

**Analysis of the Influence of Leadership Style, Work Environment, and Organizational Culture on Employee Performance at the Lowokwaru District Office, Malang City**

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INDEXING	ABSTRACT
<p><b>Keywords:</b> Keyword 1; leadership style Keyword 2; work environment Keyword 3; organizational culture Keyword 4; employee performance</p>	<p>This study aims to determine the influence of leadership style, work environment, and organizational culture on employee performance productivity at the Lowokwaru District Office, Malang City. The background of this study is based on the importance of increasing employee performance productivity in supporting the quality of public services at the sub-district level. Leadership factors, work environment conditions, and organizational culture are suspected to be important elements that influence the high and low employee work productivity. This study employs a quantitative approach using a survey method. The population consists of all 30 employees at the Lowokwaru District Office in Malang City, therefore a saturated sampling technique is applied. Data were collected through questionnaires and analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficients of determination (<math>R^2</math>). The results of the study indicate that partially leadership style, work environment, and organizational culture have a positive and significant effect on employee performance productivity. Leadership style is the most dominant variable influencing employee performance productivity. Simultaneously, the three independent variables also have a significant effect on employee performance productivity with a coefficient of determination (<math>R^2</math>) of 0.588. This means that 58.8% of employee performance productivity can be explained by leadership style, work environment, and organizational culture, while the remaining 41.2% is influenced by other factors outside the research. Based on the research results, it can be concluded that increasing employee performance productivity at the Lowokwaru District Office, Malang City requires the support of an effective leadership style, a conducive work environment, and a strong and positive organizational culture.</p>

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**INTRODUCTION**

Geopolitical uncertainty and fluctuations in global commodity prices also put pressure on national economic stability, which could impact long-term growth (Desalegn et al, 2022). On the other hand, Indonesia has significant potential to capitalize on technological developments and digitalization. The rapidly growing digital sector offers opportunities to increase efficiency, innovation, and competitiveness (Supriadi et al, 2024). The creative economy also shows promising growth, with a growing number of businesses utilizing products and services (Piergiovanni et al, 2021). In this context, appropriate fiscal policy is key to supporting inclusive and sustainable economic growth (Zulfiqar, 2018).

Public sector organizations, including government agencies such as the Lowokwaru District Office in Malang City, are required to provide effective, efficient, responsive, and high-quality services to the public. This demand is growing as the public demands fast, accurate, and transparent administrative services. To achieve these goals, improving employee productivity is a crucial aspect that every government organization must address.

Lowokwaru District, one of the rapidly developing districts in Malang City, faces a significant public service workload. This situation demands that employees work professionally and productively. However, in practice, several obstacles remain, such as suboptimal coordination, varying leadership styles between units, an unsupportive work environment, and a less-than-uniform work culture. This highlights the importance of researching the factors influencing employee productivity at the Lowokwaru District Office.

Employee performance productivity is not solely determined by individual abilities, but is also influenced by various internal organizational factors. Among these, leadership style, work environment, and organizational culture play a crucial role in shaping employee behavior, motivation, and performance. The leadership style implemented by superiors can influence employee discipline, work enthusiasm, and confidence in carrying out their duties. Effective leadership can create good communication, provide clear direction, and encourage employees to work optimally (Suriyanto and Nurfahira, 2024).

In addition, a comfortable, safe, and supportive work environment can improve employee concentration and work quality. The physical condition of the workspace, relationships between employees, and a harmonious work atmosphere are important elements in creating a productive work environment. An uncondusive work environment often negatively impacts employee morale and motivation. On the other hand, organizational culture, as the values, norms, and habits adopted in the work environment, also shapes employee work behavior. A strong and positive organizational culture can foster employees' sense of ownership, commitment, and responsibility for their work. Conversely, a weak organizational culture can hinder collaboration, reduce motivation, and result in low productivity.

Leadership style plays a significant role because a leader's job is challenging. This is due to differences in subordinate attitudes and behaviors that a leader must understand, according to Babalola, (2016). Leadership is the process of influencing and leading by example to employees through communication to achieve organizational goals (Saputra, 2021). The work environment includes all aspects related to employees' activities in the workplace, ranging from company culture and physical conditions to supporting facilities such as health insurance and parking areas. According to Emmanuel (2021), the work environment is a place where a group of people operates, supported by various facilities aimed at achieving organizational goals in line with the company's vision and mission. The work environment consists of two types, namely the physical and non-physical work environment. The physical type of work environment includes all conditions or circumstances in physical form in the workplace, such as work space, chairs, tables, temperature, humidity, noise, cleanliness, temperature, air circulation, and others.

Organizational culture is a set of values, beliefs, norms, and practices accepted and followed by members of an organization. This culture reflects the ways of thinking, acting, and interacting that employees internalize in carrying out their daily tasks. Organizational culture develops from history, traditions, and collective experiences that shape the organization's identity and character. Furthermore, organizational culture plays a crucial role

in shaping the work climate, which impacts employee motivation, satisfaction, and productivity (Ghaleb and Dahiam, 2024).

Technically, productivity is defined as the comparison between the results achieved (output) and the total resources used (input). It also reflects the relationship between the outcomes produced and the contribution of labor within a specific period of time (Parameswari et al, 2020). Productivity means the ability to produce something while work means the activity of doing something that is done to earn a living. Work productivity is the ability to produce more work than the usual standard. Work productivity will be realized if employees have the ability to complete the work or tasks that are their respective responsibilities.

Superiors or leaders must be able to provide motivation to employees. A common challenge faced by company leaders is determining the most effective way to motivate and enhance employee productivity, so that employees can perform their duties with full awareness and responsibility. This is important because each employee has different needs and desires, requiring leaders to understand and address these differences (Salim, 2025). Therefore, this study aims to determine the influence of leadership style, work environment, and organizational culture on employee performance productivity at the Lowokwaru District Office, Malang City.

## **LITERATURE REVIEW**

### **1. Definition of Leadership Style**

Human resources (HR) are a strategic asset in determining the success of organizations, both in the public and private sectors. Without quality HR, other resources cannot be optimally utilized (Omar, 2021). Competent and professional HR are crucial in managing organizations to adapt to environmental changes, globalization, and increasingly dynamic competition (Sumiati, 2025). Employee performance is a crucial indicator in assessing an organization's success. Performance is defined as the work results of individuals or groups that meet established standards and contribute to the achievement of organizational goals (Akpa *et al*, 2021). Numerous studies have shown that employee performance is influenced by various factors, such as organizational culture, leadership, motivation, and work commitment, as well as described by Tuhumena (2016), Yanti and Sanny (2019), and also Purnomo *et al* (2020).

### **2. Leadership Characteristics**

The characteristics of good leadership according to the theoretical and practical study of Koehorst *et al* (2021) are as follows:

- a. Have conceptual abilities, such as packaging ideas and short to long-term goals in a focused manner.
- b. Have good communication skills and can influence the attitudes of members. Competent administrative skills.
- c. Understanding job-related technical skills and authority as a leader.

### **3. Organizational culture**

Organizational culture is a fundamental aspect of any institution, defining shared values, beliefs, and behaviors that shape how members interact and collaborate. Organizational culture influences organizational effectiveness, employee satisfaction, and overall success (Mercurio, 2015). Various scholars have provided definitions of

organizational culture, each emphasizing different aspects of this complex phenomenon. Scholars offer diverse perspectives on organizational culture, highlighting its significance in shaping workplace dynamics and identity (Elsbach and Stigliani, 2018). Organizational culture is a pattern of shared basic assumptions developed by a group as it addresses and resolves issues related to external adaptation and internal integration (Schein, 1984). These assumptions, once validated, become passed down as the correct way to perceive, think, and feel.

#### **4. Relationship between Leadership Style and Employee Performance Productivity**

Effective leadership has a significant impact on improving employee performance. Leaders who are able to build good communication with employees tend to be more successful in increasing work productivity (Balakrishnan *et al*, 2024). Leaders who actively provide clear direction and consistently evaluate employee performance can create a more structured and productive work environment (Asmamaw and Semela, 2023). Furthermore, a leadership approach that encourages employee participation in decision-making also positively impacts their performance (Amarachi, 2021). Employees who feel involved in formulating organizational policies tend to have a stronger sense of ownership of their duties and responsibilities.

#### **5. The Relationship Between Work Environment and Employee Performance Productivity**

Employees are the main asset in an agency and have a crucial role in organizing and managing various activities to achieve the agency's goals. Employee performance refers to the work results produced by individuals in carrying out assigned tasks. Improving employee performance is essential for effective and efficient service to the community and achievement of organizational targets (Vuong and Nguyen, 2022). One factor that significantly influences employee performance is the work environment, which encompasses all physical and non-physical conditions experienced by employees while working (Noya, 2024).

#### **6. The Relationship Between Organizational Culture and Employee Performance Productivity**

One factor influencing work productivity is organizational commitment. Organizational commitment is the level of loyalty and emotional attachment of employees to the organization where they work. This commitment is divided into three main dimensions: affective, normative, and continuance (Dwiyanti *et al*, 2022). Employees with high levels of commitment tend to work harder, exhibit high levels of loyalty, and are willing to contribute maximally to organizational goals.

#### **7. Employee Performance Productivity**

Performance productivity is one of the main indicators in assessing the effectiveness and efficiency of a person's work within a company. In general, performance productivity can be defined as the ability of an individual or group to produce optimal output by utilizing available resources efficiently and effectively (Hernita *et al*, 2021). Employee performance productivity is influenced by various factors, both internal and external factors. Internal factors can include work motivation, abilities and skills, attitudes towards work, and physical and mental health. Meanwhile, external factors include the work environment, leadership style of superiors, reward systems, workload, and relationships between colleagues, as well as defined by Parashakti *et al* (2020).

## **RESEARCH METHOD**

### **1. Research Location**

The research location is one of the important things used as a research object where researchers conducted the research to facilitate researchers in obtaining valid data. Researchers conducted the research at the Lowokwaru sub-district office, Jl. Cengger Ayam I No. 12, Tulusrejo, Lowokwaru District, Malang City.

### **2. Research Time**

This research is planned to be carried out for three (3) months, starting from October to December 2025. The research stages include: Preparation, data collection, data analysis and preparation of the final report.

### **3. Types of research**

The type of research used in this study is quantitative with a survey method. In quantitative research, a population is defined as a generalization area consisting of objects or subjects with certain characteristics that will be studied to draw conclusions (Ghanad, 2023). Quantitative research aims to test the hypothesis of knowing between independent variables, namely leadership style, work environment, and organizational culture with the dependent variable, namely the performance productivity of sub-district office employees. In this study, data will be collected through questionnaires distributed to a sample of employees from sub-district offices in Malang City, in this case, namely, (Lowokwaru District and Blimbing District). The questionnaire will include questions related to employee work productivity through leadership style, work environment and organizational culture.

### **4. Data source**

The types of data sources used in the research are primary data and secondary data:

#### **a. Primary data.**

Primary data is data obtained directly, data from first sources or the researcher himself through various methods such as interviews, observation and documentation.

#### **b. Secondary data**

Secondary data is data that has been collected by other people and/or institutions and is usually available in the form of reports, statistics, and documents. Researchers use secondary data to support or supplement the primary data they have collected.

### **5. Population and Sample**

#### **a. Population**

Population refers to a generalization area consisting of objects or subjects with specific characteristics and qualities determined by the researcher to be studied and used as a basis for drawing conclusions. In this study, the population consists of employees at the Lowokwaru sub-district office in Malang City.

#### **b. Sample**

a sample is a subset or set of a population selected using a specific technique to ensure its representativeness. The sampling technique in this study is the saturated sampling technique, meaning the entire population is used as a sample. The reason for using saturated sampling is because the sample population is relatively small, or less than 100 people. Although it takes a long time to collect data, the saturated sampling technique can obtain high data accuracy, so the number of samples is 30 people.

## 6. Data Collection Techniques

Data collection techniques are the methods or means used to collect data in a study. The data collection techniques used in this study included questionnaires, observation, and documentation.

## 7. Data analysis

In conducting data analysis, researchers used descriptive analysis, comparing existing data with various supporting theories and analyzing and explaining them. This analysis employed formulas and interpreted data to create a clear picture through collection and compilation, thus providing a general overview of the company/office being studied.

## RESULT AND DISCUSSION

**Table 1. Validity Test**

Can/No	r count				r table	Conclusion
	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	AND		
1	0,854	0,858	0,870	0,895	0,361	Valid
2	0,873	0,858	0,919	0,895		Valid
3	0,827	0,831	0,882	0,864		Valid
4	0,896	0,892	0,909	0,771		Valid
5	0,891	0,859	0,870	0,834		Valid

Source: Processed primary data (2025)

Based on table 1, it can be seen that the instrument used in the research is the Leadership Style variable (X<sub>1</sub>) consists of 5 statements, the Work Environment variable (X<sub>2</sub>) consists of 5 statements, the Organizational Culture variable (X<sub>3</sub>) consists of 5 statements and the employee performance productivity variable (Y) also consists of 5 statements, from all statements the data is declared valid because the value ( $r_{\text{count}} > r_{\text{table}}$ ) of 0.361.

**Table 2. Reliability Test**

Variables	Alpha Cronbach	Alpha	Information
(X <sub>1</sub> )	0,918	0,6	Reliable
(X <sub>2</sub> )	0,911		Reliable
(X <sub>3</sub> )	0,932		Reliable
(AND)	0,906		Reliable

Source: Processed primary data (2025)

Based on the table, it can be concluded that all statement items from the Leadership Style variable (X<sub>1</sub>), Work Environment variable (X<sub>2</sub>), Organizational Culture variable (X<sub>3</sub>) and the employee performance productivity variable (Y) has a coefficient *Alpha* greater than 0.6, thus the statement items for all variables are declared reliable. According to Sugiyono (2017), data is declared reliable if the correlation value *alpha* greater than 0,6.

**Table 3. Multiple Linear Regression Test**

Variables	B Unstandardized Coefficients	Information
Constant	4,592	Positive
(X <sub>1</sub> )	0,648	Positive
(X <sub>2</sub> )	0,594	Positive
(X <sub>3</sub> )	0,429	Positive

Source: Processed primary data (2025)

Multiple linear regression tests are used to determine the direction of influence between positive and negative. A positive influence is a mutually supportive influence between variable X on Y. Based on the table, a regression equation can be created to measure the level of influence of the Leadership Style variable ( $X_1$ ), work environment variable ( $X_2$ ) and the Organizational Culture variable ( $X_3$ ) on the employee performance productivity variable (Y) using the following regression equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \text{and}$$

$$Y = 4,952 + 0,648 X_1 + 0,594 X_2 + 0,429 X_3 + \text{and}$$

Based on the regression equation, it can be interpreted that, for the value of the employee performance variable, the constant value is 4,952 means productivityEmployee performance is stated to be high before being influenced by the variables of Leadership Style, Work Environment and Organizational Culture. If the value of variable X is  $X_1$ ,  $X_2$  and  $X_3$  increased by 1,851, then the total influence value is 6,803, so it can be understood that there is a high influence between the variables. The regression equation values for each variable are as follows.

$Y$  = The employee performance productivity variable is the dependent variable and its value will be predicted by the Leadership Style variable ( $X_1$ ), work environment variable ( $X_2$ ) and Organizational Culture ( $X_3$ ).

$X_1$  = regression coefficient ( $X_1$ ) as big as 0,648 with the sign stating that the Leadership Style variable ( $X_1$ ) has a positive influence on the employee performance productivity variable (Y), this means that having good skills can improve employee performance.

$X_2$  = regression coefficient ( $X_2$ ) as big as 0,594 with the sign stating that the Work Environment variable ( $X_2$ ) has a positive influence on employee performance variables (Y), this means that better work experience support can improve employee performance.

$X_3$  = regression coefficient ( $X_3$ ) as big as 0,429 with the sign stating that the Organizational Culture variable ( $X_3$ ) has a positive influence on the employee performance variable (Y), this means that better support from work commitment can improve employee performance.

Based on the multiple linear regression test, it is known that Leadership Style has a dominant influence on employee performance at the Lowokwaru District Office, Malang City, with a regression coefficient value of 0,648.

### t-test (Partial)

The t-test was conducted to determine the extent of the partial influence of the Leadership Style variable ( $X_1$ ), Work environment ( $X_2$ ) and Organizational Culture ( $X_3$ ) on the Employee Performance Productivity variable (Y). The magnitude of the value of each influence of the independent variable on the dependent variable can be seen in the table following.

**Table 3. t-Test Results**

Variables	t count	t table	Sig t
( $X_1$ )	4,522	2,056	0,000
( $X_2$ )	3,505		0,000
( $X_3$ )	2,058		0,000

Source: Processed primary data (2025)

The results of the t-test calculation to determine the influence of each variable are:

1. Leadership Style Variable ( $X_1$ ) has a significant influence on employee performance

productivity (Y) at the Lowokwaru District Office, Malang City because the  $t_{\text{value}_{\text{count}}} = 4,522 > t_{\text{table}}2.056$  with a significant value of 0.000 ( $p < 0.05$ ), so  $H_1$  This means that having good skills can increase employee performance productivity.

2. Work Environment Variable ( $X_2$ ) has a significant influence on employee performance productivity (Y) at the Lowokwaru District Office, Malang City because the  $t_{\text{value}_{\text{count}}} = 3,0505 > t_{\text{table}}2.056$  with a significant value of 0.000 ( $p < 0.05$ ), so  $H_2$  accepted. This means that work experience can increase employee performance productivity.
3. Organizational Culture Variable ( $X_3$ ) has a significant influence on employee performance productivity (Y) at the Lowokwaru District Office, Malang City because the  $t_{\text{value}_{\text{count}}} = 2,058 > t_{\text{table}}2.056$  with a significant value of 0.000 ( $p < 0.05$ ), so  $H_3$  This means that a high level of work commitment can increase employee performance productivity.

### F Test (Simultaneous)

The simultaneous F test is a statistical test to determine the influence of the Leadership Style variable ( $X_1$ ), work environment variable ( $X_2$ ) and the Organizational Culture variable ( $X_3$ ) on the employee performance productivity variable (Y) together/combined, based on the results of the analysis that has been carried out, the results of the hypothesis testing are presented in the following table.

**Table 4. F Test**

Variables	F count	F table	Mr. F
Leadership Style ( $X_1$ ) Work environment ( $X_2$ ) Organizational Culture ( $X_3$ )	12,345	2,975	0,000

Source: Processed primary data (2026)

The results of the F-test indicate that the calculated F value of 12.345 is greater than the F table value of 2.975, with a significance level of 0.000. This shows that, simultaneously, the variables of leadership style ( $X_1$ ), work environment ( $X_2$ ), and organizational culture ( $X_3$ ) have a significant effect on employee performance productivity (Y) at the Lowokwaru District Office in Malang City. Therefore, hypothesis  $H_4$  is accepted, meaning that a good leadership style, a supportive work environment, and a strong organizational culture can enhance employee performance productivity.

### CONCLUSION

Based on the results of research on the influence of leadership style, work environment, and organizational culture on employee performance productivity at the Lowokwaru District Office, Malang City, the following conclusions can be drawn: 1). Leadership style has a positive and significant influence on employee performance productivity. The results of the analysis show that leadership style has the most dominant influence compared to other variables. This means that the better the leadership's ability to provide direction, motivation, communication, and role model, the more the employee's performance productivity will increase in carrying out service duties to the community. 2). The work environment has a positive and significant effect on employee performance productivity. A conducive work environment, both in terms of physical (comfortable space, lighting, cleanliness) and non-physical (harmonious work relationships, a sense of security, and teamwork), has been proven to be able to increase employee enthusiasm and work effectiveness. 3). Organizational

culture has a positive and significant effect on employee performance productivity. Organizational values such as discipline, responsibility, cooperation, and service orientation that are applied consistently can shape more professional employee work behavior, thus having an impact on increasing work productivity. 4). Simultaneously, leadership style, work environment, and organizational culture have a significant effect on employee performance productivity. These three variables together contribute 58.8% to employee performance productivity, while the remaining 41.2% is influenced by other factors outside the study. This shows that increasing employee work productivity requires good leadership support, a comfortable work environment, and a strong organizational culture simultaneously.

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