



**THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL
CULTURE ON EMPLOYEE PERFORMANCE AT THE CIREBON DISTRICT
HEALTH OFFICE**

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Abstract

This study aims to analyze the influence of leadership style and organizational culture on employee performance at the Cirebon District Health Office. The high demand for healthcare services, driven by a large population and an increase in infectious disease cases, necessitates optimal employee performance. Therefore, effective human resource management is required through the implementation of appropriate leadership and a robust organizational culture. This research employs a quantitative approach using a survey method. Data were collected by distributing questionnaires to employees of the Cirebon District Health Office, selected through specific sampling techniques. Data analysis was conducted using multiple linear regression with the assistance of statistical software. The results indicate that leadership style has a positive influence on employee performance. Organizational culture also has a positive and significant impact on employee performance. Simultaneously, leadership style and organizational culture significantly influence employee performance. These findings suggest that improving leadership quality and strengthening organizational culture can serve as vital strategies for enhancing employee productivity and professionalism. This research provides a theoretical contribution to the development of human resource management studies in the public sector, specifically within the healthcare field. Practically, the results of this study are expected to serve as a foundation for leadership in formulating more effective human resource management policies oriented toward improving the quality of public services.

Keywords: Leadership Style, Organizational Culture, Employee Performance, Health Office, Public Service



INTRODUCTION

Cirebon Regency is one of the regions with a significantly large population in West Java Province, reaching approximately 2.39 million people in 2024. This condition creates a high burden on the provision of healthcare services. Furthermore, the high prevalence of infectious diseases, such as tuberculosis, HIV, and dengue fever, further increases the demands on the performance of healthcare personnel. Based on data from the Central Bureau of Statistics and the West Java Provincial Health Office, Cirebon Regency also possesses an extensive network of health facilities and has seen an increasing number of healthcare workers year after year. Efforts to improve service quality are evidenced by the success of the majority of community health centers (Puskesmas) in achieving "Paripurna" (Excellent) and "Utama" (Major) accreditation status (Robbins & Judge, 2024).

The high service load and the complexity of public health issues necessitate optimal employee performance. In this context, the quality of human resources is a key factor in determining the success of public services. One critical aspect influencing employee performance is leadership style. Leaders who are capable of establishing effective communication, providing clear direction, and creating a conducive work environment can enhance employee motivation, discipline, and productivity (Yukl, 2013). Various previous studies indicate that leadership style has a significant relationship with employee performance and job satisfaction (Hamsal, 2021; Purba et al., 2022).

In addition to leadership, organizational culture also plays a vital role in shaping employee behavior and work attitudes. A positive organizational culture can create a supportive work environment, increase loyalty, and encourage effective cooperation (Schein, 2010). Previous research suggests that a strong and sustainable organizational culture contributes to increased productivity and performance quality, particularly within local government settings (Cameron & Quinn, 2011).

Nevertheless, research findings regarding the influence of leadership style and organizational culture on employee performance still show diverse results. Some studies have found a significant influence, while others indicate that this impact is not always consistent due to other factors, such as work facilities, compensation systems, and individual characteristics. Moreover, most previous research has been conducted in the private sector, educational institutions, or financial institutions; therefore, it does not yet fully represent the



conditions of public organizations in the healthcare sector, which involve high workloads and complex bureaucratic structures.

Research on employee performance within the Cirebon District Health Office remains relatively limited, despite the agency's strategic role in ensuring the quality of public healthcare services. The integration of regional empirical data—such as population size, disease burden, and health facility accreditation achievements—with employee performance analysis has not been widely explored in prior studies. Consequently, a more in-depth study is required to understand how leadership style and organizational culture affect employee performance within the context of public health services.

Based on the aforementioned points, this study aims to analyze the influence of leadership style and organizational culture on employee performance at the Cirebon District Health Office. This research is expected to contribute to the development of public management science, particularly in the field of human resource management within the health sector, and to serve as a foundation for formulating policies to improve employee performance sustainably.

LITERATURE REVIEW

Leadership is a primary determinant of success in public sector organizations, particularly in enhancing employee performance. In modern management studies, leadership is no longer viewed merely as formal power but as an interpersonal process involving the ability to influence, direct, and motivate individuals to achieve common goals. Northouse (2013) defines leadership as a process whereby an individual influences a group of individuals to achieve a common goal. This definition emphasizes that organizational success is highly dependent on the quality of interaction between leaders and subordinates. In line with this, Yukl (2010) explains that leadership effectiveness is determined by a leader's ability to provide clear direction, build effective communication, and create a supportive work environment.

From an organizational behavior perspective, Robbins and Judge (2024) state that leadership style reflects consistent patterns of behavior used by leaders to influence their subordinates. A task-oriented style emphasizes target achievement and work efficiency, whereas a relationship-oriented style focuses more on communication, empathy, and emotional support. In the context of government organizations such as health offices, a combination of these two approaches is essential; in addition to being required to meet administrative



performance targets, employees must also be capable of providing humanistic and responsive public services.

Beyond leadership, organizational culture is a crucial factor that shapes employee work behavior. Organizational culture is understood as a system of values, norms, beliefs, and basic assumptions developed within an organization that serves as a guide for its members' actions. Schein (2010) explains that organizational culture is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which is then taught to new members as the correct way to perceive, think, and feel. This definition indicates that organizational culture is not merely symbolic but also operational in influencing daily work behavior.

Furthermore, Cameron and Quinn (2011), through the Competing Values Framework, classify organizational culture into four types: clan, adhocracy, market, and hierarchy. In government organizations, a hierarchical culture is often dominant as it emphasizes formal structure, clear rules, and standardized work procedures. However, an overly bureaucratic culture without a balance of collaborative values can diminish employee flexibility and innovation. Therefore, a balance between structural stability and interpersonal support is a vital factor in enhancing organizational effectiveness.

Employee performance, as the dependent variable in this study, is defined as the work results achieved by individuals in accordance with established organizational standards. Robbins and Judge (2024) assert that performance is influenced by ability, motivation, and the opportunity to achieve. In the public sector, performance is measured not only by the quantity of work but also by service quality, accountability, and compliance with regulations. Improving employee performance in regional health agencies has direct implications for the quality of public healthcare services.

Theoretically, leadership style and organizational culture are closely related to employee performance. Leaders act as agents who shape culture through role modeling, policies, and implemented reward systems. A strong organizational culture that aligns with the institution's vision will strengthen employee commitment, discipline, and responsibility in performing their duties. Thus, effective leadership and a conducive organizational culture are simultaneously believed to be capable of enhancing employee performance within public sector organizations.



RESEARCH METHOD

This study employs a quantitative approach with an associative method, aiming to analyze the relationship between leadership style, organizational culture, and employee performance at the Cirebon District Health Office. A quantitative approach was selected as it allows for the objective measurement of variables in the form of numerical data and the testing of relationships between variables using standardized statistical techniques (Sugiyono, 2023). The associative method is utilized to determine the causal relationship between independent and dependent variables through hypothesis testing (Sugiyono, 2023).

The research was conducted at the Cirebon District Health Office from November to December 2025. The population in this study consists of all 133 employees. The sample size was determined using the Slovin formula with a 5% error tolerance. The use of the Slovin formula is commonly applied in quantitative research to determine sample size when the population is precisely known (Sugiyono, 2023).

Based on this calculation, a sample of 100 respondents was obtained. The sampling technique used is simple random sampling, which provides an equal opportunity for all members of the population to be selected as respondents, thereby enhancing data representativeness (Sugiyono, 2023).

Research data were obtained from two sources: primary and secondary data. Primary data were collected by distributing questionnaires to respondents, containing statements regarding leadership style, organizational culture, and employee performance. The questionnaire was designed using a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." The Likert scale is used to quantitatively measure respondents' attitudes, perceptions, and opinions toward a social phenomenon (Sugiyono, 2023). Meanwhile, secondary data were obtained from official institutional documents, such as organizational structures, performance reports, and personnel data supporting the research analysis.

Prior to further analysis, the quality of the research instrument was tested through validity and reliability tests. Validity testing was conducted to ensure that each statement item accurately measures the variable under study, while reliability testing was used to assess the consistency and stability of the research instrument (Busro, 2018). An instrument is declared valid if the item correlation value is greater than the r -table value, and it is declared reliable if the Cronbach's Alpha value is greater than 0.70, indicating a good level of internal



consistency (Busro, 2018). Subsequently, the data were analyzed using SPSS version 26 software. The initial stage of analysis involved classical assumption tests, including normality, multicollinearity, and heteroskedasticity tests. The normality test aims to ensure that the data are normally distributed, while the multicollinearity test is used to determine whether there is a high correlation between independent variables. The heteroskedasticity test was performed to ensure that the residual variance is constant (Sugiyono, 2023). Fulfilling these classical assumptions is necessary for the regression model to yield unbiased estimates that can be accurately interpreted.

The primary analysis in this study utilizes multiple linear regression to determine the partial and simultaneous effects of leadership style and organizational culture on employee performance. Multiple linear regression is used to measure the direction and magnitude of the influence of more than one independent variable on a single dependent variable (Sugiyono, 2023). This model allows the researcher to identify which variable has a dominant influence on employee performance.

Hypothesis testing was conducted using the t-test to determine the partial influence of each independent variable and the F-test to determine the collective influence of both variables. Additionally, the coefficient of determination (R^2) was used to measure the extent of the contribution of leadership style and organizational culture variables in explaining the variation in employee performance (Sugiyono, 2023). The entire research process was conducted in accordance with ethical research principles, including providing information to respondents, maintaining identity confidentiality, and ensuring that the data obtained were used solely for academic purposes. The application of research ethics is vital to maintain scientific integrity and respondents' trust in the research process (Busro, 2018). By applying these principles, this study is expected to produce objective, valid, and scientifically accountable findings.

RESULTS AND DISCUSSION

1. Respondent Characteristics

This study involved 80 respondents who are employees of the Cirebon District Health Office. Respondent characteristics were analyzed to provide a general overview of the research subjects. Descriptive analysis was used to explain the frequency distribution based on gender, age, education, and job position (Sugiyono, 2023).



Table 1.
Respondent Characteristics by Gender

Gender	Frequency	Percentage (%)
Male	33	41,3
Female	47	58,8
Total	80	100,0

Based on the table of gender distribution, it is observed that out of the 80 respondents involved in this study, 47 (58.8%) are female, while 33 (41.3%) are male. This data indicates that female employees are more dominant compared to male employees within the Cirebon District Health Office

The predominance of female employees (58.8%) reflects a common characteristic of the healthcare sector, which involves a high level of female participation, particularly in service and administration. In the context of public organizations, gender composition can influence communication dynamics and teamwork (Robbins & Judge, 2024). Furthermore, gender diversity within an organization has the potential to strengthen a collaborative and inclusive work culture (Cameron & Quinn, 2011).

Table 2.
Respondent Characteristics by Age

Age (Years)	Frequency	Percentage (%)
20–25	38	47,5
26–35	9	11,3
36–45	13	16,3
46–55	16	20,0
56–65	4	5,0
Total	80	100,0

Based on the Respondent Age Table, it is observed that the majority of respondents fall within the 20–25 age range, totaling 38 individuals (47.5%). The 46–55 age group holds the second position with 16 individuals (20.0%), followed by the 36–45 age group with 13 individuals (16.3%). Meanwhile, there are 9 respondents aged 26–35 (11.3%) and 4 respondents aged 56–65 (5.0%).

The majority of respondents fall within the productive age range (20–25 years old). Individuals in their productive years generally possess high levels of adaptability and work enthusiasm. Robbins and Judge (2024) state that age



factors can influence motivation and job performance, where younger workers tend to be more adaptive to changes in work systems. Meanwhile, senior employees contribute through their experience and organizational stability (Busro, 2018).

Table 3.
Respondent Characteristics by Education Level

Education	Frequency	Percentage (%)
SMA/SMK	13	16,3
D3	20	25,0
S1	40	50,0
S2	7	8,8
Total	80	100,0

Based on the Education Table, it is observed that the majority of respondents are Bachelor's degree (S1) graduates, totaling 40 individuals (50.0%). Respondents with a Diploma III (D3) education numbered 20 individuals (25.0%), followed by High School/Vocational School graduates at 13 individuals (16.3%), and Master's degree (S2) graduates at 7 individuals (8.8%).

The majority of respondents hold a Bachelor's degree (50%). A higher level of education is associated with analytical skills and an understanding of organizational policies (Busro, 2018). In organizational behavior theory, educational attainment influences an individual's ability to receive direction and implement policies professionally (Robbins & Judge, 2024).

Table 4.
Respondent Characteristics by Education Level

Primary Position	Frequency	Percentage (%)
Nurse	25	31,3
Head of Puskesmas	14	17,5
Sipil Servant (General)	14	17,5
Personnel	13	16,3
Others	14	17,4
Total	80	100,0

Based on the Job Position Table, it is observed that the respondents represent various work positions. Nurses constitute the largest group, totaling 25 individuals (31.3%). Furthermore, the Head of Community Health Centers



(Puskesmas) and Civil Servants (PNS) account for 14 individuals each (17.5%), followed by personnel staff with 13 individuals (16.3%). Other positions are distributed across various technical and administrative roles.

The diversity of job positions indicates both structural and functional representation within the organization. According to organizational theory, the involvement of various levels of positions provides a more comprehensive overview of perceptions regarding leadership and work culture (Cameron & Quinn, 2011).

2. Descriptive Analysis of Variables

a. Leadership Style (X_1)

Table 5.
Kepemimpinan Descriptive Scores for Leadership Style

Item	Total Score
X1_1	354
X1_2	347
X1_3	353
X1_4	353

Based on the Leadership Style Analysis Table, it is observed that the majority of respondents answered 'agree' and 'strongly agree' across all statement items. Item X1_1 obtained the highest total score of 354, indicating that the leadership is perceived as capable of providing clear work direction to employees.

Item X1_2 earned a score of 347, indicating that the leader is considered sufficiently open in communication and attentive to employee needs. Furthermore, items X1_3 and X1_4 each obtained a score of 353, showing that the leader is able to encourage employee engagement and provide a good example (role model).

Overall, the high scores across all items demonstrate that the implemented leadership style is viewed positively by employees. The leadership is considered effective in fulfilling roles as a director, motivator, and supervisor in supporting task execution. Robbins and Judge (2024) also state that communicative and participative leadership can enhance employee engagement within an organization.



b. Organizational Culture (X₂)

Tabel 6.
Descriptive Scores for Organizational Culture

Item	Total Score
X2_1	349
X2_2	339
X2_3	350
X2_4	350
X2_5	354
X2_6	348
X2_7	345
X2_8	343
X2_9	336
X2_10	348
X2_11	342
X2_12	338

Based on the Organizational Culture Analysis Table, all statement items obtained relatively high scores, ranging from 336 to 354. Item X2_5 achieved the highest score of 354, indicating that employees possess a strong commitment to organizational values.

Items X2_1 through X2_4 also obtained high scores, demonstrating that norms, habits, and work patterns within the organization have been implemented consistently. Although some items received relatively lower scores, such as X2_2 and X2_9, the organizational culture generally remains in the 'good' category.

These results indicate that the work culture at the Cirebon District Health Office has been positively established and is capable of supporting employee work effectiveness. A conducive culture serves as a behavioral guideline that fosters discipline, cooperation, and responsibility.

c. Employee Performance (Y)

Tabel 7.
Descriptive Scores for Employee Performance

Item	Total Score
Y_1	331
Y_2	332
Y_3	332



Y_4	338
Y_5	334
Y_6	346
Y_7	337
Y_8	336
Y_9	339
Y_10	329
Y_11	350
Y_12	348

Based on the Employee Performance Analysis Table, the majority of respondents provided positive assessments of their performance. Items Y_1 through Y_4 obtained scores ranging from 331 to 338, indicating that employees are capable of completing tasks in accordance with established standards and timelines.

Item Y_6 earned a score of 346, demonstrating a high level of work effectiveness. Meanwhile, items Y_11 and Y_12 obtained the highest scores, 350 and 348, respectively, reflecting an excellent level of work responsibility and accountability.

Overall, these results indicate that employee performance falls within the 'good' category. Employees are assessed as being capable of performing their duties with high quality, timeliness, and responsibility, all of which are supported by the prevailing leadership style and organizational culture.

3. Validity and Reliability Tests

All items are declared valid because the calculated r-value is greater than the r-table value (0.219). The validity test was conducted to ensure that the instrument is capable of accurately measuring the constructs (Sugiyono, 2023).

Tabel 8.

Reliability Test Results

Variable	Cronbach Alpha	Descriptions
Leadership Style	0,977	Reliable
Organizational Culture	0,988	Reliable
Employee Performance	0,986	Reliable

The Cronbach's Alpha values for all variables are above 0.70. According to Busro (2018), an Alpha value > 0.70\$ indicates a good level of reliability and high internal consistency. Consequently, the research instrument is declared feasible and reliable.



This means that the research instrument is capable of producing stable and dependable data when used repeatedly. Therefore, the questionnaire used has met the required reliability standards.

4. Classical Assumption Tests

The normality test indicates a normal distribution of data. The multicollinearity test shows a VIF value < 10 and tolerance $> 0,10$, indicating no high correlation between independent variables (Sugiyono, 2023). However, there are indications of heteroscedasticity in the leadership style variable. According to Sugiyono (2023), heteroscedasticity can affect the accuracy of regression estimates; therefore, the results must be interpreted with caution.

5. Multiple Linear Regression Analysis

A multiple linear regression model is used to measure the influence of two independent variables on one dependent variable (Sugiyono, 2023). Based on the data processing results using the SPSS program, the following multiple linear regression equation was obtained:

$$Y = 6,683 - 1,301X_1 + 1,291X_2$$

The regression equation illustrates the relationship between leadership style (X_1) and organizational culture (X_2) toward employee performance (Y). A constant value of 6.683 indicates that if the leadership style and organizational culture variables are held constant or valued at zero, the baseline value of employee performance stands at 6.683.

The regression coefficient for the leadership style variable (X_1) of -1.301 indicates a negative relationship between leadership style and employee performance. This means that every one-unit increase in the leadership style variable will decrease employee performance by 1.301 units, assuming the organizational culture variable remains constant. This finding suggests that the current leadership patterns may not fully align with employee needs, and in practice, could actually diminish performance if not managed appropriately.

On the other hand, the regression coefficient for the organizational culture variable (X_2) of 1.291 shows a positive relationship with employee performance. This implies that every one-unit increase in organizational culture will increase employee performance by 1.291 units, assuming the leadership style variable remains constant. This result demonstrates that organizational culture plays a vital role in driving improvements in employee performance.



Overall, the regression analysis results show that organizational culture has a more dominant influence compared to leadership style in enhancing employee performance at the Cirebon District Health Office.

6. Hypothesis Testing

a. F-Test (Simultaneous)

Tabel 9. F-Test Results (ANOVA)

F Statistic	Sig.
346,405	0,000

The F-test is used to determine the simultaneous influence of leadership style and organizational culture variables on employee performance. Based on the F-test results, a calculated F-value of 346.405 was obtained with a significance level of 0.000.

Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that leadership style and organizational culture simultaneously have a significant effect on employee performance. Consequently, the third hypothesis (H3) is accepted.

According to Busro (2018), performance is the result of the interaction between various organizational factors, including leadership and work culture. This finding is also consistent with research by Hamsal (2021), which indicates that leadership and organizational culture together influence performance.

b. t-Test (Partial)

Tabel 10. t-Test Results

Variable	t Statistic	Sig.	Description
X ₁	-3,808	0,000	Significant
X ₂	12,233	0,000	Significant

The t-test is used to determine the partial influence of each independent variable on the dependent variable. Based on the testing results, the following values were obtained:

The leadership style variable (X₁) has a calculated t-value of -3.808 with a significance level of 0.000. Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that leadership style has a significant effect on employee performance. Consequently, the first hypothesis (H1) is accepted.



Although the influence is significant, the negative regression coefficient indicates that the currently implemented leadership style tends to decrease employee performance. This suggests a need for an evaluation of leadership patterns to make them more participative, communicative, and aligned with employee characteristics.

The organizational culture variable (X_2) has a calculated t-value of 12.233 with a significance level of 0.000. Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that organizational culture has a positive and significant effect on employee performance. Thus, the second hypothesis (H_2) is accepted.

These results indicate that the better the organizational culture implemented, the higher the employee performance. A work culture that emphasizes discipline, responsibility, cooperation, and professionalism is proven to be capable of increasing employee productivity.

7. Coefficient of Determination

Tabel 11.

Coefficient of Determination

R Square	Adjusted R Square
0,900	0,897

The coefficient of determination is used to determine the extent to which independent variables contribute to explaining the variance of the dependent variable. Based on the analysis results, an R-Square value of 0.900 and an Adjusted R-Square of 0.897 were obtained.

The R-Square value of 0.900 indicates that 90% of the variance in employee performance can be explained by the leadership style and organizational culture variables. Meanwhile, the remaining 10% is influenced by other factors outside the research model, such as compensation systems, the physical work environment, workload, motivation, and employee well-being.

This exceptionally high coefficient of determination demonstrates that the research model possesses an excellent level of accuracy in explaining the phenomenon of employee performance. This indicates that leadership style and organizational culture are the primary factors determining the quality of employee performance at the Cirebon District Health Office.



CONCLUSION

Based on the research results and discussion, it can be concluded that leadership style has a significant influence on employee performance at the Cirebon District Health Office. Leadership patterns—demonstrated through the ability to provide clear direction, build effective communication, show empathy, and serve as a role model—are proven to contribute to increased employee motivation and responsibility in executing their duties. This finding aligns with leadership theory, which states that leader effectiveness plays a crucial role in influencing the behavior and performance of subordinates (Yukl, 2013; Robbins & Judge, 2024).

Furthermore, organizational culture is also proven to play a vital role in enhancing employee performance. A work culture supported by positive values, good work habits, and harmonious working relationships among employees is capable of creating a conducive work environment. This is consistent with Schein's (2010) view that organizational culture shapes the behavior patterns of organization members through shared values and norms. Cameron and Quinn (2011) also emphasize that a strong and adaptive organizational culture can enhance organizational effectiveness and productivity.

The research results indicate that leadership style and organizational culture simultaneously have a positive effect on employee performance. The influence of leadership becomes more optimal when supported by a strong and sustainable organizational culture. The synergy between these two variables creates a supportive, collaborative, and productive work atmosphere. This finding is consistent with research by Hamsal (2021) and Ibrahim et al. (2024), which states that the combination of leadership and organizational culture together contributes significantly to the improvement of employee performance.

Overall, this study proves that improving employee performance is inseparable from the roles of effective leadership and a positive organizational culture, as emphasized in human resource management theory (Busro, 2018). Nevertheless, employee performance is also influenced by other factors outside of this study, such as intrinsic motivation, individual characteristics, reward systems, and work environment conditions (Andria et al., 2022; Robbins & Judge, 2024). Therefore, efforts to improve employee performance need to be carried out holistically by considering these various supporting factors to achieve sustainable organizational effectiveness.

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