

ORGANIZATIONAL CULTURE AS THE DOMINANT DRIVER OF EMPLOYEE PERFORMANCE: THE ROLE OF LEADERSHIP STYLE AND THE PARADOX OF WORK MOTIVATION IN INDONESIAN PORT AUTHORITY

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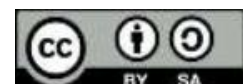
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ABSTRACT

This study investigates the simultaneous influence of work motivation, leadership style, and organizational culture on employee performance within a public sector maritime institution undergoing structural transformation, specifically at Kantor Kesyahbandaran dan Otoritas Pelabuhan Class III Tanjung Pakis following its elevation from a port administration unit to a full port authority. Using a quantitative explanatory approach, data were collected from all active employees through a structured questionnaire measuring four latent variables with twenty-four indicators on a five-point Likert scale, and Partial Least Squares Structural Equation Modeling was employed to test the hypothesized relationships. The findings reveal a distinct hierarchy among the examined determinants, with organizational culture emerging as the dominant driver of employee performance, leadership style retaining meaningful yet secondary influence, and work motivation demonstrating no significant direct effect, thereby challenging the universal applicability of classical motivation theories in bureaucratic maritime contexts and underscoring the primacy of collective value systems in shaping employee conduct. These results carry important implications for human resource development in public maritime agencies, suggesting that cultural intervention strategies should receive primary emphasis with leadership development oriented toward cultural stewardship rather than isolated behavioral training, while also contributing to organizational behavior scholarship by demonstrating the need for contextual calibration of established theoretical frameworks and identifying a motivation paradox that warrants further investigation through mediating mechanisms and longitudinal designs.

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INTRODUCTION

The maritime sector serves as a critical backbone of Indonesia's national economy, with port authorities functioning as strategic gatekeepers for international trade and domestic logistics. Within this ecosystem, the Kantor Kesyahbandaran dan Otoritas Pelabuhan (KSOP) or Port Authority Office holds a pivotal mandate encompassing maritime safety enforcement, port administration, and shipping traffic management (Kementerian Perhubungan Republik Indonesia, 2023). The operational effectiveness of these institutions is fundamentally contingent upon the performance of their civil servants, who navigate complex regulatory environments while delivering public services to diverse stakeholders. However, the public sector literature consistently reveals persistent challenges in optimizing employee performance within government agencies, particularly in specialized technical units such as maritime port authorities (Nugroho & Narsa, 2023; Syahabuddin et al., 2021).

The case of KSOP Class III Tanjung Pakis presents a compelling context for examining the determinants of employee performance. This institution underwent a significant organizational transformation, elevating from the former Kantor Unit Penyelenggara Pelabuhan (UPP) Class III Brondong to its current status as KSOP Class III Tanjung Pakis under the Directorate General of Sea Transportation. This restructuring entailed not merely nominal changes but substantive shifts in organizational hierarchy, coordination patterns, division of responsibilities, and leadership transitions. Such transformations inevitably generate adaptive pressures on employees, who must reconcile evolving job demands with established work routines while maintaining service quality standards. The phenomenon of organizational change disrupting employee performance trajectories is well-documented in public administration literature, yet its manifestation in Indonesian maritime governance remains underexplored (Priyatna & Cahyaningrum, 2019; Schein, 2010).

Three theoretical constructs have emerged as predominant antecedents of employee performance in organizational behavior research: work motivation, leadership style, and organizational culture. The theoretical foundations for these relationships are robust. Work motivation defined as the internal and external forces that energize, direct, and sustain work-related behavior has been theoretically anchored in Maslow's hierarchy of needs, Herzberg's two-factor theory, and the intrinsic-extrinsic motivation dichotomy (Herzberg et al., 2017; Robbins & Judge, 2023). Empirical evidence generally supports a positive motivation-performance nexus, with motivated employees demonstrating higher productivity, commitment, and task persistence (Akbar Abbas, 2023; Ravee & Yusianto, 2023). Leadership style, particularly transformational and situational approaches, has been shown to enhance subordinate performance through vision articulation, inspirational motivation, and individualized consideration (Bass & Avolio, 1994; Yukl et al., 2013). Organizational culture the shared values, norms, and behavioral patterns that guide member conduct functions as an informal control mechanism that shapes employee discretionary effort and alignment with institutional goals (Robbins & Judge, 2023; Schein, 2010).

Despite this theoretical consensus, the empirical landscape reveals notable inconsistencies that warrant closer examination. Previous studies examining the motivation-performance relationship have produced mixed findings across organizational contexts. While Adriyanti et al. (2023); Wijayanto et al. (2021) confirmed significant positive effects of motivation on employee performance in educational and banking sectors, respectively, other researchers have

identified contextual boundary conditions that attenuate or nullify this relationship. Nurasizah & Rajak (2022) demonstrated that organizational culture influences employee performance through the mediation of work motivation and job satisfaction, suggesting that motivation may operate as an intervening rather than direct determinant. Similarly, Asniwati & Firman (2023) found that the interaction between organizational culture, job satisfaction, and motivation collectively drives performance, implying that isolated motivation effects may be insufficient in certain institutional environments.

The leadership-performance linkage, while generally supported, exhibits variability contingent upon sectoral characteristics and leadership measurement approaches. Kosidin & Widjaja (2024); Rahmayanti et al. (2025) established significant leadership effects on job satisfaction, which subsequently influences performance, while Retnowati et al. (2023) identified psychological capital and quality of work life as complementary mediators. In the public sector specifically, Syahabuddin et al. (2021) emphasized that leadership functions including planning, decision-making, and supervision are instrumental in public service enhancement, yet the optimal leadership configuration for technical maritime agencies remains empirically indeterminate.

Most critically, organizational culture has increasingly been recognized as a potentially dominant performance determinant, particularly in institutions undergoing structural transitions. Manafe et al. (2024); Prijatna & Cahyaningrum (2019) found that organizational culture affects work enthusiasm through job satisfaction mediation, while Hendry & Andi (2023) confirmed culture's direct and indirect effects on employee performance. Prijatna & Cahyaningrum (2019) specifically noted that organizational culture shapes effective work behavior patterns and creates conducive environments for goal attainment. These findings acquire heightened relevance for KSOP Tanjung Pakis, where the recent organizational elevation necessitates cultural recalibration to align with expanded operational mandates.

The present study addresses a critical research gap in the intersection of public sector management and maritime governance. Existing literature has predominantly examined these three antecedents' motivation, leadership, and culture in isolation or within conventional organizational settings, with limited attention to their simultaneous operation in recently restructured government technical units. Furthermore, the relative explanatory power of these constructs remains contested, with theoretical predictions sometimes diverging from empirical outcomes in specific institutional contexts. Preliminary evidence from the research site suggests an intriguing paradox: while employees report varying levels of work motivation, this variable may not translate directly into performance differentials, whereas leadership and cultural factors appear to exert more pronounced influences. This potential "motivation paradox" wherein theoretically robust predictors demonstrate empirical insignificance merits systematic investigation.

The primary objective of this study is to examine the simultaneous influence of work motivation, leadership style, and organizational culture on employee performance at KSOP Class III Tanjung Pakis. Specifically, this research aims to: (1) analyze the direct effect of work motivation on employee performance; (2) evaluate the direct effect of leadership style on employee performance; (3) assess the direct effect of organizational culture on employee performance; and (4) determine the relative dominance of these three predictors in explaining

performance variation. By employing Partial Least Squares Structural Equation Modeling (PLS-SEM), this study offers a robust analytical framework for disentangling these relationships while accommodating the moderate sample size typical of specialized government units.

The significance of this study is threefold. Theoretically, it contributes to the ongoing discourse on public sector performance determinants by testing the generalizability of established organizational behavior theories in a non-Western, maritime governance context. The potential identification of a motivation paradox would challenge conventional assumptions and stimulate theoretical refinement regarding contextual boundary conditions. Practically, the findings will inform leadership development programs and cultural intervention strategies for KSOP Tanjung Pakis and analogous port authorities navigating organizational transitions. Methodologically, the study demonstrates the applicability of PLS-SEM in small-to-medium sample public sector research, offering a replicable approach for similar institutional studies.

RESEARCH METHODOLOGY

This explanatory quantitative study was conducted at Kantor Kesyahbandaran dan Otoritas Pelabuhan (KSOP) Class III Tanjung Pakis, a technical implementation unit under the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia. Data collection was carried out in 2025 following the organizational restructuring from the former Kantor Unit Penyelenggara Pelabuhan (UPP) Class III Brondong. The population comprised all active employees ($N = 65$), consisting of 59 civil servants (PNS), 2 contract workers (P3K), and 4 part-time P3K staff. Given the limited population size, a total sampling (census) approach was employed, wherein all active employees were invited to participate. The inclusion criteria required respondents to have a minimum of two years of service, direct involvement in operational or administrative tasks, and willingness to participate. All 65 employees met these criteria and completed the questionnaire, yielding a response rate of 100%. Four latent variables were measured using a closed-ended questionnaire with 24 items on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree): Work Motivation (X1, 6 items), Leadership Style (X2, 6 items), Organizational Culture (X3, 6 items), and Employee Performance (Y, 6 items). Indicators for each construct were derived from established theoretical frameworks and adapted to the maritime port authority context.

Data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS Version 4, selected for its suitability with moderate sample sizes and non-normal data distributions. The analytical procedure followed a two-stage approach: (1) outer model evaluation assessing convergent validity (outer loading > 0.70 ; AVE > 0.50), discriminant validity (HTMT ratio < 0.90), and construct reliability (Cronbach's Alpha > 0.70 ; Composite Reliability > 0.70); and (2) inner model evaluation examining R-Square values, path coefficients, and significance levels through bootstrapping (5,000 subsamples) with t-statistic > 1.96 and p-value < 0.05 as acceptance thresholds. Effect size (f^2) was calculated to determine the substantive relevance of each predictor, categorized as small (0.02), medium (0.15), or large (0.35) following Cohen (1988) conventions.

RESULTS AND DISCUSSION

Measurement Model Evaluation

The PLS-SEM analysis commenced with outer model assessment to establish the validity and reliability of the measurement instruments. Convergent validity was confirmed as all 24 indicators demonstrated outer loadings ranging from 0.699 to 0.847. While one indicator fell marginally at 0.699, it was retained as its removal did not significantly alter composite reliability or AVE, satisfying standard PLS-SEM protocols (Hair et al., 2020). The Average Variance Extracted (AVE) values for all constructs surpassed 0.50: Work Motivation (0.621), Leadership Style (0.644), Organizational Culture (0.609), and Employee Performance (0.613), indicating that each latent construct explains more than half of its indicators' variance. Discriminant validity, assessed via the Heterotrait-Monotrait (HTMT) ratio, yielded values below 0.90 for all construct pairs, with the highest HTMT of 0.770 between Organizational Culture and Employee Performance, confirming empirical distinctiveness among variables. Construct reliability was robust, with Cronbach's Alpha coefficients ranging from 0.871 to 0.889 and Composite Reliability values between 0.903 and 0.915, all exceeding the 0.70 criterion. The model fit indices indicated acceptable fit, with SRMR = 0.081 (< 0.10), which serves as the primary fit criterion in PLS-SEM. While the NFI value of 0.715 falls below the conventional 0.90 threshold, this is expected given the relatively small sample size (N = 65), as PLS-SEM literature notes that NFI is not a highly reliable fit index for models with smaller samples (Hair et al., 2020). Primary reliance for model fit assessment is therefore placed on the acceptable SRMR value. These results collectively validate the psychometric quality of the instruments and justify proceeding to structural model evaluation.

Structural Model and Hypothesis Testing

The inner model analysis revealed that the three exogenous variables collectively explained 60.0% of the variance in Employee Performance ($R^2 = 0.600$; adjusted $R^2 = 0.580$), classified as moderate predictive power according to Hair et al. (2020). This finding indicates that Work Motivation, Leadership Style, and Organizational Culture account for a substantial portion of performance variation, while the remaining 40.0% is attributable to external factors such as employee competence, physical work environment, compensation structures, and technological resources not incorporated in this study.

Table 1. Path Coefficients and Hypothesis Testing Results

Hypothesis	Path	Path Coefficient	t-Statistic	p-Value	Decision
H1	Work Motivation → Employee Performance	0.039	0.412	0.681	Not Supported
H2	Leadership Style → Employee Performance	0.364	3.892	< 0.001	Supported

H3	Organizational Culture → Employee Performance	0.536	5.847	< 0.001	Supported
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Source: data proceed, 2026

The hypothesis testing results, presented in Table 1, reveal three distinct patterns that challenge conventional theoretical expectations and underscore the primacy of contextual factors in public sector maritime institutions. Hypothesis 1, positing a positive and significant effect of Work Motivation on Employee Performance, was rejected. The path coefficient of 0.039 was not statistically significant ($t = 0.412$; $p = 0.681$), with a negligible effect size ($f^2 = 0.002$). This finding diverges from the established theoretical framework of Maslow's hierarchy of needs and Herzberg's two-factor theory, which posit motivation as a fundamental performance driver (Herzberg et al., 2017; Robbins & Judge, 2023). It also contradicts empirical evidence from Adriyanti et al. (2023); Wijayanto et al. (2021), who confirmed significant motivation effects in educational and banking sectors. The absence of a direct motivation-performance linkage in KSOP Tanjung Pakis suggests that the public sector maritime context operates under distinct motivational dynamics. Civil servant employment structures, characterized by standardized salary scales, limited promotion pathways, and bureaucratic rigidity, may attenuate the performance differentiation typically observed across motivation levels. Employees may possess adequate baseline motivation derived from job security and public service ethos, yet this does not translate into discretionary performance variation because extrinsic rewards are largely decoupled from individual output and intrinsic satisfaction is constrained by procedural formalism. This phenomenon aligns with the motivation paradox identified in the introduction: theoretically potent constructs may demonstrate empirical impotence in specific institutional configurations.

Hypothesis 2, examining Leadership Style's effect on Employee Performance, was supported with a path coefficient of 0.364 ($t = 3.892$; $p < 0.001$) and a medium effect size ($f^2 = 0.216$). This result corroborates transformational leadership theory (Bass & Avolio, 1994) and situational leadership propositions, affirming that leaders who articulate clear visions, provide inspirational motivation, and demonstrate individualized consideration can elevate subordinate performance even within bureaucratic structures. The significance of leadership in this context is particularly noteworthy given the organizational transition from UPP Brondong to KSOP Tanjung Pakis, which necessitated adaptive leadership to navigate structural ambiguity and role redefinition. The finding resonates with Kosidin & Widjaja (2024), who established leadership effects on job satisfaction, and extends Syahabuddin et al. (2021) public sector leadership framework by demonstrating direct performance impacts in maritime technical units. However, the medium effect size suggests that leadership, while influential, does not singularly determine performance outcomes a pattern consistent with the distributed nature of authority in Indonesian government agencies where operational decisions are often constrained by central regulations and inter-agency coordination requirements.

Hypothesis 3, testing Organizational Culture's effect on Employee Performance, yielded the strongest empirical support with a path coefficient of 0.536 ($t = 5.847$; $p < 0.001$) and a large effect size ($f^2 = 0.557$). This result positions Organizational Culture as the dominant driver of employee performance at KSOP Tanjung Pakis, substantially exceeding the explanatory contributions of both Leadership Style and Work Motivation. The finding validates Schein

(2010) theoretical assertion that culture functions as the deepest level of organizational influence, shaping member assumptions, values, and behavioral norms that crystallize into observable performance patterns. In the context of KSOP's recent elevation, the reinforcement of shared values integrity, professionalism, maritime safety commitment, and public service orientation appears to have provided a coherent behavioral framework that guides employee conduct amid structural uncertainty. Employees embedded in a strong cultural system develop internalized performance standards that operate independently of fluctuating motivational states or individual leader characteristics. This result is consistent with Prijatna & Cahyaningrum (2019), who identified culture's influence on work enthusiasm, and Hendry & Andi (2023), who confirmed culture's direct performance effects. The large effect size further suggests that cultural interventions may yield higher performance returns than leadership training or motivational programs in similar institutional settings.

Table 2. Effect Size (f²) Comparison

Predictor Variable	f ² Value	Effect Size Category
Work Motivation	0.002	Negligible
Leadership Style	0.216	Medium
Organizational Culture	0.557	Large

Source: data proceed, 2026

The comparative effect sizes, summarized in Table 2, illuminate a hierarchical structure of performance determinants in public maritime authorities. Organizational Culture operates as the foundational layer, Leadership Style as the intermediate enabling layer, and Work Motivation as a peripheral or contextually contingent factor. This hierarchy carries important theoretical implications for the contingency perspective in organizational behavior: universal performance models may require sector-specific calibration, and the relative weights of established predictors can shift dramatically based on institutional characteristics. The dominance of culture over motivation also supports the socialization perspective on public sector employment, wherein employees are shaped more by collective normative systems than by individual incentive structures.

From a practical standpoint, these findings inform priority-setting for human resource development at KSOP Tanjung Pakis and analogous port authorities. First, investments in cultural strengthening through value internalization programs, ethical code reinforcement, and collaborative rituals should receive primary emphasis given their demonstrated performance leverage. Second, leadership development remains valuable but should be oriented toward cultural stewardship rather than isolated behavioral training; effective leaders in this context are those who embody, articulate, and reinforce organizational values. Third, motivational initiatives, while not directly performance-effective in this study, should not be abandoned but rather reconceptualized; future research may investigate whether motivation operates through mediation mechanisms (e.g., job satisfaction, organizational commitment) rather than direct pathways, as suggested by Asniwati & Firman, (2023); Nurasizah & Rajak (2022).

The study's limitations warrant acknowledgment. The moderate sample size (n = 65), while adequate for PLS-SEM according to the 10-times rule, represents a full population census of a single institution, constraining generalizability to other KSOP units or maritime agencies. The

cross-sectional design precludes causal inference regarding the temporal sequencing of culture, leadership, and performance dynamics. Additionally, the 40.0% unexplained variance indicates substantial performance determinants beyond the model's scope, including employee competence, technological infrastructure, and inter-organizational coordination quality, which subsequent research should incorporate. Despite these boundaries, the findings contribute a contextually grounded understanding of public sector performance formation that challenges monolithic theoretical assumptions and directs managerial attention toward culturally embedded intervention strategies.

CONCLUSIONS

This study examined the simultaneous influence of work motivation, leadership style, and organizational culture on employee performance at KSOP Class III Tanjung Pakis, a public maritime institution undergoing structural transformation. The findings reveal a clear hierarchy among these determinants that challenges conventional theoretical expectations, with organizational culture emerging as the dominant driver of employee performance, leadership style retaining meaningful yet secondary influence, and work motivation demonstrating no significant direct effect. This outcome validates the theoretical proposition that shared values and behavioral norms operate as deep-level governance mechanisms capable of guiding employee conduct amid structural uncertainty, while also highlighting the need for contextual calibration of established organizational behavior theories when applied to specialized bureaucratic environments where individual incentive structures are constrained by civil service regulations. The research objectives have been substantially achieved through the simultaneous testing of three predictors within a single analytical framework, demonstrating that cultural intervention should take precedence over isolated leadership training or motivational campaigns in human resource development strategies for maritime authorities and analogous technical government units.

The practical implications of these findings direct managerial attention toward cultivating collective value systems as the highest-yield performance strategy, positioning leaders as cultural stewards who embody and transmit organizational values rather than as mere behavioral supervisors. Future research should explore the potential indirect operation of work motivation through mediating variables such as job satisfaction or organizational commitment, employ longitudinal designs to strengthen causal inference, and incorporate additional determinants including employee competence and technological infrastructure to address unexplained variance. Comparative studies across multiple port authorities would further enhance generalizability and illuminate whether the observed hierarchy of performance determinants persists across varying institutional contexts. Ultimately, this study contributes to the organizational behavior literature by demonstrating that the path to enhanced performance in public maritime governance lies less in manipulating individual incentives and more in fostering organizational identity through culturally embedded intervention strategies.

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