

Transformational Leadership Organizational Culture, Work Discipline, On Employee Performance at PT Hokkan Deltapack Industry

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ABSTRACT

This study aims to determine how the influence of transformational leadership, organizational culture and work discipline partially and simultaneously on employee performance at PT Hokkan Deltapack Industri. In this study collected through distributing questionnaires to 61 respondents. The data analysis technique used is multiple linear regression analysis models, with t tests and F tests. Meanwhile, what is used to see the extent of the accuracy and feasibility of the research variable instrument is used validity and reliability tests. The results of the t test analysis in this study indicate that partially transformational leadership has a significant effect (Sig.t 0.028 <0.05), organizational culture has a significant effect (Sig.t 0.033 <0.05) and work discipline has a significant effect on employee performance at PT Hokkan Deltapack Industri (Sig.t 0.000 <0.05). The results of the F test analysis and the coefficient of determination show that simultaneously transformational leadership, organizational culture and work discipline have a positive and significant influence on employee performance at PT Hokkan Deltapack Industri by 50.7 percent (Sig.F 0.000 <0.05). This shows that the better the transformational leadership, organizational culture and work discipline, the higher the performance produced by the employees of PT Hokkan Deltapack Industri.

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1. INTRODUCTION

Human Resources is the most important component in an organization, because it has a role as a driver and controller of organizational activities (Arifin et al., 2020). In general, the term HR refers to someone who acts as an organizational machine. Businesses and institutions function as resources whose expertise must be honed and developed so as to improve the performance of their organization's human resources (Supardi & Anshari, 2022).

According to (Brahmannanda & Suwandana, 2018) employee performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. According to (Balansa et al., 2017) transformational leadership is leadership that places more emphasis on shifting the values and beliefs of leaders, as well as to see the needs of their followers. Apart from leadership factors, another factor is organizational culture, organizational culture is a guiding characteristic shared by members of a particular organization or business group (Kurniawan DP, 2018). It should be understood that

culture also plays an important role in encouraging and increasing the effectiveness of organizational work both in the short and long term.

According to (Badaruddin, 2022), organizational culture is a value system agreed upon and obeyed by all members of the organization which is dynamic in nature and is able to increase organizational productivity, the dynamics in organizational culture do not mean that it is always changing, but something that is considered important in the organization must be maintained and finally discipline can improve HR performance.

According to (Berliana et al., 2019) suggests that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all the rules and is aware of his duties and responsibilities. Work discipline shows a condition or respectful attitude that exists in employees. Because a good training program must be able to increase work productivity and maintain employee excellence in quality and quantity.

The relationship between transformational leadership variables and employee performance is very close, where transformational leadership indicators show, among others, serving subordinates so as to foster a sense of admiration, respect and trust. Transformational leadership affects job satisfaction, a person's leadership can affect the performance of his subordinates, therefore leadership is very necessary in an organization (Sularmi & Apriyanti, 2019).

Organizational culture and employee performance are important aspects in the context of human resource management. Organizational culture refers to the values, beliefs, norms, and practices that prevail in an organization. Employee performance, on the other hand, refers to the level of effectiveness and efficiency of employees in achieving organizational goals.

Work discipline with employee performance, knowing the level of work discipline of the research subjects, knowing the level of employee performance of the research subjects and knowing the role and effective contribution of work discipline to employee performance. The hypothesis proposed is that there is a positive relationship between work discipline and employee performance. Professionalism is at the core of the work discipline culture in this company. Employees at PT Hokkan Deltapack Industri are expected to uphold a professional work ethic. They must be polite, maintain integrity, and act responsibly. In every interaction, both with fellow employees and with external parties, good and honest communication is an important foundation. By prioritizing professionalism, the company creates a harmonious work environment and maintains a good reputation. Leadership knowledge Attitude and mental work motivation, work discipline, employee performance, income level, salary, employee work results seen from the aspects of quality, quantity of work time, and cooperation to achieve the goals set by the organization.

Employee work results are seen from the aspects of quality, quantity of work time, and cooperation to achieve the goals set by the organization (Pratama, 2020) The most important factor as a determinant of an employee's performance and organizational competence while adjusting to a dynamic environment, as stated (Oupen & Yudana, 2020), namely leadership. Effective leadership needs to direct the efforts of all employees to obtain organizational goals.

According to (Ramadea, 2019), leadership is "a science that comprehensively examines how to direct, influence, and supervise others to perform tasks." The influence of democratic leadership style and work motivation on the performance of employees of the Mamuju Regency Ministry of Religious Affairs Office. Organizational culture is a certain pattern owned by members and employees. Starting from behavior or attitudes, norms, values, to the assumptions that related to the integration of individuals in carrying out their work. According to (Muna & Isnawati, 2022) work discipline is the ability or attitude of a person to obey the rules that have been set in a timely manner.

This has a positive impact on employee performance, because quality work will contribute better to organizational goals. The phenomenon that exists at PT Hokkan Deltapack Industri is the encouragement to have initiative, in addition to the lack of motivation of employees in doing work which can affect services to the community that are less than optimal, not optimal

service to employees related to slowness so that it has an impact on working time and decreased quality.

This study aims to determine how the influence of transformational leadership, organizational culture and work discipline partially and simultaneously on employee performance at PT Hokkan Deltapack Industri.

2. RESEARCH METHOD

The method used is quantitative method. Quantitative research methods according to (Sugiyono, 2019) are research methods based on the philosophy of positivism (relying on empiricism) which are used to research on certain populations or samples, sampling techniques are generally carried out randomly (random), data collection uses objective research instruments, and data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses. This research was conducted for approximately three months starting from March to June 2023. The place of this research is PT Hokkan Deltapack Industri which is located at Jl. Terminak Km 12. Alang-alang lebar Village, Alang-alang lebar District Palembang city.

The population of this study were all employees of PT Hokkan Deltapack Industri. In this study collected through distributing questionnaires to 61 respondents. This study uses a census research technique. There are two types of sampling methods for taking probability and non-probability samples. This research analysis uses the help of the SPSS application

Research Hypothesis

- H1 it is suspected that transformational leadership has a significant effect on the performance of employees of PT Hokkan Deltapack Industri.
- H2 It is suspected that the organization has a significant effect on the performance of employees of PT Hokkan Deltapack Industri.
- H3 It is suspected that organization has a significant effect on the performance of employees of PT Hokkan Deltapack Industri.
- H4 It is suspected that leader transformation, organizational culture and work discipline have a significant effect on the performance of employees of PT Hokkan Deltapack Industri.

3. RESULT AND DISCUSSION

Validity Test

The criteria for determining the validity of an instrument item is if the r-count > r-table value, then the item is declared valid and qualified to be used as a research measuring instrument (Ghozali, 2018). The results of the research instrument validity test are presented as follows:

Table 1. Table Data Results of the Validity Test of Transformational Leadership Variable Instrument Items

Variable	Item	r-count	r-table (df: 59)	Interpretation
Transformational leadership (X ₁)	X1-1	0.402	0,256	Valid
	X1-2	0.368	0,256	Valid
	X1-3	0.452	0,256	Valid
	X1-4	0.387	0,256	Valid
	X1-5	0.393	0,256	Valid

Source: Processed by researchers using SPSS V.25 (2023)

Based on the data from the validity test results of 5 statement items as an instrument of transformational leadership variables in Table 1 above, it is found that the acquisition value of the r-count correlation test results for all statement items is greater than the r-table value (r-count > r-table 0.256). Thus, these results indicate that at a significant level of 5% (0.05) all items of transformational leadership variable instruments are declared valid and qualified as measuring instruments for research variables, so that further analysis can be carried out.

Table 2. Data Table of Organizational Culture Variable Instrument Item Validity Test Results

Variable	Item	r-count	r-table (df: 59)	Interpretation
Organizational Culture (X ₂)	X2-1	0.397	0,256	Valid
	X2-2	0.404	0,256	Valid
	X2-3	0.328	0,256	Valid
	X2-4	0.342	0,256	Valid
	X2-5	0.436	0,256	Valid

Source: Processed by researchers using SPSS V.25 (2023)

Based on the data from the validity test results for the 5 items of the organizational culture variable instrument in Table 2 above, it is found that the acquisition value of the correlation test results (r-count) for all statement items is greater than the r-table value (r-count > r-table 0.256). Thus, these results indicate that at a significant level of 5% (0.05) all items of the organizational culture variable instrument are declared valid and qualify as measuring instruments for research variables, so that further analysis can be carried out.

Table 3. Data Table of Validity Test Results of Work Discipline Variable Instrument Items

Variable	Item	r-count	r-table (df: 59)	Interpretation
Work Discipline (X ₃)	X3-1	0.458	0,256	Valid
	X3-2	0.401	0,256	Valid
	X3-3	0.397	0,256	Valid
	X3-4	0.395	0,256	Valid
	X3-5	0.378	0,256	Valid
	X3-6	0.392	0,256	Valid

Source: Processed by researchers using SPSS V.25 (2023)

Based on the data from the validity test results of the 6 work discipline variable instrument items in Table 3 above, it is found that the acquisition value of the correlation test results (r-count) for all statement items is greater than the r-table value (r-count > r-table 0.256). Thus, these results indicate that at a significant level of 5% (0.05) all items of the work discipline variable instrument are declared valid and qualify as measuring instruments for the research variables, so that further analysis can be carried out.

Table 4. Data Table of Employee Performance Variable Instrument Item Validity Test Results

Variable	Item	r-count	r-table (df: 59)	Interpretation
Employee Performance (Y)	Y-1	0.574	0,256	Valid
	Y-2	0.323	0,256	Valid
	Y-3	0.474	0,256	Valid
	Y-4	0.636	0,256	Valid
	Y-5	0.428	0,256	Valid

Source: Appendix 5. Processed by researchers using SPSS V.25 (2023)

Based on the data from the validity test results for the 5 items of the employee performance variable instrument in Table 5 above, it is found that the acquisition value of the correlation test results (r-count) for all statement items is greater than the r-table value (r-count > r-table 0.256). Thus, these results indicate that at a significant level of 5% (0.05) all items of the employee performance variable instrument are declared valid and qualified as measuring instruments for the research variables, so that further analysis can be carried out.

Reliability Test

The test criteria are if the reliability coefficient value (Reliability Coefficient Alpha) is greater than 0.60 (Cronbach's Alpha > 0.60), then the instrument data measured as a variable measuring instrument is reliable, that is, it can be trusted and relied upon (Ghozali, 2018). The results of the instrument data reliability test are presented below.

Table 5. Table Summary of Data on Instrument Reliability Test Results X1, X2, X3 And Y Variables

No	Variable	N item	Koefisien Reliabilitas Cronbach's Alpha	Description
1.	Transformational Leadership	5	0,658	Reliabel
2.	Organizational culture	5	0.675	Reliabel
3.	Work discipline	6	0.709	Reliabel
4.	Employee performance	5	0,741	Reliabel

Source: Processed by researchers using SPSS V.25 (2023)

Based on the data from the instrument reliability test results in Table 5 above, the Cronbach's Alpha reliability coefficient value for the transformational leadership variable is 0.658, organizational culture is 0.675, work discipline is 0.709 and employee performance is 0.741. This value shows that the Cronbach's Alpha reliability coefficient value of all variables is greater than 0.60 (Cronbach's Alpha > 0.60), so at a significant level of 0.05 it can be stated that the variable data is reliable.

Thus, the variable score data of transformational leadership, organizational culture, work discipline and employee performance qualify as research measuring instruments. So that the data can be used in multiple linear regression analysis.

Classical Assumption Test

Normality Test

Table 6. Results of the Normality Test of Research Data with Kolmogorov Smirnov Statistical Test

		Unstandardized Residual
N		61
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	1.06913259
Most Extreme Differences	Absolute	0.117
	Positive	0.117
	Negative	-0.069
Test Statistic		0.117
Asymp. Sig. (2-tailed)		0.083c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed by researchers using SPSS V.25 (2023)

Based on the data from the sample data normality test results (unstandardized residuals) using Kolmogorov-Smirnov statistical analysis at the Significance Level 0.05 level, the value of the Asymp. Sig Kolmogorov Smirnov on two sides of 0.083 is greater than 0.05 (0.083 > 0.05).

Thus, statistically at a significant level of 0.05, this result shows that the variation in the distribution of research data is declared normally distributed and meets the requirements for multiple linear regression analysis.

Multicollinearity Test

The results of the multicollinearity test on regression modeling with dependent variable earnings management data (Y) through the VIF (variance inflation factor) and tolerance values are presented in Table 7 as follows.

Table 7. Table of Tolerance and VIF Values

No	Free Variable	Tolerance	VIF	Description
1.	Transformational leadership	0.896	1.116	No multicollinearity problem
2.	Organizational culture	0.804	1.243	No multicollinearity problem
3.	Work discipline	0.873	1.145	No multicollinearity problem

Source: Processed by researchers using SPSS V.25 (2023)

Based on the data in Table 7 above, the multicollinearity test data shows the VIF (Variance Inflation Factor) value on the transformational leadership variable is 1.116, organizational culture is 1.243 and work discipline is 1.145. This data shows that the VIF (Variance Inflation Factor) value of the variable is smaller than (<) 10. Furthermore, from the test results, the tolerance value (Tolerance) for the transformational leadership variable is 0.896, organizational culture is 0.804 and work discipline is 0.873. This data shows that the tolerance value (Tolerance) of the variable is greater than (>) 0.01.

Thus, based on the tolerance value (Tolerance) and VIF (Variance Inflation Factor) value of the multicollinearity test results on the transformational leadership variable data, organizational culture and work discipline above, it can be explained that at a significant level of 0.05 the regression model with employee performance data as the dependent variable is declared free from multicollinearity problems between independent / explanatory variables and is eligible for further analysis.

Multiple Linear Regression Test

In this study, multiple linear regression analysis was used to answer the formulation of the problem and prove the research hypothesis, namely to determine the effect of transformational leadership, organizational culture and work discipline on employee performance of PT Hokkan Deltapack Industri Palembang partially (individually) and simultaneously (together).

a) Test the Regression Equation Formula Model of the Effect of Transformational Leadership, Organizational Culture and Work Discipline on Employee Performance

The analysis used uses multiple linear regression analysis with the formula model as below:

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

Table 8. Table of Regression Coefficient Values as Parameter Estimation Values of Independent Variables in the Multiple Linear Regression Equation Model

Model	Unstandardized coefficients		Standardized coefficients	t-count	Sig.t
	B	Std. error	Beta		
Konstanta (<i>Constant</i>)	1.555	3.003		0.518	0.607
Transformational leadership	0.310	0.156	0.065	2.667	0.028
Organizational culture	0.219	0.157	0.128	2.238	0.033
Work discipline	0.671	0.104	0.640	6.427	0.000

Source: Processed by Researchers using SPSS V.25 (2023)

Based on the test data in Table 8, the multiple regression constant value is 1.555, the parameter regression coefficient value of the independent variable transformational leadership is 0.13, organizational culture is 0.219 and work discipline is 0, 671.

b) Correlation Coefficient Test

Correlation coefficient analysis (R) is used to determine the strength of the relationship between transformational leadership, organizational culture and work discipline with employee performance. The regression analysis data shown through Model Summary, the correlation coefficient (R) value is obtained as shown in Table 10 below.

Table 9: Table of Correlation Coefficient and Determination Coefficient Values

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.712 ^a	0.507	0.481	1.09691

a. Predictors: (Constant), Work discipline, transformational leadership, organizational culture

b. Dependent Variable: Employee performance

Source: Processed by researchers using SPSS V.25 (2023)

Based on the data in Table 10, the correlation coefficient (R) value is 0.712. This value shows that there is a positive relationship between transformational leadership, organizational culture and work discipline together with employee performance, which is 71.2 percent.

Thus, these results indicate that the high and low performance of employees at PT Hokkan Deltapack Industri Palembang is inseparable from transformational leadership factors, organizational culture and existing work discipline. That is, if transformational leadership, organizational culture and work discipline are good, then the performance produced by employees will increase. Conversely, if transformational leadership, organizational culture and work discipline are bad, then the performance produced by PT Hokkan Deltapack Industri Palembang employees will also decrease.

c) Determination Coefficient Test

The coefficient of determination analysis (R^2 or R-Square) aims to measure the proportion or percentage of the total variation of the dependent variable (Y), or to measure the contribution / influence of the independent variable (X) on the dependent variable (Y). This analysis is carried out to determine how much the ability of the parameters of transformational leadership factors, organizational culture and work discipline is able to explain employee performance.

Based on the results of the regression analysis shown through Model Summary in Table 9, the coefficient of determination (R^2) is 0.507. So, this value indicates that 50.7 percent of the variation in employee performance can be explained through transformational leadership factors, organizational culture and work discipline. Thus, based on the data findings of the coefficient of determination analysis, it can be stated that the transformational leadership factor, organizational culture and work discipline have a positive influence on employee performance at PT Hokkan Deltapack Industri Palembang by 50.7 percent, while the remaining 49.3 percent is influenced by other factors not examined such as work environment factors, motivation, compensation, work ethic and others.

The Effect of Transformational Leadership on Employee Performance

Based on the data from the partial hypothesis test results H1, it is proven that transformational leadership has a significant effect on employee performance at PT Hokkan Deltapack Industri Palembang. This means that the better the application of the transformational leadership style, which is reflected through the attitude of a friendly leader and individual attention to employees accompanied by the opportunity for each employee to develop themselves through the provision of intellectual stimulation, then it will be able to have an ideal influence in motivating employees to produce optimal work performance. So that in the end it will improve the performance of employees as expected by PT Hokkan Deltapack Industri Palembang.

The findings of this study are in line with the theory put forward by (Arifin et al., 2020), that transformational leadership is leadership that influences employees to make employees feel a sense of confidence, pride, loyalty and respect for their leaders and also have the motivation to do more than expected. The results in this study also support research conducted by (Ludi Priyatmo, 2018), (Deddy, 2022). The results showed that transformational leadership has a positive and significant effect on employee performance. Employee performance will be higher if the existing transformational leadership factors are high.

Based on the description above, it proves that the lack of maximum employee performance at PT Hokkan Deltapack Industri Palembang is one of the causes is the implementation of the application of a transformational leadership style which is also less than optimal. So, leaders must be able to maximize their potential and ability to apply the transformational leadership style, so that in the future leaders will be able to have an ideal influence in motivating employees to produce optimal work performance for PT Hokkan Deltapack Industri Palembang in the future.

The Effect of Organizational Culture on Employee Performance

Based on the data from the partial hypothesis test results H2 proves that organizational culture has a significant effect on employee performance at PT Hokkan Deltapack Industri Palembang. This means that the better and more positive the organizational culture is measured by the achievement of the level of productivity of work results, the level of attendance and the high calmness of employees at work, the higher the performance produced by these employees.

The findings of the results of this study are in line with the theory put forward by (Brahmannanda & Suwandana, 2018), that several factors of organizational culture that can affect employee and organizational performance, including factors of values and norms, leadership, communication and organizational structure. The results of this study support previous research conducted by (Waliningsuci et al., 2019), (Pratama, 2020) and (Sularmi & Apriyanti, 2019). The results show that organizational culture has a positive and significant effect on employee performance.

Based on the description above, it proves that another important factor that affects the less than optimal performance of employees of PT Hokkan Deltapack Industri Palembang is the attitude of employee organizational culture which is also not optimal. Therefore, as an effort to improve employee performance in the future is to fix the actions and behavior of employees to be more positive in organizational culture in the company environment. Leaders must always encourage and motivate employees to work optimally, and according to company rules and targets. Providing strict and indiscriminate sanctions for every employee who violates the rules, is not on time when coming and going home and who is often absent from work.

Thus, through these improvement and improvement efforts, it is hoped that it will be possible to create a good and positive organizational culture attitude in employees. So that this is expected to be able to contribute positively more optimally in supporting employee performance in order to be able to provide optimal work results for PT Hokkan Deltapack Industri Palembang in the future.

Effect of Work Discipline on Employee Performance

Based on the data from the partial hypothesis test results, H3 proves that work discipline has a significant effect on employee performance at PT Hokkan Deltapack Industri Palembang. This means that the higher the work discipline measured by the level of efficiency, discipline, initiative, thoroughness, leadership, and honesty in employees, the higher the resulting performance.

The findings of this study are in line with the theory put forward by (Oupen & Yudana, 2020), that work discipline is an attitude of submission to company/organization rules and standards which aims to increase employee determination to achieve company/organization goals. The results in this study also support previous research by Pratama and Riana (2021), Nasution (2019), (Waliningsuci et al., 2019), (Sularmi & Apriyanti, 2019), (Brahmannanda &

Suwandana, 2018), showing that work discipline has a positive and significant effect on employee performance.

Based on the description above, it proves that another important factor that affects the performance of PT Hokkan Deltapack Industri Palembang employees is the level of employee discipline that is not optimal. Thus, through the creation of a high level of employee discipline, it is expected that it will be able to contribute positively more optimally in encouraging employee performance in order to be able to provide optimal work results for PT Hokkan Deltapack Industri Palembang in the future

The Effect of Transformational Leadership, Organizational Culture and Work Discipline on Employee Performance

Based on the data from the simultaneous hypothesis test results H4, it proves that transformational leadership factors, organizational culture and work discipline have a significant positive effect on employee performance at PT Hokkan Deltapack Industri Palembang by 50.7 percent. This means that the better the application of transformational leadership, organizational culture and work discipline that exists in employees, the higher the performance produced by employees of PT Hokkan Deltapack Industri Palembang.

The findings of this study are in line with the theory put forward by (Badaruddin, 2022), stating that performance is basically what employees do or do not do. Performance will affect how much they contribute to the organization, which includes the quantity and quality of service, time period and cooperative attitude in the organization. To achieve optimal employee performance, the organization must be able to pay attention to several factors, including factors of employee quality and ability, namely matters relating to education / training, work ethic, work discipline, mental attitude and physical condition of employees.

The results of this study also support the research of (Pratama, 2020), (Arifin et al., 2020), (Supardi & Anshari, 2022), (Brahmannanda & Suwandana, 2018) and (Balansa et al., 2017). The results show that transformational leadership, organizational culture and work discipline together have a positive and significant effect on employee performance.

Based on the description above, it proves that the non-optimal performance of PT Hokkan Deltapack Industri Palembang employees is greatly caused by the level of transformational leadership, organizational culture and employee discipline which is also not optimal. For that in the future, as an effort to improve employee performance, it is hoped that the leadership can pay more serious attention to immediately fix the transformational leadership factor, organizational culture and employee work discipline. So, with the improvement of these three factors, it is hoped that it will be able to create employees who are able to provide their best performance and as expected PT Hokkan Deltapack Industri Palembang.

4. CONCLUSION

Based on the results and discussion obtained that Transformational leadership has a significant effect on the performance of employees of PT Hokkan Deltapack Industri Palembang. The better the transformational leadership, the higher the employee performance. Organizational culture has a significant effect on the performance of employees of PT Hokkan Deltapack Industri Palembang. The better and more positive the organizational culture, the higher the employee performance. Work discipline has a significant effect on employee performance PT Hokkan Deltapack Industri Palembang. The higher the work discipline, the higher the employee performance. Transformational leadership, organizational culture and work discipline have a significant effect on employee performance PT Hokkan Deltapack Industri Palembang. The better and more positive transformational leadership, organizational culture and work discipline, the higher employee performance will be.

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