deviation value is 3.647, the Minimum value is 25 and the Maximum value is 40.

3. Classical Assumption Test

   a. Normality Test

   The normality test aims to test whether the regression or residual model has a normal distribution or not. If the significance value is >0.05 then the data

distribution is normal, and vice versa if the significance value is <0.05 then the data is not normally distributed.

Tabel 6. Hasil Uji Normalitas dengan Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.77685744
Most Extreme Differences	Absolute	.126
	Positive	.126
	Negative	-.107
Test Statistic		.126
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS version 25 output (Data processed by the author, 2024)

Based on Table 6. The above shows that the data has been distributed normally. This is shown by the Kolmogorov-Smirnov value of 0.126 and the significance value above >0.05 which is 0.200.

b. Multicollinearity Test

The multicollinearity test was carried out with the aim of finding out whether a regression model found a correlation between independent variables (Ghozali, 2018). Testing can be done by looking at the Tolerance and Variance Inflation Factor (VIF) values in the regression model. The cutoff value that is commonly used to show the existence of multicoloniality is the tolerance value equal to the VIF value ≥ 10 (Ghozali, 2018).

**Table 7. Multicollinearity Test Results**

Source: SPSS version 25 output (Data processed by the author, 2024)

From the table above, all variables have a tolerance value above 0.1 and a VIF value below 10. So it can be concluded that the regression model in this study does not occur multicollinearity.

c. Heteroscedasticity Test

The heteroscenidity test aims to test whether in the regression model there is an unevenness in variance from the residual of one observation to another. The existence or absence of heteroscedasticity can be seen from the presence or absence of certain patterns on the scatterplot chart. If there is a certain pattern such as dots that form a certain pattern that is regular (wavy, widening, then narrowing) then it indicates that heteroscedasticity has occurred. If there is no clear pattern, as well as dots that spread above and below the number 0 on the Y axis, then there is no heteroscenity (Ghozali, 2018). The results of the heteroscedasticity test using a scatterplot graph are shown in Figure 1. the following:
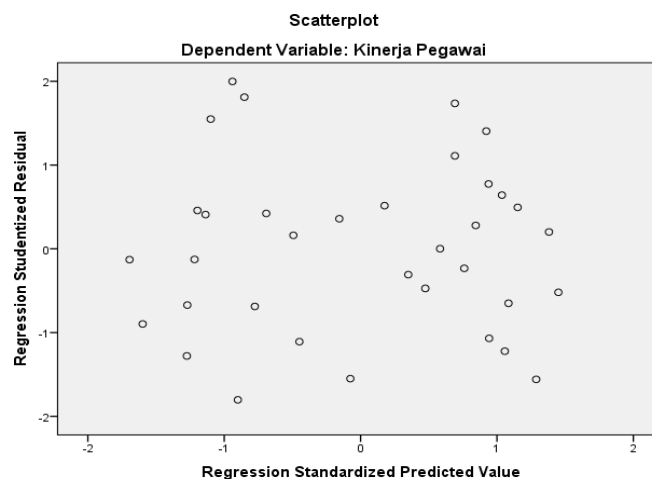
Figure 1. Scatter Plot Chart Heteroscedasticity Test

Source: SPSS version 25 output (Data processed by the author, 2024)

For the heteroscedasticity test, the output results on the Scatterplot Graph show that the graph points are well spread. Therefore, it can be concluded that the variables in the output do not experience heteroscedasticity symptoms.

4. Multiple Linear Regression Test

Multiple linear regression analysis is used to determine the magnitude of the influence of independent variables, namely Organizational Culture (X1), Leadership (X2), and Work Environment (X3) on the independent variable on the bound variable together can be calculated through a multiple regression equation. Based on calculations using the SPSS version 25 program, the following regression results are obtained:

Tabel 8. Hasil Uji Analisis Regresi Linear Berganda

Source: SPSS version 25 output (Data processed by the author, 2024)

Based on table 8. above, then the regression equation formed in this regression test is:

Y= -4,366 + 0,242 X_1+ 0,403 X2+ 0,198 X3 + e

The model can be interpreted as follows:
a. The constant value of -4.366 means that the value of the Employee Performance variable (Y) is -4.366 assuming that if the independent variables, namely Organizational Culture, Leadership, and Work Environment, have a fixed or constant value, then Employee Performance decreases by -4.366 per unit.
b. The value of the Organizational Culture variable coefficient (X_1) of 0.242 is a positive value, meaning that the higher the organizational culture, the higher the performance of employees will increase by 0.242.
c. The value of the Leadership variable coefficient (X2) of 0.403 is positive, meaning that the higher the leadership, the higher the performance of employees will increase by 0.403.
d. The value of the Work Environment variable coefficient (X3) of 0.198 is a positive value, meaning that the higher the work environment, the higher the performance of employees will increase by 0.198.

5. **Hypotesis Test**
  a. **Partial Test (t)**
    The T test was conducted to test the research hypothesis regarding the influence of each partially independent variable on the bound variable. There are 2 ways to make partial T test decisions, namely with the sig value and the T

value of the table. if the significance value (Sig) < 0.05 then there is an influence between variable X on variable Y (hypothesis accepted) and vice versa if the significance value (Sig) > 0.05 then there is no influence of variable X on variable Y (hypothesis rejected). If the T value is calculated > the T table, then there is an influence of the X variable on the Y variable, and vice versa, if the T value is calculated < the T table, then there is no influence of the X variable on the Y variable.

Table 9. Parssial Test Result (t)

Source: SPSS version 25 output (Data processed by the author, 2024)

The t-table value in this study with the degree of freedom df (n-k-1) 35-3-1=31 with a significance level of 5%: 2=0.025, so the t-table value is 2.03951. Based on the coefficient values that can be seen in table 9. The above indicates that:

The organizational culture variable had a t-count value > t-table (2.047 > 2.0395) and a significance value of 0.049 < 0.05. This means that the variable of organizational culture has a positive and significant influence on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.

The leadership variable had a t-count value > t-table (3.599 > 2.0395) and a significance value of 0.001 < 0.05. This means that leadership variables have a positive and significant influence on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.

The work environment variable had a t-count value > t-table (3.734 > 2.0395) and a significance value of 0.001 < 0.05. This means that the work environment variable has a t-count value > t-table (3.734 > 2.0395) and a significance value of 0.001 < has a positive and significant influence on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.

b. Simultaneous Test (F)

The F test basically shows whether all the independent variables included in the model have a simultaneous influence on the dependent variables to make a hypothesis decision accepted or rejected by comparing the significance level (alpha) of 5% (0.05). If the probability value F is greater than alpha 0.05, then the regression model cannot be used to predict the dependent variable, in other

words, the independent variables together have no effect on the dependent variable. Conversely, if the probability value F is less than alpha 0.05, then it can be said that the independent variables together have an effect on the dependent variable (Ghozali, 2018).

Table 10. Simultaneous Test Results (F)

Source: SPSS version 25 output (Data processed by the author, 2024)

The value of the f-table in this study with the degree of freedom df (n-k0 35-3=32, it was found that the f-table value was 2.90. This shows that the F-count value > F-table is 17.017 > 2.90 with a significance of 0.000 < 0.05, meaning that organizational culture, leadership, and work environment together affect the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.

c. Coefficient of Determination

This test is carried out to determine and predict how much influence the independent variables together have on the bound variables. The value of the determination coefficient is between zero and one, a value close to one means that the free variable (X) provides almost all the information needed to predict the bound variable (Y).

Table 11. Coefficient of Determination (R^2)

Source: SPSS version 25 output (Data processed by the author, 2024)

Based on table 11. above shows that the adjusted determination coefficient (R2) (is 0.586 or 58.6%. Therefore, it can be concluded that 58.6% of employee performance variables can be explained by organizational culture, leadership,

and work environment, while the remaining 41.4% are influenced by other variables that are not included in this study.

Discussion

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

The organizational culture variable had a positive and significant influence on performance with a significance of 0.049 and positive with a t-statistic of 2.047. Organizational culture is a series of values, norms, beliefs, and assumptions that are firmly held by organizational members and become guidelines in behavior and how to solve problems. Through the dissemination of questionnaires and in-depth interviews to employees at various levels of positions, it was found that a strong and positive organizational culture is able to improve employee performance. Core values such as integrity, teamwork spirit, and orientation to service quality have been well embedded in the organizational culture of PT Perkebunan Nusantara IV Reg I Medan City.

An organizational culture that emphasizes work discipline, reward for achievement, and continuous human resource development has proven to be able to encourage employees to work optimally and achieve the set performance targets. In addition, the openness in communication and active participation of employees in decision-making also creates a high sense of ownership and loyalty to the company.

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

The leadership style variable had a positive and significant influence on performance with a path coefficient of 0.001 and a positive t-statistic of 3.559. Leadership plays an important role in encouraging employee performance in an organization. A study conducted on PT Perkebunan Nusantara IV Reg I Medan City revealed that there was a significant relationship between the leadership style applied and the level of employee performance in the company.

This conclusion is in line with research conducted by Pawirosumarto, et. al., (2016), where leadership style has an influence on employee performance, where one of the most important things according to the results of the study is the discipline and firmness of a leader who is needed so that employees are able to maintain dignity, dignity, and cooperation.

The results of data analysis show that employees who view the leadership style of their superiors positively will have better performance compared to employees who view the leadership style of their superiors negatively. Factors such as the leader's ability to provide clear direction, delegate tasks well, motivate subordinates, and create a conducive work environment have proven to have a significant effect on improving employee performance.

Furthermore, the study also found that participatory leadership styles, in which leaders involve subordinates in the decision-making process, tend to be more effective

in improving employee performance compared to authoritarian or laissez-faire leadership styles.

3. **The Influence of the Work Environment on Employee Performance**

The leadership variable had a positive and significant influence on performance with a path coefficient of 0.001 and a positive t-statistic of 3.734. This study was conducted to analyze the influence of the work environment on employee performance at PT Perkebunan Nusantara IV Reg I Medan City. Data was collected through the distribution of questionnaires to a number of employees in the company. The results of the study show that the work environment has a significant influence on employee performance.

A work environment that is conducive, comfortable, and supports productivity is proven to be able to improve employee performance. Factors such as good lighting, optimal room temperature, adequate air circulation, controlled noise, and ergonomic workspace arrangement greatly affect the concentration and efficiency of employees in carrying out their duties.

In addition, harmonious relationships between fellow colleagues and superiors also play an important role in creating a positive work environment. Smooth communication, mutual respect, and support between employees can increase morale, motivation, and ultimately lead to improved individual and team performance.

4. **The Influence of Organizational Culture, Leadership Style, and Work Environment on Employee Performance**

The results of the data analysis show that organizational culture has a significant influence on employee performance. A strong organizational culture, where core values such as integrity, teamwork, and customer orientation are well embraced, can encourage employees to work optimally and contribute to the achievement of company goals.

Furthermore, leadership has also been proven to have a significant influence on employee performance. A participatory, supportive, and clear leadership style can motivate employees to work better and achieve set targets.

Another factor that has a significant effect is the work environment. A safe, comfortable, and conducive work environment can increase employee productivity. Adequate work facilities, good relationships between colleagues, and fair and transparent company policies contribute to the creation of a positive work environment.

Overall, the results of this study show that organizational culture, leadership, and work environment have a significant influence on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City. Companies need to pay attention to these three factors to ensure optimal employee performance and achieve organizational goals effectively.

CONCLUSIONS

Based on some of the descriptions mentioned above, it can be concluded that:

1. Organizational culture has a positive and significant effect on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.
2. Leadership has a positive and significant effect on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.
3. The work environment has a positive and significant effect on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.
4. Organizational culture, leadership, and work environment have a positive and significant effect on the performance of employees of PT Perkebunan Nusantara IV Reg I Medan City.

REFERENCES

Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Nusa Media.

Andriani, D. (2016). Pengaruh Gaya Kepemimpinan Transformasional, Budaya Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan PT. " X " Sidoarjo. *JBMP (Jurnal Bisnis, Manajemen Dan Perbankan)*, *2*(2), 91–102. https://doi.org/10.21070/jbmp.v2i2.1096

Chaerudin, A. (2019). *Manajemen Pendidikan dan Pelatihan SDM*. CV Jejak Anggota.

Daulay, R., Kurnia, E., & Maulana, I. (2019). Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Pada Perusahaan Daerah di Kota Medan. *Proseding Seminar Nasional Kewirausahaan*, 8785.

Fahmi, I. (2017). *Manajemen Sumber Daya Manusia (Teori dan Aplikasi). Cetakan Kedua*. Alfabeta.

Fatiria, M. N., & Nawawi, M. T. (2021). Pengaruh Kepemimpinan, Budaya Organisasi, Lingkungan Kerja Terhadap Kinerja Dengan Motivasi Sebagai Variable Mediasi Pada PT. ATM. *Jurnal Manajerial Dan Kewirausahaan*, *3*(3), 794. https://doi.org/10.24912/jmk.v3i3.13211

Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia. Edisi Revisi*. Bumi Aksara.

Insa, P. D., & Yuniawan, A. (2016). Pengaruh Gaya Kepemimpinan Partisipatif, Lingkungan Kerja,Kompensasi Dan Budaya Organisasi Terhadap Kinerja Karyawan (Studi Pada Bagian Keperawatan Rsud Tugurejo Semarang). *Diponegoro Journal Of Management*, *5*(1), 1–13.

Iqram, J. (2018). *Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Tanete Rilau Kab.Barru.* Universitas Muhammadiyah Makassar .

Kartono, K. (2013). *Pemimpin dan Kepemimpinan: Apakah kepemimpinan abnormal itu*. PT Rajawali.

Mangkunegara, A. A. A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. PT Remaja Rosdakarya.

Marpaung, A. P., & Darmawan, A. (2022). Pengaruh Budaya Organisasi, Kepemimpinan, Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan. *Journal Of Applied Managerial Accounting*, *6*(1), 21–32. https://doi.org/10.30871/jama.v6i1.3960

Nurbiyati, T. (2014). Pengaruh quality of work life (qwl) terhadap kinerja pegawai dengan disiplin dan kepuasan kerja sebagai variabel intervening. *Jurnal Siasat Bisnis*, *18*(2), 246–256. https://doi.org/10.20885/jsb.vol18.iss2.art10

Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The Effect Of Work Environment, Leadership Style, And Organizational Culture Towards Job Satisfaction And Its Implication Towards Employee Performance In Parador Hotels And Resorts, Indonesia. *International Journal of Law and Management*, *59*(6), 1337–1358. https://doi.org/10.1108/IJLMA-10-2016-0085

Pratiwi, A. (2019). Pengaruh Total Quality Management, Budaya Organisasi, Gaya Kepemimpinan dan Komitmen Organisasi terhadap Kinerja Manajerial (Studi pada PT. Bank Rakyat Indonesia di Kota Jambi). *Journal Of Applied Managerial Accounting*, *3*(2), 300–310. https://doi.org/10.30871/jama.v3i2.1450

Putra, S. W. (2015). Pengaruh Komitmen Organisasi, Budaya Organisasi, Gaya Kepemimpinan Dan Lingkungan Terhadap Kinerja Karyawan Pada Industri Keci. *Jurnal Ekonomi MODERNISASI*, *11*(1), 62. https://doi.org/10.21067/jem.v11i1.869

Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, *23*, 717–725. https://doi.org/10.1016/S2212-5671(15)00524-9

Robbins, & Judge. (2015). *Perilaku Organisasi Edisi 16*. Salemba Empat.

Robbins, S. P., & Judge, T. A. (2019). *Perilaku Organisasi*. Salemba Empat.

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV Alfabeta.

Sugiyono. (2018). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. CV Alfabeta.

Sukanto, & Indriyo. (2018). *Manajemen Produksi, Edisi Keempat*. BPFE.

Sulaksono, H. (2015). *Budaya Organisasi dan Kinerja*. Deepublish.

Sunyoto, D. (2015). *Manajemen dan Pengembangan Sumber Daya Manusia (Cetakan Pertama)*. CAPS (Center for Academic Publishing Service).

Wibowo. (2017). *Manajemen Kinerja. Edisi Kelima*. PT Raja Grafindo Persada.

Widhawati, A., & Damayanthi, I. Gst. A. E. (2018). Pengaruh Efektivitas Penggunaan Sistem Informasi Akuntansi, Budaya Kerja, dan Insentif terhadap Kinerja Karyawan. *E-Jurnal Akuntansi*, 1301–1327. https://doi.org/10.24843/EJA.2018.v24.i02.p18

Zainal, V. R. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. PT Raja Grafindo Persada.