

## **Analysis of Transformational Leadership and Organizational Culture on employee performance mediated by Behavior Citizenship of the Organization (Di Yayasan Harapan Tebing Tinggi)**

Mila Sukmawardani<sup>1</sup>, Muhammad Toyib Daulay<sup>2</sup>, Yohny Anwar<sup>3</sup>

<sup>1</sup>*Master of Management Student, Universitas Pembangunan Panca Budi*

<sup>2,3</sup>*Lecturer of Master of Management, Universitas Pembangunan Panca Budi*

### **ABSTRACT**

The purpose of this study is to analyze and find out the influence of transformational leadership on employee performance Di Yayasan Harapan Tebing Tinggi)as well as analyze the influence of organizational culture on employee performance, the influence of transformational leadership, organizational culture on employee performance mediated by organizational commitment di Yayasan Harapan Tebing Tinggi. This type of research is quantitative descriptive, the research sample is 100 people, and the data analysis uses the SEM (structural equation modeling) method. Overall, from the results and discussions in the study, it is concluded that there is a positive and significant influence between transformational leadership on employee performance, there is a positive and significant influence between organizational culture on employee performance and the variable of Organizational Citizenship Behavior that is able to mediate transformational leadership and organizational culture on employee performance di Yayasan Harapan Tebing Tinggi

### **Keywords:**

Transformational Leadership, Organizational Culture, Organizational Citizenship Behavior, Employee Performance,

### **Introduction**

Resource management is one of the most important parts of management. Human factors influence employee and management performance. Managing human resources is more often known as performance management. In performance management, there are various kinds of literature that examine leadership, Organizational culture, Organizational Citizenship Behavior, and performance principles.

Employee performance is one of the most essential variables that can be improved if employees understand what is expected of them and are assessed based on how they perform. Organizational citizenship conduct is seen as significant and useful for the organization's existence because employees who exhibit organizational citizenship behavior likely to perform well, which can affect improved performance. Furthermore,

organizational citizenship conduct refers to extra-role activity that is necessary for an organization's efficient procedures. Organizational citizenship behavior may also predict employee performance and create initiative by providing numerous possibilities for workers who are prepared to take on more job tasks and deal with work challenges on their own. Because (Susilo et al., 2023).

Based on previous research (Cristina Nasution, 2023), it shows that there are performance problems di Yayasan Harapan Di Tebing Tinggi the, namely employee performance that is not in accordance with the regulations implemented by superiors, as shown by the fact that several employees make mistakes in work.

To resolve problems that occur in the extra role of employees (organizational citizenship behavior), measurements can be carried out using the indicators referred to in (Organ et al., 2006) in (Susilo et al., 2023) there are five indicators of organizational citizenship behavior, namely: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic virtue. Considering the importance of leadership in performance, we need a leader who can truly carry out his functions well so that all parties in a corporate organization can carry out their duties well, which can affect performance morale, work loyalty, security, and performance quality. work life, especially the level of performance of an organization (Fachrurazi et al., 2024).

Leadership style is a situation or event that influences a leader's ability to lead and regulate other people's behavior to achieve certain goals. So that to achieve this goal it is influenced by several factors including (Widhianto et al., 2024): assertiveness, socio-cultural, organizational, personal, community, demand, supply, motivation, etc. The problems that exist in the leadership di Yayasan Hope In Tebing Tinggi are that there are still leaders who have not given firmness/reprimands to any members who make mistakes so that members feel the leader is unfair to them, apart from that there is still a lack of communication with superiors regarding opinions and work suggestions (Crisnina Nasution, 2023).

According to (Widayati et al., 2017) in measuring transformational leadership there are several indicators including the following: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Research (Efendi & Pratama, 2020) on the topics of transformational leadership style, quality of work life, employee performance and organizational culture. So, from the results of this research, it was found that organizational culture partially and significantly strengthens the influence of transformational leadership style and quality of work life on the performance of PT employees. Schenker Petrolog Utama Jakarta. Voluntary organizational assistance behavior in the organization is known as *Organizational Citizenship Behavior* (OCB) and people who display OCB behavior are referred to as good citizens. OCB is a form of informal behavior of a person beyond the formal behavior expected of them to contribute to the good of the organization and what is in it. This means that OCB is a behavior outside the job description which is the main task of the employee but is done voluntarily and has a positive influence on the organization (Charmiati et al., 2019). OCB is the behavior of individuals that is free, not directly or explicitly recognized in the awarding system and overall improves the efficiency and effectiveness of organizational functions.

According to Soedjono (2005) in (Nadhiroh, 2019), organizational culture can provide a significant competitive advantage if it supports its strategy and responds well to challenges and changes. Organizational culture varies from one company to another. Apart from that, organizational culture also functions as a medium for developing bonds between employees and the organization. This will give employees a sense of belonging to the

company. Research (Hartono et al., 2023) with research topics on work motivation, work discipline, career development, employee performance, and organizational culture at the Makassar Region V Airport Authority. The results of the research show that there is an influence of work motivation on employee performance, while indirectly work motivation has no influence on employee performance through organizational culture.

Research (Suryadi et al., 2024) on the topic of organizational culture, work environment, employee performance, and motivation, at the Taqwa Mulia Batang Hari shop. In his research, the results were obtained that organizational culture moderates motivation variables on employee performance. Research (Jufrizen & Rahmadhani, 2020) on the topic of organizational culture, employee performance, and work environment. From the research conducted, the results obtained are that the work environment cannot strengthen or weaken the relationship between organizational culture and employee performance.

Employee performance is one of the most important factors that can be improved if employees understand what is expected of them and are evaluated based on their actions (Harahap & Tirtayasa, 2020). Performance is very important for an organization because it determines the progress of an organization. This is also important because it represents the manager's success in managing the company and its human resources (Pusparani, 2021). Mangkunegara (2013) in (Tanjung et al., 2022), states that there are four indicators that can be used as performance measurement tools, namely as follows: 1. Work discipline, 2. Work quality, 3. Desired work results, and 4. Achievement Work. Based on the description above, it is good to look at the existing problems related to employee performance, transformational leadership, organizational culture and organizational commitment. So the researcher is interested in carrying out research with the title "**Analysis of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior Mediated by Employee Performance (di Yayasan Harapan Tebing Tinggi)**"

## **1. Methods**

### **a. Types of Research**

The type of research that researchers use is quantitative research. According to Sugiyono (2010), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, and data collection uses research instruments and analysis. The data is quantitative/statistical in nature with the aim of testing predetermined hypotheses. This type of quantitative research was carried out to create research that aims to adapt research and to "**Analysis of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior Mediated by Employee Performance (di Yayasan Harapan Tebing Tinggi)**"

### **Research Location And Research Time**

The location of the research was carried out di Yayasan Harapan Di Tebing Tinggi. The research period was carried out for 3 months.

### **b. Population And Sample**

Sugiyono (2017) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all di Yayasan Harapan Tebing Tinggi employees, totaling 100 respondents (saturated sample).

### c. Operational Definition Of Research Variables

**Table 1. Operational Definition of Variables**

Variable Type	Definition	Indicator
Organizational Citizenship Behavior (OCB) (Y)	Organizational citizenship behavior is an employee's behavior not because of the demands of their duties but based on voluntary and happy values (Mira & Margaretha, 2012) in (Susilo et al., 2023)	According to (Organ et al., 2006) in (Susilo et al., 2023) there are five indicators of organizational citizenship behavior that are used to measure the level of employee OCB, namely 1. Altruism 2. Conscientiousness 3. Sportsmanship 4. Courtesy, 5. Civic virtue
Leadership Transformational (X1)	Transformational leadership is a process in which individuals connect with one another and establish relationships that promote motivation and morality in leaders and followers (Widayati et al., 2017).	According to (Widayati et al., 2017)., there are various markers for assessing transformational leadership, including the following: 1. Idealized influence. 2. Inspirational motivation 3. Cognitive stimulation 4. Individualized attention.
Organizational Culture (X2)	Organizational culture refers to concepts, beliefs, attitudes, and ethics that exist as rules. As a result, organizational culture may be utilized to help employees in carrying out their jobs, beginning with how to collaborate with and with all business	According to (Nadhiroh, 2019), organizational culture consists of two indicators: The organization's beliefs are divided into two categories: - guiding principles (philosophical ideals) and - daily beliefs.

Variable Type	Definition	Indicator
	members (Nadhiroh, 2019)..	
Performance Employee (Z)	Performance is the consequence of an employee's qualitative and quantitative work in carrying out his tasks in line with the obligations allocated to him ((Cahyono dan Putri, 2020),(Handayani & Daulay, 2021),(Siswadi, 2023)	According to (Pohan et al.,2021), there are five employee performance indicators: - Job quantity - Work quality - Punctuality - Physical presence - Collaboration ability

### e Data Analysis Technique

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

#### 1. Outer Model

The procedure for testing the measurement model consists of a validity test and a reliability test.

##### 1.1 Validity Test

- a. Convergent Validity
- b. Discriminant Validity

##### 1.2 Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

#### 2. Inner Model

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation, and t-test as well as the significance of the structural path parameter coefficients.

### 2. Results and Discussion

#### Outer Model Analysis

##### 1. Composite Reliability

The statistics used in the measurement of composite or construct reliability calculations are as follows: a composite reliability value of more than 0.6 implies that the construct is reliable or has high reliability as a measurement tool. A limit value of 0.6 or higher indicates acceptable, while acceptable between 0.8 and 0.9 indicates extremely satisfactory.

**Table 1 Result Composite Reliability**

	<b>Composite Reliability</b>
Transformational Leadership (X1)	0,730
Organizational Culture (X2)	0,815
Organizational Citizenship Behavior (Y)	0,843
Employee Performance (Z)	0,721

**Data source: data sem-pls 2024**

The conclusion of composite reliability testing is as follows:

- a. The Transformational Leadership variable is reliable because the composite reliability value is 0.730
- b. The Organizational Culture variable is reliable because the composite reliability value is 0.815
- c. The Organizational Citizenship Behavior variable is reliable because the composite reliability value is 0.843
- c. The Employee Performance variable is reliable because the composite reliability value is 0.721

## 2. Average Variance Extracted (AVE)

The AVE, or the average variance extracted measure balances the variance that can be explained by items to the variation resulting from measurement mistakes. If the AVE score exceeds 0.5, it indicates that the construct has excellent convergent validity. Latent factors can explain almost 50% of the variance in indicators.

**Table 2 Result Average Variance Extracted**

	<b>Composite Reliability</b>
Transformational Leadership (X1)	0,635
Organizational Culture (X2)	0,573
Organizational Citizenship Behavior (Y)	0,621
Employee Performance (Z)	0,734

**data source: data sem-pls 2024**

The conclusion of AVE testing is as follows:

- a. The Transformational Leadership variable is reliable because the AVE Test value is 0.635
- b. The Organizational Culture variable is reliable because the AVE Test value is 0.573



- c. The Organizational Citizenship Behavior variable is reliable because the AVE Test value is 0.621
- d. The Employee Performance variable is reliable because the AVE Test value is 0.734

## **b.Inner Model Analysis**

### **1. R-Square**

R-Square is a measure of the proportion of variation in variable values that is influenced (endogenous) and can be explained by the variables that influence it (exogenous). This is useful for predicting whether the model is good or bad (Juliandi, 2018). Criteria for R-Square according to Juliandi (2018) are as follows:

- 1) If the R<sup>2</sup> value (adjusted) = 0.75 → the model is substantial (strong).
- 2) If the R<sup>2</sup> value (adjusted) = 0.50 → the model is moderate.
- 3) If the R<sup>2</sup> value (adjusted) = 0.25 → the model is weak (bad).

**Table 3 R-Square**

	<b>R-Square</b>	<b>R-Square Adjusted</b>
<b>Image Public</b>	<b>0,815</b>	<b>0,795</b>

Data Source: Data SEM-PLS 2024

The conclusion from testing the r-square value on employee performance is R-Square Adjusted for the path model using moderator variables is 0.815. It means variable ability, Transformational Leadership, and Organizational Culture the interaction of organizational citizenship behavior within explaining performance employees is 81,5 %. Thus, the model is classified as substantial (moderate).

### **2. F-Square**

F-Square is a measure used to assess the relative impact of a variable that influences (exogenous) the variable that is influenced (endogenous). Value change R<sup>2</sup> when certain exogenous variables are removed from the model, can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct (Juliandi, 2018). The F-Square criteria according to Juliandi (2018) are as follows:

- 1) If the F<sup>2</sup> value = 0.02 → there is a small effect of the exogenous variable on the endogenous variable.
- 2) If the F<sup>2</sup> value = 0.15 → moderate/severe effect of the exogenous variable on the variable endogenous.
- 3) If the F<sup>2</sup> value = 0.35 → the exogenous variable has a large effect on the endogenous variable.

**Table 4 Result Average Variance Extracted**

	<b>TL</b>	<b>OC</b>	<b>OCB</b>	<b>EP</b>
Transformational Leadership (X1)			0,543	
Organizational Culture (X2)			0,467	

Employee Performance (Z) 0,384

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Data Source : Data SEM-PLS 2024

The conclusions from the F-Square test in the table above are as follows:

- 1) The Transformational Leadership variable on organizational citizenship behavior has a value of  $F^2 = 0.543$ . So there is a large effect of exogenous variables on endogenous ones.
- 2) The Organizational Culture variable on organizational citizenship behavior has a value of  $F^2 = 0.467$ . So there is a large effect of exogenous variables on endogenous ones.
- 3) The Organizational Citizenship Behavior variable for Employee Performance has a value of  $F^2 = 0,384$ . So there is a moderate/severe effect of exogenous variables on endogenous variables.

### 3. Direct Effect

The aim of direct effect analysis is to test hypotheses the direct influence of a variable that influences (exogenous) on the variable in question

influence (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

- If the P-Values  $< 0.05$ , then it is significant.
- If the P-Values  $> 0.05$ , then it is not significant.

**Table 5**  
**Direct Effect**

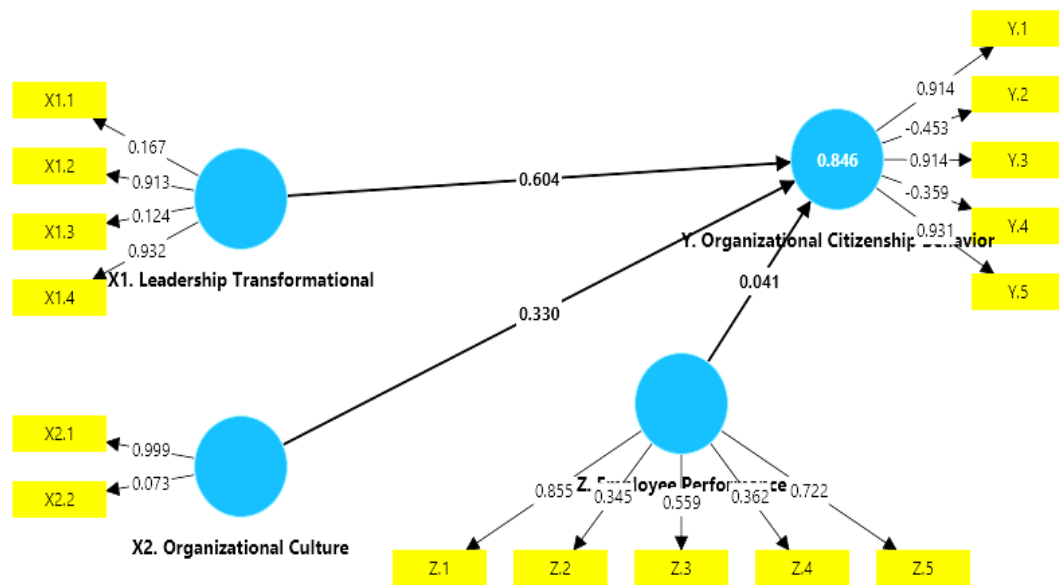
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X1 -> Y	0,515	0,574	0,385	0,715	0,054
X2 -> Y	0,613	0,468	0,286	0,543	0,043
Z -> Y	0,423	0,376	0,366	0,635	0,003

Data source : Data sem-pls 2024

The conclusion from the direct effect values in the table above is as follows:

- 1) Transformational Leadership on Organizational Citizenship Behavior: Path coefficient =  $0.760 < T\text{-Table} = 1,660$ , This means that the influence of X1 on Y is significant.
- 2) Organizational Culture on Organizational Citizenship Behavior: Path coefficient =  $0.543 < T\text{-Table} = 1,660$ , This means that the influence of X2 on Y is significant.
- 3) Transformational Leadership, Organizational Culture on Organizational Citizenship Behavior: Path coefficient =  $0.635 < T\text{-Table} = 1.660$ , meaning that the moderator variable (Performance Employee) moderate the influence of an endogenous variable (transformational leadership and organizational culture) on an exogenous variable (Organizational Citizenship Behavior).





**Figure 1.**  
**T-Value Inner and Outer Model**

The t-test carried out is the result of the t-test from bootstrap calculations. T-test results in the picture above will then be compared with the t-table value. The analysis of the results of this research is an analysis of the suitability of theories, opinions, and previous research that has presented the results of previous research as well as behavioral patterns what must be done to overcome this. Below there are two (2) main parts that will be discussed in the analysis of the findings of this research, namely as follows:

### 1. The Influence of Transformational Leadership on Organizational Citizenship Behavior

From the statistical test results, transformational leadership (X1) has a significant effect on Organizational Citizenship Behavior (Y). This is clearly seen by the results of count (0.604) < table (1,660) with P-Values (0.000) < 0.05 then  $H_a$  is accepted indicating that it does exist positive and significant influence of transformational leadership on organizational citizenship behavior di Yayasan Harapan Tebing Tinggi. Considering the importance of leadership in performance, we need a leader who can truly carry out his functions well so that all parties in a corporate organization can carry out their duties well, which can affect performance morale, work loyalty, security, and performance quality. work life, especially the level of performance of an organization (Fachrurazi et al., 2024).

### 3. The Influence of Organizational Culture on Organizational Citizenship Behavior

From the statistical test results, organizational culture (X2) has a significant effect on Organizational Citizenship Behavior (Y). This is clearly seen by the results of count (0.330) < table (1,660) with P-Values (0.000) < 0.05 then  $H_a$  is accepted indicating that it has a positive and significant influence on organizational culture on organizational citizenship behavior di Yayasan Harapan Tebing Tinggi Employee performance is one of the most essential variables that can be improved if employees understand what is expected of them

and are assessed based on how they perform. Research (Efendi & Pratama, 2020) on the topics of transformational leadership style, quality of work life, employee performance, and organizational culture. So, from the results of this research, it was found that organizational culture partially and significantly strengthens the influence of transformational leadership style and quality of work life on the performance of PT Schenker Petrolog Utama Jakarta

#### **4. The Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior Mediated by Performance Employee**

From the results of statistical tests, Transformational Leadership and organizational Culture have a significant effect on organizational citizenship behavior (Y) mediated by employee performance. This can be clearly seen from the results of count  $(0.041) < \text{table } (1.675)$  with P-Values  $(0.000) < 0.05$ , so  $H_a$  is accepted which shows that there is a positive and significant influence of transformational leadership, and organizational culture on organizational citizenship behavior mediated by performance employee di Yayasan Harapan Tebing Tinggi. Next is research (Siki, 2021) on the topic of organizational culture, work environment, compensation, employee performance, and job satisfaction at the Yogyakarta branch of the special chili sauce stall (SS). The results of the research conducted are that organizational culture moderates employee performance but not the work environment which has no influence on employee performance.

#### **4. Conclusion**

From the results and discussion in the research, it is concluded that there is a positive and significant influence between transformational leadership on organizational citizenship behavior, there is a positive and significant influence between organizational culture on organizational citizenship behavior and the employee performance variable is able to mediate transformational leadership and organizational culture on organizational citizenship behavior di Yayasan Harapan Tebing Tinggi

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