EMAS
Volume 7 Nomor 1, Januari (2026): 85-95
E-ISSN 2774-3020
DOI: https://doi.org/10.36733/emas.v7i1.13371

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK MOTIVATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN VILLAGE CREDIT INSTITUTIONS (LPD) IN THE SELEMADEG DISTRICT, TABANAN REGENCY

Ni Putu Linda Ayu Pramesti[1*], Ni Made Dwi Puspitawati[2], Ni Luh Gede Putu Purnawati[3]

[1,2,3]Universitas Mahasaraswati Denpasar, Bali, Indonesia
*Correspondence: niputulindaayupramesti@gmail.com

ABSTRACT

The success or failure of a business is directly related to its human resources, making them a valuable asset. Therefore, good human resource management is very important for the growth of a company's efficiency and productivity. The purpose of this study is to analyze the relationship between employee performance at LPD in Selemadeg District and leadership style, motivation, and organizational culture that emphasizes change. The Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, was the location of this investigation. The influence of transformational leadership style, intrinsic motivation at work, and corporate culture on productivity was the focus of this study. The staff of the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency (n=80) were the population and sample of this study. Due to the small sample size (less than 100), all employees were included as respondents in the multiple linear regression analysis conducted using SPSS version 25 software. The sampling approach used was the saturated sampling method, also known as the census method. The village credit institution (LPD) in Selemadeg District, Tabanan Regency, will see an increase in employee performance as a direct result of a more transformational leadership style, according to this study's analysis of the relationship between transformational leadership, work motivation, and organizational culture.

Keywords: transformational leadership style, work motivation, organizational culture, employee performance

© 2026 The Author(s). Published by EMAS. Licensed under CC BY-SA 4.0.

1. INTRODUCTION

The management of officials, employees, and other personnel is the main function of human resource management (HRM) in facilitating the achievement of organizational or company goals (Hasibuan, 2020). Due to its strategic importance in organizational planning and operational management, human resources are the most valuable asset of an organization. Motivated workers are more likely to give their best in achieving organizational goals. In order for individuals to maximize their potential contributions to both the organization and society at large, HRM requires coordination of their various responsibilities and interactions (Ricardianto, 2020).

Employee performance is an important factor in the success of an organization, both in the private and public sectors. According to Mangkunegara (2020), an employee's performance is the end result of their efforts in carrying out their duties. Work motivation, organizational culture, and effective leadership styles (such as transformational leadership) that inspire and encourage people can improve the quality of human resources and increase employee performance. According to Khoirusmadi (2022), transformational leadership is an important factor in fostering a more conducive work environment and improving employee performance. The number of customers of the Village Credit Institution (LPD) in Selemadeg District has been declining due to a downward trend in staff performance. Based on LPD data for Selemadeg District in 2022–2023, there was a decrease in the number of customers by 126, . This decline raises concerns about the sustainability of LPD in the area. This decline in performance is allegedly influenced by a lack of work motivation, weak organizational culture, and ineffective leadership

in the institution.

Employee performance at the Selemadeg District LPD is the focus of this study, which aims to examine the influence of transformational leadership style, work motivation, and organizational culture. In order to improve human resource management strategies and boost employee performance and customer satisfaction, this study is expected to provide input to LPD management.

2. LITERATURE AND HYPOTHESES

Goal Setting Theory

Goal setting theory began to attract attention in various organizational challenges and topics since 1968, thanks to Locke's development. According to goal setting theory, people are driven to succeed because they set and work to achieve certain goals (Srimindarti, 2022). According to Arsanti (2020), there are four ways goal setting theory can motivate people to work well. A person's attention may be better directed toward achieving a goal if they set it. To continue, having a goal can serve as a guide for how much effort is needed to achieve that goal. Finally, the third benefit is that having a goal may make you more determined to achieve it. Fourth, having a goal in mind allows a person to better organize their thoughts and actions.

Transformational Leadership Style

Robbins (2021:473) defines a transformational leader as someone who motivates and inspires their subordinates to reach their full potential by focusing on individual challenges and helping them grow as individuals. According to Pillai et al. (2023), there are four indicators of transformational leadership style, namely explaining work procedures, being active in work activities, providing moral support, and giving freedom or aspirations.

Work Motivation

According to Puspitawati et al. (2022), intrinsic motivation is the drive to realize one's values, aspirations, and goals. People will exert maximum effort in achieving their goals if they are motivated to do so. The need for achievement, affiliation, competence, and power are indicators of work motivation as stated by Hasibuan (2023:145).

Organizational Culture

Organizational culture, as stated by Edison et al. (2021:119), is a product of the gradual combination of cultural norms and practices of all individuals who have worked for the company in the past. New approaches and worldviews that embody vitality and a sense of achievement arise from working together towards common goals. The rules, atmosphere, norms, and ideals that apply are signs of an organization's culture (Umi et al., 2021:03).

Employee Performance

According to Cokroaminoto (2021), employee performance refers to the ability of employees to carry out all the tasks for which they are responsible. These tasks are usually based on predetermined indicators of success. According to Robbins (2020), indicators of employee performance include quality, quantity, timeliness, effectiveness, independence, and work commitment.

Research Hypothesis

The following figure 1 presents the Research Model Diagram, illustrating the key variables and their relationships explored in this study.

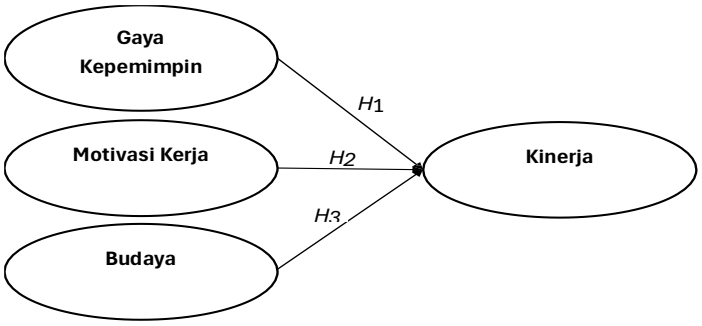


Figure 1. Research Model Diagram

The Influence of Transformational Leadership Style on Employee Performance

Transformational leadership style is a relationship between leaders and subordinates where the relationship influences each other, creating change and tangible goals. When executives take over leadership, they will have a greater impact on the company as a whole, which will cause a shift in the priorities of upper and lower management. In this context, "influence" refers to a dynamic relationship, one that allows leaders and subordinates to communicate openly and build mutually beneficial and pressure-free working relationships. Thus, leadership fosters relationships between superiors and subordinates to facilitate the development of mutually beneficial relationships that improve performance. Therefore, the presence of leadership style can influence how well employees do their jobs. Previous studies on the topic of transformational leadership and its impact on employee performance have found a positive influence, according to Wahyuni et al. (2021), Sanjaya et al. (2022), Pramesti et al. (2021), Setiadi et al. (2022), and Burhanudin et al. (2020). Based on these findings, the research hypothesis is:

H1: Transformational leadership style has a positive and significant effect on employee performance.

The Influence of Work Motivation on Employee Performance

A person's ability to act and behave in accordance with their intended goals can be improved through the use of motivation, which is defined as an individual's drive that pushes their body and soul towards improvement. Employee performance may be influenced by motivation because, with internal and external sources of motivation, performance can be improved. Work motivation affects performance because performance is the achievement of organizational goals; these goals can be realized in various ways, including quantitative or qualitative outputs, creativity, adaptability, dependence, and so on. Work motivation has a positive effect on employee performance, according to previous studies (Farisi, et al., 2020; Hustia, 2020; Arianto and Kurniawan, 2020; Yanuari, 2019; Ekhsan, 2019). Therefore, the third hypothesis of this study is:

H2: Work motivation has a positive and significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Organizational culture affects employee performance for two reasons: first, it shapes employee loyalty to the company, and second, it binds them to their specific roles within the company. Therefore, organizational culture has an influence on how well employees do their jobs. First of all, there is more than one way to view a company; culture is only one of many things. This limits its usefulness as a lens for examining organizational behavior. An expert theorist or researcher's definition of organizational culture may differ from that of others. Thus, organizational culture is a combination of workers' perceptions of it, and because employees' perceptions of that culture shape patterns of beliefs, values, and expectations, organizational culture has an impact on employee performance. Based on previous research on this topic, organizational culture has been found to influence employee performance (Santoso, 2020; Kairupan, 2021; Anugrah, 2021; Sarumaha, 2022; Meutia and Husada, 2019). Therefore, the second theory is

H3: Organizational culture has a positive and significant effect on employee performance.

3. RESEARCH METHOD

Selemadeg Subdistrict, Tabanan Regency, Bali is home to the Village Credit Institution (LPD), where this research was conducted. Transformational leadership, intrinsic motivation in the workplace, corporate culture, and performance evaluation are the focus of this investigation. Eighty people participated as samples and population in this study. Saturated sampling, often known as the census method, was the sampling methodology used. Validity and reliability tests were used in testing the instruments.

Validity Test

Table 1. Validity Test

Validity	Indicator	Person's Value Correlation	Explanation
Transformational Leadership Style	X1.1	0.738	Valid
	X1.2	0.795	Valid
	X1.3	0.748	Valid
	X1.4	0.833	Valid
Work Motivation	X2.1	0.856	Valid
	X2.2	0.655	Valid
	X2.3	0.776	Valid
	X2.4	0.887	Valid
Organizational Culture	X3.1	0.862	Valid
	X3.2	0.802	Valid
	X3.3	0.771	Valid
	X3.4	0.815	Valid
Employee Performance	Y1.1	0.822	Valid
	Y1.2	0.769	Valid
	Y1.3	0.827	Valid
	Y1.4	0.855	Valid
	Y1.5	0.778	Valid
	Y1.6	0.815	Valid

Source: Research data processing (2024)

The validity of all research instruments is determined by the results of the analysis in the table above, which shows corrected item values greater than 0.300.

Reliability Test

Table 2. Reliability Test

Reliability Statistics		
Variable	Cronbach's Alpha Value	Description
Transformational Leadership Style	0.783	Reliable
Work Motivation	0.807	Reliable
Organizational Culture	0.829	Reliable
Employee Performance	0.896	Reliable

Source: Research data processing (2024)

The study of the table above shows that all variables have a Cronbach Alpha value higher than 0.6. This ensures the reliability of all equipment and allows for further investigation. Multiple linear regression analysis is the data analysis approach used in this study.

4. RESULTS AND DISCUSSION

Classical Assumption Test

a) Normality Test

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters [a, b]	Mean	-0.0125000
	Std. Deviation	1.51970501
Most Extreme Differences	Absolute	0.094
	Positive	0.054
	Negative	-0.094
Test Statistic		0.094
Asymp. Sig. (2-tailed)[c]		0.075
Monte Carlo Sig. (2-tailed)[d]	Sig.	0.071
	99% Confidence	0.064
	Interval	0.078

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction
d. Lilliefors' method based on 10,000 Monte Carlo samples with starting seed 2000000

Source: Research Data Processing, (2024)

The table above shows the results of the normality test, which indicates an Asymp Sig 2-tailed significance value of 0.075 + 0.05. This proves that the residual data used for this study follows a normal distribution.

b) Multicollinearity Test

Table 4. Multicollinearity Test

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership Style	0.201	4.983
	Work Motivation	0.179	5.577
	Organizational Culture	0.142	7.048

a. Dependent Variable: Employee Performance

Source: Research data processing (2024)

The table above shows that the Tolerance values for each variable are above 0.100 and the VIF values are below 10. Based on this, the data is free from multicollinearity.

c) Heteroscedasticity Test

Table 5. Heteroscedasticity Test

Coefficients[a]					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.447	0.686		3.566	0.001

Leadership Style Transformational	-0.009	0.085	-0.026	-0.106	0.916
Work Motivation	-0.055	0.087	-0.166	-0.626	0.533
Culture Organization	-0.012	0.102	-0.034	-0.114	0.909

a. Dependent Variable: ABSRES

Source: Research Data Processing, (2024)

From the table above, it can be seen that the significance values of each variable are above 0.05. Therefore, it can be concluded that there is no heteroscedasticity in the regression model.

Data Analysis Results

To examine the relationship between corporate culture, employee motivation, and transformational leadership style, multiple linear regression analysis, multiple correlation analysis, determination analysis, and t-tests (partial) were used with the help of SPSS version 25.00 for Windows.

a) Multiple Linear Regression Analysis Results

Multiple linear regression analysis was used to determine the direction of the relationship between transformational leadership style, work motivation, and organizational culture on employee performance. The results of the multiple linear regression test are described in the following table:

Table 6. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.397	1.536		0.258	0.797
	Transformational Leadership Style	0.094	0.191	0.058	2.932	0.006
	Work Motivation	0.593	0.195	0.377	3.036	0.003
	Organizational Culture	0.785	0.228	0.481	3.442	0.001

a. Dependent Variable: Employee Performance

Source: Research Data Processing, (2024)

Based on the values in the table above, the following regression equation is obtained:

$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + e$

$Y = 0.397 + 0.094X1 + 0.593X2 + 0.785X3 + e$

With the following explanation:

1) Employee performance is positively influenced by the transformational leadership style variable, as indicated by the positive coefficient β1 = 0.094. Therefore, performance will increase as the transformational leadership style variable increases.
2) The regression coefficient value of the work motivation variable on employee performance is positive with β2 = 0.593. Employee performance is directly proportional to the level of intrinsic motivation they feel towards their work.
3) There is a good relationship between organizational culture characteristics and employee performance, as indicated by β3 = 0.785. This shows that performance will increase in proportion to the extent of the increase in organizational culture variables.

b) Multiple Correlation Analysis

The purpose of this study is to assess the strength of the relationship between transformational leadership style, intrinsic motivation at work, and corporate culture on employee performance. The

following table shows the findings of the multiple correlation analysis:

Table 7. Multiple Correlation Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.889	0.789	0.781	2.03563

a. Predictors: (Constant), Organizational Culture, Transformational Leadership Style, Work Motivation

b. Dependent Variable: Employee Performance

Source: Research Data Processing, (2024)

The table shows that there is a highly significant relationship between the variables of organizational culture, work motivation, and transformational leadership style on employee performance (R = 0.889).

c) Coefficient of Determination

To determine the extent of the influence of transformational leadership style, intrinsic motivation at work, and corporate culture on employee performance, this study uses percentages. The following table presents the findings of the correlation analysis:

Table 8. Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.889	0.789	0.781	2.03563

a. Predictors: (Constant), Organizational Culture, Transformational Leadership Style, Work Motivation

b. Dependent Variable: Employee Performance

Source: Research Data Processing, (2024)

Based on the data in the table, the adjusted R-square value of 0.781 indicates that the variables of organizational culture, work motivation, and transformational leadership style have an influence of 78.1% on employee performance, while the remaining 21.9% is influenced by other factors.

d) t-test

The purpose of the t-test is to determine whether there is a statistically significant relationship between leadership style (transformational), work motivation, and organizational culture with employee performance, or whether the results are merely coincidental. The following table shows the results of the t-test statistical analysis:

Table 9. Results of the t-test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.397	1.536		0.258	0.797
	Style Transformational Leadership	0.094	0.191	0.058	2.932	0.006
	Work Motivation	0.593	0.195	0.377	3.036	0.003
	Organizational Culture	0.785	0.228	0.481	3.442	0.001

a. Dependent Variable: Employee Performance

Source: Research Data Processing, (2024)

The following conclusions can be drawn from the data shown in the table:

a) Results of the t-test on the effect of leadership style The t-value of the leadership style variable shows a transformational effect on employee performance at the LPD in Selemadeg District, Tabanan Regency, of 2.932, and the t-test result of 0.006 is less than the significance threshold (α) of 0.05. Therefore, we can conclude that H1 is true and reject H0. The performance of employees at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, is positively and significantly influenced by transformational leadership style, supporting the first hypothesis (H1).
b) The work motivation variable has a t-value of 3.036 and a significance value of 0.003, which is smaller than the significance level α (actual level) = 0.05, in accordance with the results of the t-test of the effect of work motivation on employee performance at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency. As a result, we can conclude that H1 is true and reject H0. This supports the acceptance of the second hypothesis (H2), which states that work motivation has a positive and significant effect on employee performance at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, .
c) At the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, the t-test results show that organizational culture has a significant effect on employee performance (t value = 3.442, $p < 0.001$), which is lower than the significance level (α) of 0.05. As a result, we can conclude that H1 is true and reject H0. This supports the third hypothesis (H3), which states that there is a positive and substantial influence between organizational culture and employee performance at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency.

Discussion

The Influence of Transformational Leadership Style on Employee Performance

Research conducted at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, found that employee productivity increased significantly when leaders used a transformational leadership style. Employee performance at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, was positively correlated with the quality of transformational leadership. Wahyuni et al. (2021), Sanjaya et al. (2022), Pramesti et al. (2022), Setiadi et al. (2022), and Burhanudin et al. (2020) support this by finding that employees perform better when their leaders use a transformational approach.

The Influence of Work Motivation on Employee Performance

Based on the findings, workers at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, were positively and significantly affected in terms of work motivation. These findings indicate that workers at the Village Credit Institution (LPD) in Selemadeg District, Tabanan Regency, will be more productive if they are highly motivated to do their jobs well. Work motivation improves performance, according to Farisi et al. (2020), Hustia (2020), Arianto and Kurniawan (2020), Yanuari (2020), and Ekhsan (2020).

The Influence of Organizational Culture on Employee Performance

The results of the study show that in all Village Credit Institutions (LPD) in Selemadeg District, Tabanan Regency, organizational culture has a significant and positive effect on employee performance. Based on this study, employee performance at Village Credit Institutions (LPD) in Selemadeg District, Tabanan Regency, is positively correlated with organizational culture. Organizational culture has a positive effect on employee performance according to research by Santoso (2020), Kairupan (2021), Anugrah (2021), Sarumaha (2020), and Meutia and Husada (2020).

5. CONCLUSION AND LIMITATIONS

Conclusion

Based on the data analysis and discussion, the following conclusions can be drawn: first,

transformational leadership style has a positive and significant impact on employee performance, meaning that the more effective the company's transformational leadership style, the higher the performance of its employees. Second, there is a very beneficial and statistically significant relationship between work motivation and performance, indicating a correlation between the level of work motivation in a company and employee performance. Third, there is a beneficial and statistically significant relationship between corporate culture and productivity, meaning that a company's performance will improve in proportion to the quality of its organizational culture.

Limitations

There are several limitations in the research testing procedures, which mean that the statistical findings may not fully reflect real-world situations. First, the variables used in this study are limited to transformational leadership style variables, leaving unanswered questions about whether other factors, such as work motivation and organizational culture, could also influence employee performance beyond what was examined here. Second, the researchers faced challenges in conducting surveys with workers due to time constraints, as there was limited opportunity to interact with them during working hours.

Recommendations

Based on the findings and research, the following recommendations can be made: first, the leadership of the Village Credit Institution (LPD) in Selemadeg Subdistrict, Tabanan Regency, should take a more active role in engaging with employees by offering support and recognition, as this will boost employee enthusiasm and lead to improved performance. Second, the LPD in Selemadeg District should provide awards and recognition for employees' hard work and achievements in order to enhance work motivation and productivity. Third, employees at the LPD in Selemadeg District must consistently demonstrate the positive values of the organization to strengthen the corporate culture and improve overall employee performance.

Additional Research Findings A customized R-squared value of 0.781 (78.1%) was obtained from the coefficient of determination. In other words, this study found that transformational leadership style, work motivation, and organizational culture have a 78.1% influence on the performance of LPD employees in Selemadeg District, Tabanan Regency, while the remaining 21.9% is attributed to other variables. Future researchers are encouraged to expand this study by including characteristics such as workload and work ethic, which are expected to have an impact on business value. By doing so, they have the potential to expand the research sample size. The findings of previous studies may be compared with the findings of this study.

REFERENCES

Ainanur, A., & Tirtayasa, S. (2022). Pengaruh budaya organisasi, kompetensi dan motivasi terhadap kinerja karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen, 1*(1), 1-14.

Budiarto, S. Y. (2020). Komitmen karyawan pada perusahaan ditinjau dari kepemimpinan transformasional dan transaksional. *Jurnal Psikologi, 2*(2), 121-141.

Budiarto, W., & Prasetyo, I. (2020). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja karyawan sebagai variabel intervening. *Journal of Business University Wijaya Putra Surabaya, 2*(3), 101-115.

Dewi, S. P. (2019). Pengaruh pengendalian internal dan gaya kepemimpinan terhadap kinerja karyawan SPBU Yogyakarta (studi kasus pada SPBU anak cabang perusahaan RB. Group). *Jurnal Nominal, 1*(1), 50-65.

Edison, E., Anwar, Y., & Komariyah, I. (2021). *Manajemen sumber daya manusia*. Alfabeta.

Guna, I. P. A. A., Sapta, I. K. S., & Rihayana, I. G. (2022). Pengaruh iklim organisasi, motivasi kerja dan motivasi kerja terhadap kinerja karyawan pada PT Andika Jawa Dewata Denpasar. *Values, 3*(2), 401-417.

Handajani, S. (2020). Kajian tentang pengaruh gaya kepemimpinan transaksional dan transformasional terhadap kinerja pegawai pada PDAM Kota Malang. *Malang Mathis, 1*(1), 30-45.

Hasibuan, J. S., & Silvya, B. (2020, Desember). Pengaruh budaya organisasi dan motivasi terhadap kinerja karyawan. Dalam *Prosiding Seminar Nasional USM* (Vol. 2, No. 1, pp. 134-147).

Hasibuan, M. S. P. (2021). *Manajemen sumber daya manusia* (Edisi Revisi). Bumi Aksara.

Hasibuan, M. (2022). *Manajemen sumber daya manusia*. Bumi Aksara.

Hustia, A. (2020). Pengaruh motivasi kerja, lingkungan kerja dan budaya organisasi terhadap kinerja karyawan pada perusahaan WFO masa pandemi. *Jurnal Ilmu Manajemen, 10*(1), 81-95.

Iqbal, M. (2021). Impact of job satisfaction and job control on organizational commitment: A case study of air traffic controllers of Pakistan Civil Aviation Authority. *Journal of Managerial Sciences, 6*(2), 139-154.

Junaidi, R., & Susanti, F. (2020). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja pegawai pada UPTD Baltekkomdik Dinas Pendidikan Provinsi Sumatera Barat. *Jurnal Administrasi Publik, 5*(2), 200-215.

Kasmir. (2020). *Manajemen sumber daya manusia (teori dan praktik)*. RajaGrafindo Persada.

Khoirusmadi, A. S., & Darmastuti, I. (2022). *Analisis pengaruh kepemimpinan transformasional terhadap kinerja pegawai dengan budaya organisasi sebagai variabel intervening (Studi pada Sekretariat Daerah Pemerintah Kota Pekalongan)* [Tesis magister, Universitas Diponegoro].

Kurniawan, D., & Yuniati, T. (2023). Pengaruh budaya organisasi, motivasi kerja dan kompensasi terhadap kinerja karyawan. *Jurnal Ilmu dan Riset Manajemen (JIRM), 6*(3), 450-465.

Lestari, A. N., & Suryani, E. (2021). Pengaruh gaya kepemimpinan transformasional dan budaya organisasi terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening (studi pada PT The Univenus, Kragilan Serang Tahun 2021). *Tirtayasa Ekonomika, 13*(2), 274-299.

Listianto, T., & Setiaji, B. (2020). Pengaruh motivasi, kepuasan, dan budaya organisasi terhadap kinerja karyawan (studi kasus di lingkungan pegawai kantor PDAM Kota Surakarta). *Jurnal Bisnis dan Manajemen, 8*(2), 156-170.

Mamik, M. (2020). Pengaruh gaya kepemimpinan, motivasi kerja, dan komitmen organisasi terhadap kinerja karyawan. *Jurnal Ekonomi, 20*(1), 30-45.

Mangkunegara, A. A. P. (2020). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.

Muis, M. R., Jufrizen, J., & Fahmi, M. (2021). Pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan. *JESYA (Jurnal Ekonomi dan Ekonomi Syariah), 1*(1), 9-25.

Novitasari, P., & Satrio, B. (2021). Pengaruh gaya kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan. *Jurnal Ilmu dan Riset Manajemen (JIRM), 5*(9), 1201-1215.

Oktora, J., Rizan, M., & Situngkir, S. (2024). Pengaruh gaya kepemimpinan transaksional dan transformasional, motivasi serta kompetensi terhadap kinerja karyawan PT. Sanjayatama Lestari. *Jurnal Dinamika Manajemen dan Bisnis, 1*(1), 41-64.

Puspitawati, N. M. D., Putra, K. R. A., & Landra, N. (2022). Pengaruh motivasi kerja dan pengalaman kerja terhadap produktivitas kerja karyawan pada LPD se-Kecamatan Tabanan. *Value, 3*(9), 2774-2785.

Rivai, A. (2020). Pengaruh kepemimpinan transformasional dan budaya organisasi terhadap kinerja karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen, 3*(2), 213-223.

Robbins, S. P. (2020). *Perilaku organisasi*. Salemba Empat.

Robert, L., & Jackson, J. H. (2021). *Manajemen sumber daya manusia*. Salemba Empat.

Rozalia, N. A., Nayati, H., & Ruhana, U. I. (2020). Pengaruh motivasi kerja dan budaya organisasi terhadap kinerja karyawan (studi kasus pada karyawan PT. Pattindo Malang). *Jurnal Administrasi Bisnis, 26*(2), 150-165.

SP, R. G., & Yuniawan, A. (2020). Pengaruh gaya kepemimpinan transformasional, motivasi kerja, dan budaya organisasi terhadap kinerja karyawan (studi pada PT. BPR Arta Utama Pekalongan). *Diponegoro Journal of Management, 5*(3), 251-262.

Sugiyono. (2020). *Metode penelitian kuantitatif, kualitatif dan R&D*. PT Alfabet.

Sugiyono. (2021). *Metode penelitian pendidikan (pendekatan kuantitatif, kualitatif dan R&D)* (Cet. 27). Alfabeta.

Susanty, A., & Baskoro, S. W. (2022). Pengaruh motivasi kerja dan gaya kepemimpinan terhadap budaya organisasi serta dampaknya pada kinerja karyawan (studi kasus pada pt. PLN (Persero) APD Semarang). *J@ti Undip: Jurnal Teknik Industri, 7*(2), 77-84.

Sutrisno, H. E. (2020). *Budaya organisasi*. Prenada Media.

Tailan, N., Widyani, A. A. D., & Utami, N. M. S. (2021). Pengaruh gaya kepemimpinan transformasional, kerja sama tim dan motivasi terhadap kinerja karyawan warung mina cabang Renon. *Values, 2*(2), 300-315.

Tania, Y. (2022). Pengaruh gaya kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan pada PT. Premier Management Consulting. *Agora, 5*(1), 50-65.

Tucuan, R. J. A., Supartha, W. G., & Riana, I. G. (2014). Pengaruh kepemimpinan transformasional, motivasi dan kinerja karyawan (studi kasus pada PT Pandawa). *E-Jurnal Ekonomi dan Bisnis Universitas Udayana, 3*(9), 450-465.

Utami, A. S., & Waluyo, H. D. (2023). Pengaruh budaya organisasi, motivasi dan budaya organisasi terhadap kinerja karyawan pada KSP Lohjinawe. *Jurnal Ilmu Administrasi Bisnis, 6*(3), 465-473.

Wijayanto, S., Abdullah, G., & Wuryandini, E. (2021). Pengaruh gaya kepemimpinan transformasional, motivasi kerja, dan kepuasan kerja terhadap guru sekolah dasar. *Jurnal Akuntabilitas Manajemen Pendidikan, 9*(1), 54-63.

Wiratama, R. A. A., Widyani, A. A. D., & Saraswati, N. P. A. S. (2022). Pengaruh budaya organisasi, stres kerja dan komitmen organisasi terhadap kinerja karyawan pada koperasi Lumbung Sari Sedana Buduk Kabupaten Badung. *Emas, 3*(8), 190-199.