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## The Effect of Leadership Style, Organizational Culture, and Organizational Commitment on Employee Performance at the East Kalimantan Provincial Transportation Department

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**Abstract:** This study aims to analyse the influence of leadership style, organisational culture, and organisational commitment on employee performance at the East Kalimantan Provincial Transport Agency, both partially and simultaneously. The study employs a quantitative approach with an explanatory research design. The sample was determined using the Slovin formula via proportionate stratified random sampling, resulting in a total of 104 respondents. Data collection was carried out by distributing questionnaires using a Likert scale. The research data was then transformed into an interval scale using the Method of Successive Intervals (MSI) and analysed using multiple linear regression with the aid of SPSS software. The results of the study indicate that, when considered individually, leadership style does not have a significant effect on employee performance. Meanwhile, organisational culture and organisational commitment have a positive and significant effect on employee performance. Collectively, leadership style, organisational culture, and organisational commitment have a significant effect on employee performance. The results of the regression analysis indicate that organisational commitment is the most dominant variable influencing employee performance, followed by organisational culture, whilst leadership style has not yet exerted an optimal influence. Consequently, improvements in employee performance are more strongly influenced by high levels of organisational commitment and a conducive organisational culture.

**Keyword:** leadership style, organizational culture, organizational commitment, employee performance, public sector

### INTRODUCTION

The performance of the Civil Service (ASN) is one of the key indicators in achieving professional, effective, transparent, and accountable governance. Law No. 5 of 2014 on the Civil Service stipulates that civil servants are required to possess integrity, professionalism, neutrality, and adequate competence in providing quality public services. In the context of

bureaucratic reform, improving employee performance has become a strategic priority for the government as it is directly linked to the effectiveness of government operations and the success of achieving public sector organizational goals.

Employee performance in public sector organizations is not only measured based on the quantity of work produced but also on work quality, effectiveness, efficiency, timeliness, and accountability in carrying out the organization's duties and functions. Mangkunegara (2015) explains that employee performance is the work output achieved by an individual based on the work standards established by the organization. Meanwhile, Robbins and Judge (2022) assert that employee performance is influenced by individual ability, work motivation, and a supportive organizational environment.

In government organizations, employee performance plays a strategic role because it is a determining factor in the overall success of the organization. Sinambela (2021) states that organizational performance is essentially the accumulation of the performance of individuals who carry out their duties in accordance with their responsibilities and authorities. Therefore, low-quality employee performance will have a direct impact on the organization's effectiveness in providing services to the public.

As a form of evaluation of government agency performance, the Government Agency Performance Accountability System (SAKIP) serves as a crucial tool for assessing the quality of public governance. Based on the 2020–2024 SAKIP data from the East Kalimantan Provincial Transportation Agency, the organization's performance outcomes exhibit fluctuating trends. The SAKIP score declined in several periods, although it had increased in 2023. This situation indicates that the management of organizational performance has not been consistent or optimal. These fluctuations in performance achievements suggest the presence of internal organizational factors that influence the effectiveness of employees' task execution.

Theoretically, employee performance is influenced by various organizational factors, including leadership style, organizational culture, and organizational commitment. These three variables are important aspects of human resource management because they are directly related to work behavior, motivation, loyalty, and employee productivity in public organizations.

Leadership style relates to a leader's ability to influence, direct, guide, and motivate employees to achieve organizational goals. Hasibuan (2016) states that leadership style is the way a leader influences subordinates to be willing to cooperate and work effectively to achieve organizational goals. In public sector organizations, effective leadership is necessary to create good work coordination, increase employee motivation, and foster discipline and a sense of responsibility in the workplace.

In addition to leadership, organizational culture also has a significant influence on employee behavior and performance. Organizational culture reflects the values, norms, beliefs, and behavioral patterns shared by members of the organization. Robbins and Judge (2022) explain that organizational culture serves as a guide in determining employee work behavior and shaping organizational identity. A strong organizational culture can create a conducive work environment, enhance teamwork, strengthen work discipline, and foster a performance-oriented mindset. Conversely, a weak organizational culture can lead to low motivation, a lack of commitment to the organization, and a decline in employee work quality.

Another factor influencing employee performance is organizational commitment. Organizational commitment reflects the level of employees' emotional attachment to the organization, their willingness to maintain their membership within the organization, and their loyalty in carrying out duties and responsibilities. Meyer and Allen (1991) explain that organizational commitment consists of affective commitment, continuance commitment, and

normative commitment. Employees with high organizational commitment tend to demonstrate greater loyalty, responsibility, and work motivation compared to employees with low commitment levels.

Various previous studies have shown that leadership style, organizational culture, and organizational commitment are closely related to improved employee performance. However, previous research findings still reveal discrepancies across different organizational contexts and work environments. Differences in the characteristics of public organizations, work culture, and bureaucratic conditions necessitate a fresh empirical examination of the relationships among these variables.

The East Kalimantan Provincial Transportation Agency, as a regional government agency with strategic responsibilities in public transportation services, requires professional and high-performing human resources. Therefore, this study is important to analyze the influence of leadership style, organizational culture, and organizational commitment on employee performance at the East Kalimantan Provincial Transportation Agency.

Based on the above description, the research questions in this study are as follows:

1. Does leadership style affect employee performance?
2. Does organizational culture affect employee performance?
3. Does organizational commitment affect employee performance?
4. Do leadership style, organizational culture, and organizational commitment simultaneously affect employee performance?

This study aims to analyze the influence of leadership style, organizational culture, and organizational commitment on employee performance at the East Kalimantan Provincial Transportation Agency.

In line with the issues outlined in the introduction regarding the importance of improving the performance of civil servants (ASN) in supporting the effectiveness of public organizations, a theoretical framework is needed to explain the factors that influence employee performance. Employee performance is the work output achieved by an individual based on the tasks and responsibilities assigned by the organization. Mangkunegara (2015) explains that employee performance is influenced by the work ability and motivation possessed by each individual. Employee performance can be measured through several indicators, including work quality, work quantity, timeliness, effectiveness, and responsibility in completing tasks. In the context of public organizations, employee performance holds a highly strategic position as it serves as one of the key indicators of the success of public service delivery and the achievement of government organizational objectives. Therefore, improving employee performance is a critical focus in human resource management within the public sector.

In relation to efforts to improve employee performance, there are several organizational factors that are believed to have a significant influence on the quality of employee performance, one of which is leadership style. Leadership style refers to the patterns of behavior leaders use to influence subordinates in achieving organizational goals. Hasibuan (2016) notes that leadership style reflects how leaders direct, guide, coordinate, and motivate employees in performing their work. Effective leadership fosters a productive work environment, boosts work motivation, and promotes employee discipline and accountability. In addition to leadership, organizational culture also has a significant influence on employee work behavior. Robbins and Judge (2022) explain that organizational culture is a set of values, norms, beliefs, and assumptions shared by members of the organization, serving as guidelines for working, interacting, and completing tasks. A strong organizational culture fosters loyalty, teamwork, and a focus on achieving organizational goals.

Furthermore, in addition to leadership style and organizational culture, organizational commitment is also a key factor influencing employee performance. Organizational

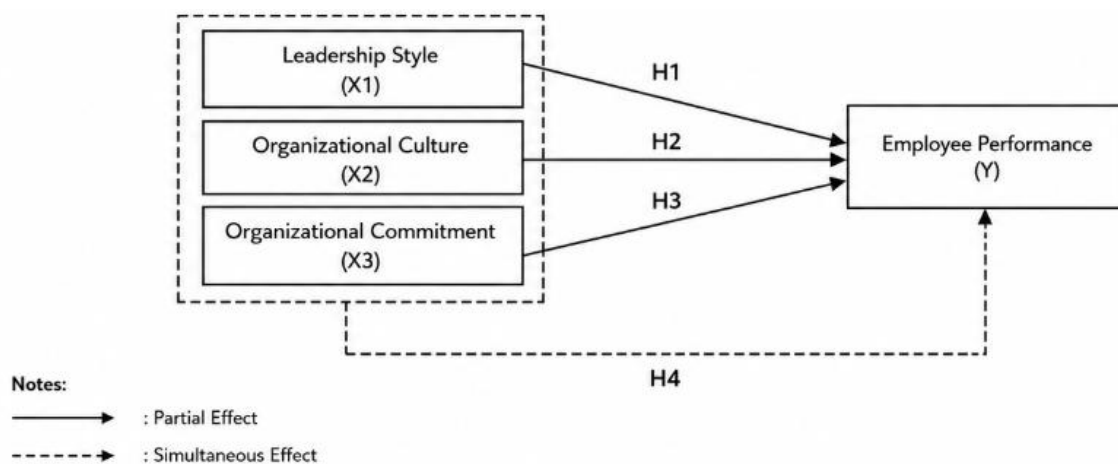
commitment reflects the degree to which employees are attached to the organization, as evidenced by their loyalty, sense of belonging, and willingness to remain part of the organization. Meyer and Allen (1991) categorized organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment. Employees with high organizational commitment tend to demonstrate better work motivation, responsibility, and work engagement, thereby positively impacting organizational performance. Thus, based on the theoretical framework and research problems outlined above, the proposed research hypotheses are:

H1 : leadership style has a significant effect on employee performance;

H2 : organizational culture has a significant effect on employee performance;

H3 : organizational commitment has a significant effect on employee performance; and

H4 : leadership style, organizational culture, and organizational commitment simultaneously have a significant effect on employee performance.



Source: Processed by the researcher (2026)

Figure 1. Conceptual Framework

## METHOD

This study employs a quantitative approach with an explanatory research design. The quantitative approach was chosen because the study aims to empirically test the relationships and influences among variables through the measurement of numerical data. The explanatory research design is used to explain the influence of leadership style, organizational culture, and organizational commitment on employee performance at the East Kalimantan Provincial Transportation Agency.

The research was conducted at the East Kalimantan Provincial Transportation Agency in 2026. This location was chosen because the agency is a regional government organization that plays a strategic role in the provision of public transportation services and exhibits organizational performance dynamics reflected in the fluctuating achievements of the Government Agency Performance Accountability System (SAKIP) over the past few years.

The population in this study consists of all employees of the East Kalimantan Provincial Transportation Agency, totaling 104 individuals. Given the relatively small population size, this study employed a saturated sampling technique, meaning that all members of the population were included as research respondents. Consequently, the sample size for this study is 104 respondents.

The research data consists of primary and secondary data. Primary data was obtained directly through the distribution of questionnaires to the study respondents, while secondary data was obtained from organizational documents, performance reports, SAKIP data, laws

and regulations, as well as various literature relevant to the study. The research instrument used a questionnaire with a five-point Likert scale to measure respondents' perceptions of the variables of leadership style, organizational culture, organizational commitment, and employee performance.

Before being used in the study, the instrument was first tested for validity and reliability to ensure its suitability as a measurement tool. The validity test was conducted to determine the ability of the survey items to measure the research variables, while the reliability test was used to assess the consistency of the research instrument. Subsequently, the data obtained were analyzed using the Statistical Product and Service Solutions (SPSS) software.

Data analysis was conducted through several stages, namely descriptive statistical analysis, classical assumption tests, and multiple linear regression analysis. Descriptive statistical analysis was used to describe the characteristics of the respondents and the distribution of research responses. The classical assumption tests included tests for normality, multicollinearity, heteroscedasticity, and autocorrelation to ensure that the regression model met statistical requirements. Furthermore, multiple linear regression analysis was used to determine the influence of leadership style, organizational culture, and organizational commitment on employee performance, both partially and simultaneously.

The regression equation model used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Notes:

Y = Employee Performance

X1 = Leadership Style

X2 = Organizational Culture

X3 = Organizational Commitment

a = Constant

b = Regression Coefficient

e = Error Term

Hypothesis testing was conducted using the t-test to determine the partial effect of each independent variable on the dependent variable and the F-test to determine the simultaneous effect of all independent variables on the dependent variable. Additionally, the coefficient of determination ( $R^2$ ) was used to determine the extent to which leadership style, organizational culture, and organizational commitment contribute to explaining the variation in employee performance.

## RESULTS AND DISCUSSION

This study was conducted at the East Kalimantan Provincial Transportation Agency with the aim of analyzing the influence of leadership style, organizational culture, and organizational commitment on employee performance. The study employed a quantitative approach using explanatory research methods. The study included 104 employees, all of whom were selected as the research sample using a saturation sampling technique. Data collection was conducted through the distribution of questionnaires using a Likert scale.

In general, organizational conditions indicate that improving employee performance is a key issue in strengthening the governance of public organizations. This is reflected in the achievements of the East Kalimantan Provincial Transportation Agency's Government Agency Performance Accountability System (SAKIP), which has experienced fluctuations in recent years. These conditions suggest that strengthening internal organizational factors such as leadership, organizational culture, and employee commitment is crucial for enhancing organizational effectiveness.

Descriptive statistical analysis was conducted to obtain an overview of respondents' perceptions regarding the research variables, which included leadership style, organizational culture, organizational commitment, and employee performance.

**Table 1. Index Values of Research Variables**

Variable	Index Value	Category
Leadership Style	High	Good
Organizational Culture	High	Good
Organizational Commitment	High	Good
Employee Performance	High	Good

Source: Data compiled by the researcher (2026)

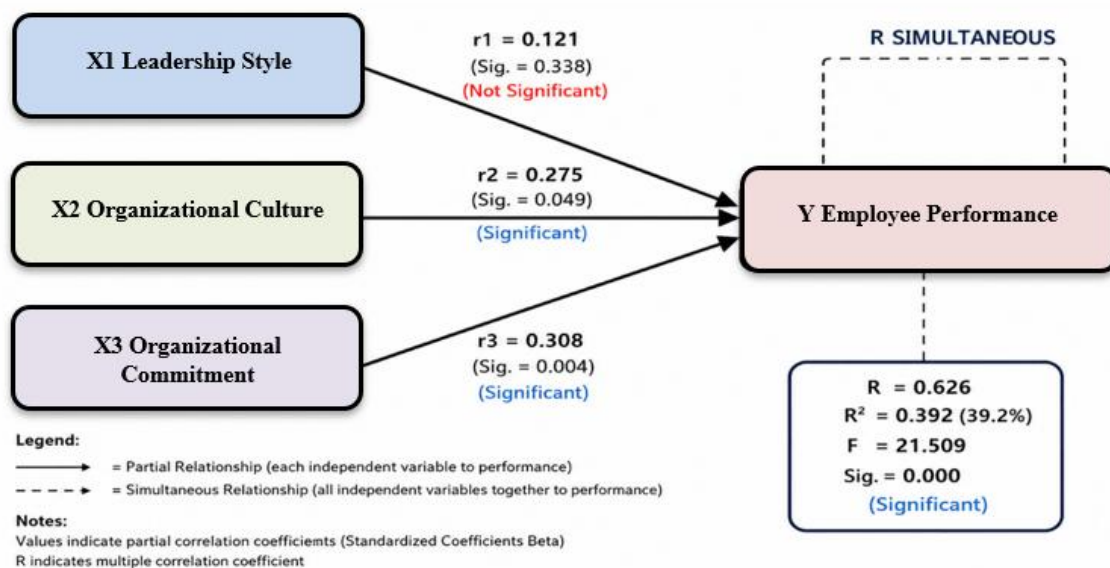
The results of the descriptive statistical analysis show that all research variables fall into the high category, indicating that the organizational conditions at the East Kalimantan Provincial Transportation Agency are generally functioning quite well. Employees assess that the leadership style employed by management is capable of providing sufficiently effective work direction, coordination, and supervision to support the execution of organizational tasks. On the other hand, the organizational culture is assessed to have developed positively through the application of values such as discipline, cooperation, responsibility, and service orientation, which are reflected in employees' daily work behavior. Additionally, employees' organizational commitment is also in the high category, indicating loyalty, a sense of ownership, and emotional attachment to the organization. These conditions have led to high employee performance levels, although there are still several aspects that require strengthening, particularly in improving the consistency of productivity, work effectiveness, and the sustainable optimization of organizational goal achievement. These findings indicate that organizational success is not only influenced by structural factors but is also significantly shaped by the quality of organizational relationships, work culture, and employee engagement in achieving institutional goals.

To ensure that the research instrument is truly capable of measuring the variables under study precisely and accurately, validity tests were conducted on all items in the research questionnaire. The test results showed that all items in the variables of leadership style, organizational culture, organizational commitment, and employee performance had corrected item-total correlation values greater than the table *r* values; thus, all items were deemed valid. These results indicate that each indicator in the research instrument has been able to empirically represent the constructs of the measured variables. Thus, the research instrument is deemed suitable for use as a data collection tool because it meets validity criteria and is capable of generating relevant information in line with the research objectives. The instrument's success in meeting validity criteria is crucial, as the quality of research results is significantly influenced by the accuracy of the measurement tools used in the data collection process.

In addition to validity testing, this study also conducted reliability testing to determine the level of consistency of the research instrument in producing stable and reliable data. Reliability testing using the Cronbach Alpha method showed that all variables had an alpha value greater than 0.70. This value indicates that the research instrument has a high level of reliability, meaning that each statement item in the instrument is capable of providing consistent measurement results when used in repeated measurements under relatively similar conditions. Thus, all research variables were deemed reliable and met the requirements for use in the subsequent analysis phase. The high level of instrument reliability also strengthens the quality of the research data, ensuring that the analysis results obtained have a higher level of confidence and are academically and scientifically accountable.

Before conducting multiple linear regression analysis, classical assumption tests were first performed to ensure that the regression model met the required statistical criteria. The classical assumption tests in this study include tests for normality, multicollinearity, and heteroscedasticity. This step is crucial because a good regression model must satisfy these statistical assumptions to ensure that the estimated results are unbiased, accurate, and possess good predictive power. Testing classical assumptions also aims to ensure that the relationships between variables in the research model can be analyzed objectively and scientifically. By fulfilling these assumptions, the regression model used in the study can provide more valid analysis results in explaining the influence of leadership style, organizational culture, and organizational commitment on employee performance.

To clarify the relationships among the variables in this study, the conceptual model illustrates that leadership style, organizational culture, and organizational commitment are independent variables that influence employee performance the dependent variable both partially and simultaneously. These relationships suggest that improving leadership quality, strengthening organizational culture, and fostering high employee commitment are believed to enhance employee work effectiveness within the organization. Additionally, the coefficient of determination (R-squared) of 39.2% indicates that the variables of leadership style, organizational culture, and organizational commitment collectively account for 39.2% of the variation in employee performance, while the remaining 60.8% is influenced by other factors outside the research model. This value indicates that the three independent variables have a fairly strong contribution in explaining changes in employee performance at the East Kalimantan Provincial Transportation Agency.

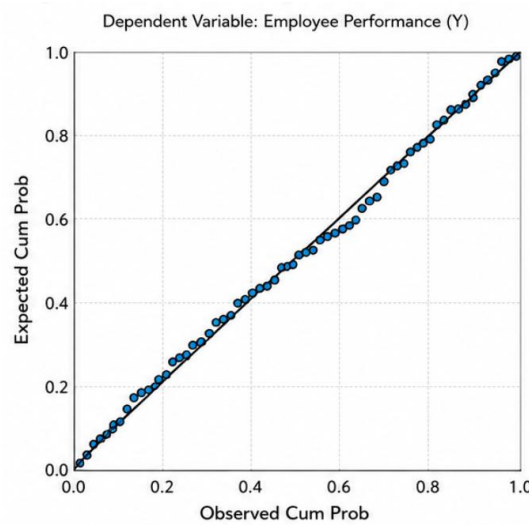


Source: Processed by the researcher (2026)

**Figure 2. Conceptual Framework and Correlation Across Variables**

The results of the normality test using the Kolmogorov-Smirnov method indicate that the significance value is greater than 0.05, so the research data is deemed to be normally distributed. Furthermore, observations of the Normal P-P Plot show that the residual points are scattered around the diagonal line and follow the direction of that line. This condition indicates that the residual distribution in the regression model satisfies the normality assumption, making the regression model suitable for use in multiple linear regression analysis. The distribution of points following a diagonal pattern indicates that there are no significant distribution deviations in the research data. Thus, the regression model used has

met one of the main requirements in parametric statistical analysis, so that the results of the hypothesis testing conducted can provide a higher level of accuracy and validity in explaining the relationships between the research variables.



Source: Processed by the researcher (2026)

**Figure 3. Normal P-P Plot of Regression Standardized Residual**

A multicollinearity test was conducted to determine whether there were excessively strong relationships among the independent variables in the regression model. Based on the test results, all independent variables had tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values less than 10. These results indicate that there is no multicollinearity among the independent variables; therefore, the regression model is deemed to satisfy the multicollinearity assumption and can be used in further analysis.

Furthermore, the results of the heteroscedasticity test based on the Glejser test and the scatterplot show that the distribution of the residual points is random and does not form a specific pattern. This condition indicates that the regression model does not exhibit heteroscedasticity. Thus, the residual variance in the research model is considered constant, so the regression model meets the assumption of homoscedasticity and is suitable for multiple linear regression analysis.

The results of the study indicate that leadership style does not have a significant effect on employee performance at the East Kalimantan Provincial Transportation Agency. This is evidenced by a significance value of 0.338 and a relatively small positive regression coefficient; thus, although the relationship between leadership style and employee performance is positive, the effect is not strong enough to significantly improve performance. This condition indicates that improvements or changes in leadership style have not yet been fully capable of serving as a primary factor in driving employee work effectiveness. In the context of public sector organizations, this phenomenon can be understood because government bureaucratic systems generally have structured, procedural, and regulation-based work mechanisms, so employees tend to carry out tasks based on applicable operational standards rather than relying on individual leadership characteristics. Thus, the success of work execution is influenced more by compliance with the organizational system than by the direct influence of leaders.

Theoretically, Robbins and Judge (2022) explain that leadership plays a strategic role in influencing work behavior through the processes of communication, motivation, direction, and decision-making. However, leadership effectiveness is largely determined by the alignment of leadership styles with the organizational context at hand. This perspective is

reinforced by Fiedler's contingency theory, which asserts that a leader's success is determined not only by personal ability but also by the fit between leadership style and the conditions of the organizational environment. In this study, the insignificant influence of leadership suggests that the leadership styles applied have not yet fully aligned with the needs and characteristics of the government bureaucracy—an organizational structure that tends to be formal and hierarchical. Additionally, leadership changes at the strategic level have contributed to employees' adaptation to the new leadership style not yet proceeding optimally, so the impact on performance improvement has not yet been clearly evident. This finding reinforces the argument that leadership effectiveness in the public sector cannot be separated from the organizational context and the bureaucratic culture surrounding it.

Unlike the leadership variable, the research results indicate that organizational culture has a positive and significant influence on employee performance, with a significance value of 0.049. These results suggest that organizational culture is a key factor in consistently shaping employee work behavior. The better the implementation of values, norms, and work practices within the organization, the higher the resulting level of employee performance. In public organizations, organizational culture serves not only as an institutional identity but also as a guide in fostering discipline, cooperation, professionalism, and a focus on achieving organizational goals. A strong organizational culture fosters alignment in employee behavior, thereby creating a more productive and conducive work environment. Therefore, the presence of a positive organizational culture is a crucial instrument in enhancing the effectiveness of civil service performance.

Robbins and Judge (2022) state that organizational culture is a system of shared meanings embraced by organizational members that serves as the foundation for determining how they think and act. Schein (2018) also explains that organizational culture functions as a social control mechanism that guides employee behavior to align with the organization's values and standards. When organizational culture is well internalized, employees will possess a collective awareness to perform their duties with discipline and accountability without the need for constant direct supervision. The findings of this study indicate that the organizational culture at the East Kalimantan Provincial Transportation Agency has successfully fostered work patterns that support improved employee performance. This finding aligns with the research by Shariyani et al. (2022), Rizkiana et al. (2024), and Anggita and Siregar (2024), which indicates that organizational culture has a significant impact on employee performance. Thus, organizational culture can be viewed as a strategic factor that plays a role in strengthening organizational effectiveness through the formation of productive and results-oriented work behavior.

The research results also show that organizational commitment has a positive and significant effect on employee performance, with a significance value of 0.004. The relatively high regression coefficient indicates that organizational commitment is the most dominant variable influencing employee performance. These findings suggest that employees who possess a high level of emotional attachment, loyalty, and a sense of responsibility toward the organization tend to demonstrate more optimal performance. In the context of public organizations, organizational commitment is a crucial internal factor because it is directly linked to employees' willingness to work diligently toward achieving organizational goals. Employees with high commitment do not merely fulfill administrative duties; they are also driven by a moral imperative to contribute their best to the organization where they work.

Meyer and Allen's (1991) theory explains that organisational commitment comprises affective commitment, continuance commitment and normative commitment, which together influence an individual's work behaviour. Employees with high affective commitment will feel a sense of belonging to the organisation, whilst normative commitment encourages employees to remain loyal and accountable to the organisation's tasks. Robbins and Judge

(2015) also emphasise that organisational commitment is positively correlated with improved performance, as individuals with high commitment are more motivated to complete their work optimally. The findings of this study are consistent with the results of research by Anggita and Siregar (2024), Sulantara et al. (2020), and Purnomo et al. (2020), which indicate that organisational commitment is a dominant factor in improving employee performance. This indicates that strengthening organisational commitment is a key strategy in creating a professional, loyal workforce that is focused on achieving the organisation's objectives in a sustainable manner.

Simultaneously, the research results indicate that leadership style, organizational culture, and organizational commitment collectively have a significant effect on employee performance, with a significance value of 0.000. These results suggest that employee performance is the result of the interaction of various internal organizational factors that are interrelated and mutually reinforcing. Leadership serves to provide direction and coordinate work; organizational culture shapes work values and behavioral norms; while organizational commitment strengthens employees' loyalty and attachment to the organization's goals. Robbins and Judge (2022) explain that these three factors have an integrative relationship in shaping employee work behavior. A strong organizational culture reinforces employee commitment, while effective leadership ensures consistency in the organization's operational execution. These findings align with the research results of Bindarto (2020), Suardiani (2022), and Anggita and Siregar (2024), who state that leadership style, organizational culture, and organizational commitment simultaneously have a significant impact on employee performance. Therefore, improving employee performance at the East Kalimantan Provincial Transportation Agency requires an integrated approach through strengthening organizational culture, enhancing employee commitment, and implementing adaptive leadership that aligns with the characteristics of government bureaucracy.

## CONCLUSION

This study aims to analyze the influence of leadership style, organizational culture, and organizational commitment on employee performance at the East Kalimantan Provincial Transportation Agency. Based on the results of data analysis using multiple linear regression, it was found that leadership style does not have a significant effect on employee performance, although there is a positive relationship. This indicates that in public sector organizations, formal, procedure-based bureaucratic work systems mean that leadership influence has not yet become a primary factor in driving improvements in employee performance. Conversely, organizational culture was found to have a positive and significant effect on employee performance, indicating that the internalization of values, work discipline, teamwork, and service orientation can foster more productive and professional work behavior. The research results also indicate that organizational commitment has a positive and significant effect and is the most dominant variable influencing employee performance.

These findings confirm that employee loyalty, a sense of belonging, and emotional attachment to the organization are critical internal factors in improving civil servant performance. Simultaneously, leadership style, organizational culture, and organizational commitment have a significant effect on employee performance with a coefficient of determination of 39.2%, meaning that 39.2% of the variation in employee performance can be explained by these three variables, while the remainder is influenced by other factors outside the research model. Based on the research findings, the East Kalimantan Provincial Transportation Agency is advised to strengthen a leadership style that is more adaptive, participatory, and communicative through coaching, mentoring, and continuous performance evaluations. Additionally, the organization needs to strengthen its work culture through discipline training, the promotion of organizational values, and the enhancement of

teamwork to ensure that professionalism and integrity are increasingly internalized in employees' work behavior.

Given that organizational commitment is the most significant factor in improving performance, organizations must also prioritize policies that foster greater employee loyalty and engagement, such as providing rewards, career development, skills training, and creating a supportive work environment. In this way, improvements in employee performance can be achieved more effectively and sustainably by strengthening internal organizational factors.

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