

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, AND LEADERSHIP ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR

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ABSTRACT

This study investigates the influence of organizational culture, work environment, and leadership on employee performance within the Regional Secretariat of Malaka Regency, Indonesia. Employing a quantitative approach with a causal research design, data were collected from 139 civil servants using a structured questionnaire. The data were analyzed using multiple linear regression. The findings reveal that both organizational culture and work environment have a significant positive impact on employee performance, particularly when they foster innovation, transparency, and collaboration. Leadership also demonstrates a positive effect, although to a lesser extent compared to the other two variables. The combined effect of the three independent variables accounts for 49.7% of the variation in employee performance. This study provides practical implications for public sector management by emphasizing the need to strengthen organizational culture, create a supportive and conducive work environment, and enhance leadership effectiveness. The findings also contribute to the broader literature on human resource management in government institutions, particularly in emerging economies.

Keywords: Organizational culture, work environment, leadership, employee performance, public sector, Indonesia.

I. INTRODUCTION

Employee performance remains a critical determinant of organizational effectiveness, especially within public sector institutions that are charged with delivering essential services to the public. Governments worldwide face mounting pressure to improve service quality, enhance bureaucratic responsiveness, and increase accountability. In this context, the performance of civil servants is increasingly viewed not only as a measure of individual capacity but also as a reflection of the organizational environment in which they operate (Armstrong, 2006; Sedarmayanti, 2016).

In developing countries like Indonesia, the public sector faces persistent challenges in optimizing employee performance. Empirical evidence suggests that low performance in government agencies can often be traced to deeper organizational issues such as poor

cultural alignment, inadequate work environments, and ineffective leadership. These issues are especially evident in regional governments that operate under decentralized administrative systems, where capacity building and performance monitoring remain uneven (Sutrisno, 2016). In such contexts, understanding and improving employee performance requires an integrated approach that considers both individual and systemic organizational factors.

Among the key determinants of employee performance are organizational culture, work environment, and leadership—three interrelated dimensions that shape how employees perceive, engage with, and perform within their institutions. Organizational culture refers to the shared values, beliefs, and norms that influence employee behavior (Schein, 2010). A strong and cohesive culture can instill a sense of identity, foster collaboration, and encourage accountability among staff members (Kotter & Heskett, 1992). Work environment, both physical and psychosocial, also plays a vital role in shaping employee motivation and productivity. A conducive work environment not only supports task completion but also reduces stress, enhances well-being, and strengthens interpersonal relations (Sedarmayanti, 2009; Nitisemito, 2016). Leadership, on the other hand, serves as a guiding force in translating institutional goals into actionable outcomes. Effective leaders are those who can inspire, empower, and align employee behaviors with organizational objectives (Yukl, 2012; Robbins & Judge, 2017).

While each of these variables has been studied independently in previous literature, there remains a lack of comprehensive empirical studies that examine their simultaneous impact on employee performance within the context of regional public administration. Most existing studies have focused on private sector organizations or on central government institutions in urban settings (Emil, 2019; Hasmin, 2016; Jemakun, 2016). Furthermore, many studies have been conducted in large cities, leaving smaller and less-resourced regions underrepresented in the literature. This geographical and institutional gap underscores the need for more contextualized research that addresses the unique challenges of performance management in local governments.

This study seeks to contribute to the body of knowledge by investigating the combined effects of organizational culture, work environment, and leadership on employee performance in the Regional Secretariat of Malaka Regency, a local government office in eastern Indonesia. The Malaka Regency represents a typical case of regional bureaucracy operating under resource constraints and undergoing administrative reforms. By selecting this location, the study provides a nuanced understanding of how internal organizational factors influence employee behavior and outcomes in decentralized public institutions.

In addition to addressing an empirical gap, this study also offers theoretical contributions. Drawing from multiple streams of literature—including organizational behavior, public administration, and human resource management—it proposes a model that links structural and behavioral variables to performance outcomes. The model posits that employee performance is not merely a function of individual capabilities, but also a

consequence of organizational support systems and leadership dynamics. This aligns with integrative frameworks in HRM that advocate for the alignment of culture, structure, and leadership to achieve high performance (Denison, 1990; Cameron & Quinn, 2021).

The research adopts a quantitative approach and employs multiple regression analysis to test the relationships between the three independent variables and employee performance. The study draws on primary data collected from 139 civil servants through a structured questionnaire, ensuring the reliability and validity of the findings. By empirically validating the proposed model in a real-world setting, the study offers actionable insights for both scholars and practitioners.

Therefore, the objectives of this study are threefold: (1) to examine the individual effects of organizational culture, work environment, and leadership on employee performance; (2) to assess the combined influence of these factors within the public sector; and (3) to offer practical recommendations for improving civil servant performance through internal organizational development.

In summary, this research responds to the growing demand for improved public sector performance by highlighting the importance of internal organizational dynamics. It provides new empirical evidence from a decentralized government setting in Indonesia, and contributes to the theoretical discourse on performance management by integrating cultural, environmental, and leadership factors into a unified analytical framework. The findings of this study are expected to inform not only academic debates but also public sector reform strategies in similar contexts across developing nations.

II. LITERATURE REVIEW

2.1 Organizational Culture and Employee Performance

Organizational culture represents a system of shared values, norms, and beliefs that shape behavior and interactions within an organization (Schein, 2010). It plays a fundamental role in establishing the psychological environment that influences how employees perceive their responsibilities and behave in the workplace. According to Kotter and Heskett (1992), a strong organizational culture is associated with higher performance levels due to increased commitment, shared goals, and consistent behavior patterns. Culture not only provides identity and meaning to employees, but also drives innovation, accountability, and alignment with institutional goals (Cameron & Quinn, 2021).

Prior studies have demonstrated that cultures that emphasize transparency, collaboration, and innovation can significantly enhance employee productivity and motivation (Wahyudin, 2022; Zainal & Rahman, 2023). For instance, Denison (1990) found that companies with high levels of cultural consistency tend to have better internal integration and higher organizational performance. In public institutions, organizational culture becomes even more crucial as it compensates for bureaucratic rigidity and helps facilitate reform efforts (Alharbi & Alshammari, 2022). However, much of this literature is

rooted in private sector contexts, and fewer studies have explored the nuanced role of culture in performance management in regional public agencies.

2.2 Work Environment and Employee Performance

The work environment refers to the physical, psychological, and social conditions under which employees perform their duties. It includes aspects such as workspace layout, equipment, lighting, interpersonal relationships, organizational structure, and emotional climate (Sedarmayanti, 2009). A supportive and safe environment contributes to employee satisfaction, reduces stress, and enhances motivation and performance (Saydam, 2000; Nitisemito, 2016). Conversely, a poor work environment can result in fatigue, disengagement, and reduced output (Kamarudin, 2001).

Hackman and Oldham's (1976) Job Characteristics Model highlights the importance of task significance, autonomy, and feedback—factors that are highly influenced by the work environment. Moreover, recent studies have shown that the quality of the work environment significantly predicts both individual and team-level performance outcomes in public organizations (Judge & Bono, 2001; Cooper & Marshall, 1976). Despite this, there is limited empirical research in regional governance settings, where infrastructure, technology, and human capital investment may vary widely. This study seeks to extend the literature by examining how environmental factors affect civil servants' performance in a resource-constrained local government.

2.3 Leadership and Employee Performance

Leadership remains a central theme in organizational theory and human resource management. Defined as the process of influencing and guiding individuals or groups toward the achievement of organizational goals (Yukl, 2012), leadership affects organizational dynamics, employee morale, and task completion. Leaders are instrumental in shaping culture, clarifying vision, and motivating subordinates. Various leadership theories—from trait theory (Robbins & Judge, 2017) to behavioral theory (Luthans, 2006)—underscore the importance of both individual characteristics and relational skills.

In the public sector, leadership is especially critical due to hierarchical structures and the complexity of managing stakeholder expectations. Transformational leadership, which focuses on visioning, inspiration, and individualized consideration, has been positively linked to employee engagement and performance (Khuntia & Suar, 2004). For example, Jemakun (2016) found that both leadership and culture jointly influenced performance in public hospitals, while Emil (2019) observed a strong relationship between leadership style and employee motivation in a regional water utility. However, these studies often overlook local government contexts outside major urban centers, thereby limiting generalizability. This study addresses this limitation by exploring leadership's role in a decentralized public administration in Indonesia.

2.4 Theoretical Model and Conceptual Framework

This study draws on a multi-theoretical framework to examine how internal organizational factors—namely culture, work environment, and leadership—affect employee performance. The theoretical underpinnings integrate Schein’s organizational culture theory (2010), Sedarmayanti’s environmental work factors (2009), and Yukl’s leadership effectiveness model (2012). These are complemented by Robbins’ performance theory (2010), which conceptualizes performance as a function of ability, motivation, and opportunity. The framework posits that when organizational culture promotes shared values, the work environment is conducive, and leadership is effective, employee performance is likely to improve.

In this context, employee performance is defined as the extent to which employees meet expectations in terms of quality, quantity, timeliness, and commitment (Mangkunegara, 2010; Wibowo, 2011). It is treated as the dependent variable, while organizational culture, work environment, and leadership are considered independent variables. The proposed model is tested using a quantitative approach to determine the strength and direction of each relationship.

2.5 Empirical Studies and Research Gap

A range of empirical studies have examined the link between organizational culture and performance. Hasmin (2016) reported that culture has both direct and indirect effects through job satisfaction in local governments. Girniawan (2019) confirmed the positive influence of leadership, culture, and competence on performance in land offices. Meanwhile, Ana Srikaningsih (2017) demonstrated that job satisfaction mediates the relationship between organizational factors and performance in public administration.

However, few studies have simultaneously tested all three variables—culture, environment, and leadership—within the same model, especially in decentralized local government settings. Additionally, most research has been conducted in either urban areas or in organizations with relatively high access to resources. The present study contributes to the literature by addressing these gaps, using a single integrated model in a local government institution with limited infrastructure, thus offering insights into the challenges and opportunities of performance enhancement in under-resourced public settings.

2.6 Framework and Hypotheses

The conceptual framework posits that organizational culture, work environment, and leadership each have a direct positive effect on employee performance. Table 1 below summarizes the indicators used for each variable.

Table 1. Variable Indicators

Variable	Indicators
Organizational Culture	Norm implementation, Value application, Member orientation

Work Environment	Work atmosphere, Interpersonal relations, Facility availability
Leadership	Analytical ability, Role model, Communication skill, Decision assertiveness
Employee Performance	Work quality, Work quantity, Timeliness, Work commitment

III. Research Methodology

3.1 Research Design

This study utilized a quantitative approach with a causal-explanatory design to analyze the effect of organizational culture, work environment, and leadership on employee performance. The causal design was selected as it allows for the examination of direct relationships between independent variables and the dependent variable through hypothesis testing. This design is appropriate for studies aiming to identify and measure the impact of specific organizational factors within structured institutions such as public sector entities. By applying this approach, the study sought to generate empirical evidence that contributes both theoretically and practically to the domain of public sector performance management.

3.2 Population and Sample

The population in this research comprised all employees of the Regional Secretariat of Malaka Regency, Indonesia, totaling 192 civil servants at the time of the study. A census sampling technique was employed, allowing the inclusion of all qualified personnel who met specific criteria, such as permanent employment status and a minimum of one year of tenure. From the total distributed questionnaires, 139 responses were deemed valid and usable after data screening and cleaning procedures were conducted. The use of census sampling in this context ensures a high level of representativeness and statistical accuracy, particularly in small institutional settings.

3.3 Data Collection Method

Data were collected through the distribution of a structured questionnaire designed to capture the perceptions of civil servants regarding the organizational culture, work environment, leadership, and their performance. The questionnaire was administered both in printed form and electronically to maximize response rates. Each item was measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The development of the questionnaire items was guided by validated instruments derived from previous research. Specifically, the items measuring organizational culture were adapted from the works of Schein (2010) and Wirawan (2007), the work environment from Sedarmayanti (2009) and Saydam (2000), leadership from Hasibuan (2010) and Yukl (2012), and employee performance from Mangkunegara (2010) and Wibowo (2011). Prior to distribution, the instrument was reviewed by academic experts to ensure content validity and contextual relevance.

3.4 Measurement of Variables

Each of the four main variables in this study was operationalized using multiple indicators aligned with existing theoretical frameworks and empirical findings. Organizational culture was assessed through indicators such as norm implementation, value application, and orientation toward collective interest. Work environment was measured based on perceptions of workplace atmosphere, peer relationships, and the availability of facilities. Leadership was evaluated through indicators including analytical ability, role modeling, communication skills, and decisiveness. Employee performance was assessed using dimensions such as quality and quantity of work, punctuality, and commitment. A complete summary of the variable indicators is presented in Table 1 in the literature review section. These indicators were selected for their conceptual clarity and relevance to the Indonesian public administration context.

3.5 Validity and Reliability Testing

To ensure the quality of the measurement instrument, both validity and reliability tests were conducted. Convergent validity was evaluated by assessing the loading factors of each indicator using confirmatory factor analysis, with a minimum acceptable threshold of 0.70. Furthermore, construct reliability was examined through the calculation of Cronbach's Alpha and Composite Reliability (CR) values, both of which were expected to exceed 0.70. The Average Variance Extracted (AVE) for each construct was also analyzed, with values above 0.50 considered adequate for confirming convergent validity. All constructs in this study met these criteria, confirming the appropriateness of the measurement model.

3.6 Data Analysis Techniques

The data analysis process was carried out using Multiple Linear Regression Analysis (MLRA) with the assistance of SPSS software version 26. Prior to regression, classical assumption tests were conducted, including tests for normality using the Kolmogorov–Smirnov method, multicollinearity via Variance Inflation Factor (VIF) values, and heteroscedasticity through scatterplot inspection. These tests were performed to ensure the accuracy and robustness of the regression model. The model used to analyze the influence of the three independent variables on employee performance is expressed as follows: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$, where Y represents employee performance, and X_1 , X_2 , and X_3 represent organizational culture, work environment, and leadership, respectively. The regression analysis was used to assess both individual and simultaneous effects, with statistical significance determined at the $p < 0.05$ level.

3.7 Ethical Considerations

This research adhered to standard ethical procedures in the collection and management of primary data. All respondents were informed of the purpose of the study

and participated voluntarily after giving informed consent. Anonymity and confidentiality were strictly maintained throughout the research process, and all data collected were used exclusively for academic purposes. Ethical approval was obtained at the institutional level, ensuring compliance with research integrity standards.

IV. RESULT AND DISCUSSION

4.1 Respondent Characteristics

To provide context for the analysis, descriptive statistics were used to present the demographic profile of the respondents. The complete distribution of respondent characteristics is shown in Table 2.

Table 2. Characteristics of Respondents (N = 139)

Category	Subcategory	Frequency (n)	Percentage (%)
Gender	Male	88	63.3%
	Female	51	36.7%
Age	≤ 30 years	21	15.1%
	31–40 years	66	47.5%
	41–50 years	41	29.5%
	> 50 years	11	7.9%
Education Level	Diploma	26	18.7%
	Bachelor's degree (S1)	92	66.2%
	Master's degree (S2)	21	15.1%
Years of Service	< 5 years	18	12.9%
	5–10 years	48	34.5%
	> 10 years	73	52.5%

The data presented in Table 1 indicate that the sample was composed predominantly of male employees (63.3%), with a relatively balanced representation of female staff (36.7%). Most respondents (47.5%) were in the age range of 31–40 years, suggesting that the majority were in their productive working years. Educationally, 66.2% held a bachelor's degree, indicating a fairly well-qualified workforce. Notably, more than half (52.5%) of the respondents had over 10 years of service, demonstrating a high level of institutional experience and maturity among the civil servants at the Regional Secretariat of Malaka Regency. This demographic profile lends credibility to the data, as the respondents likely have deep familiarity with the institution's organizational culture, leadership style, and working conditions.

4.2 Instrument Validity and Reliability

Before conducting structural analysis, the measurement model was evaluated for convergent validity and reliability to ensure the robustness of the instrument. Convergent validity was assessed using outer loading values, where loadings ≥ 0.70 were deemed

acceptable. Reliability was assessed using Cronbach's Alpha (α), with a threshold of ≥ 0.70 . The Average Variance Extracted (AVE) for each construct was also calculated and should exceed 0.50. The results of the validity and reliability testing for all constructs are presented in Table 3.

Table 3. Validity and Reliability of Constructs

Variable	Indicator	Loading	AVE	CR	Cronbach's Alpha
Organizational Culture	Norm implementation	0.780			
	Value application	0.812	0.62	0.88	0.85
	Member orientation	0.810			
Work Environment	Work atmosphere	0.781			
	Interpersonal relations	0.814	0.58	0.86	0.82
	Facility availability	0.798			
Leadership	Analytical ability	0.802			
	Role model	0.793			
	Communication skill	0.814	0.60	0.87	0.84
	Decision assertiveness	0.782			
Employee Performance	Work quality	0.826			
	Work quantity	0.819			
	Timeliness	0.801	0.65	0.89	0.86
	Work commitment	0.822			

As shown in Table 2, all indicator loadings exceed the threshold of 0.70, which confirms strong convergent validity. The AVE values for all constructs are above 0.50, confirming that each construct explains more variance than error. The CR and Cronbach's Alpha values for all variables exceed 0.80 and 0.70, respectively, demonstrating high internal consistency and construct reliability. These results affirm that the instrument is valid and reliable for measuring the influence of organizational culture, work environment, and leadership on employee performance in a public sector context.

4.3 Structural Model Testing

To assess the explanatory power and overall fit of the model, the structural analysis was performed using the coefficient of determination (R^2) and F-statistic. These values indicate how well the independent variables—organizational culture, work environment, and leadership—explain variations in the dependent variable, employee performance. The results of the structural model testing are summarized in Table 3 below.

Table 4. Structural Model Test Results

Dependent Variable	R^2 (Adjusted)	F-value	Sig. (p-value)
Employee Performance (Y)	0.497	44.274	0.000

The adjusted R^2 value of 0.497 implies that approximately 49.7% of the variance in employee performance is explained by the three independent variables in the model—organizational culture, work environment, and leadership. This is considered a moderate-to-strong explanatory power in social science research, particularly within the context of

organizational behavior studies in the public sector. The F-value of 44.274 and its corresponding significance level ($p = 0.000$) indicate that the overall model is statistically significant. This means that the three independent variables, when taken together, significantly predict employee performance. The model's fit confirms that the structural relationship among the variables is empirically sound and meaningful for further hypothesis testing.

4.4 Hypothesis Testing

Path	Standardized β	t-value	Sig. (p-value)	Result
Organizational Culture → Performance	0.368	5.316	0.000	Supported (Significant)
Work Environment → Performance	0.303	4.508	0.000	Supported (Significant)
Leadership → Performance	0.215	3.199	0.002	Supported (Significant)

The results confirm that all three hypotheses are supported. Organizational culture exerts the strongest influence on employee performance, followed by work environment and leadership. The statistical significance of all three predictors ($p < 0.05$) supports the theoretical model and indicates that employee performance in the public sector is shaped by a combination of cultural, environmental, and leadership-related factors.

4.5 Discussion

The findings of this study confirm the theoretical proposition that organizational culture, work environment, and leadership are crucial determinants of employee performance in public institutions. The significant and positive influence of organizational culture underscores the role of shared values, norms, and collective beliefs in shaping behavior and motivating public servants. These results are consistent with the works of Schein (2010) and Denison (1990), who emphasized the integrative and behavioral functions of culture in enhancing organizational effectiveness.

Organizational culture emerged as the most influential factor in this study, with the highest beta coefficient. This suggests that employees are more likely to perform effectively when they perceive the organizational environment to be aligned with their values and expectations. In the context of the Malaka Regency, a strong and consistent culture may have helped clarify roles, foster loyalty, and enhance goal orientation among staff. These results resonate with Wahyudin (2022), who found that a collaborative and innovation-driven culture in government institutions leads to improved productivity and discipline.

The work environment also demonstrated a significant and positive effect on employee performance. This finding supports previous research by Sedarmayanti (2009) and Saydam (2000), who argued that physical and psychological workplace conditions directly influence employee satisfaction and output. A comfortable, clean, and supportive

work environment can reduce stress, improve communication, and promote teamwork—all of which are essential for optimal performance. In regional government offices such as Malaka Regency, where infrastructure and resources may be limited, attention to work environment quality becomes even more critical. These findings are in line with Judge and Bono (2001), who emphasized the importance of environmental factors in driving performance through job satisfaction and psychological well-being.

Leadership also has a statistically significant effect on employee performance, albeit with a lower impact compared to the other variables. This aligns with the assertion of Yukl (2012) that leadership is a moderating and enabling force within organizational systems. Although leaders in bureaucratic settings often face constraints due to rigid hierarchies and administrative rules, their ability to inspire, guide, and support employees remains vital. The relatively lower beta coefficient may suggest that while leadership is necessary, its influence is most effective when supported by a strong culture and enabling environment. This result echoes the findings of Jemakun (2016) and Emil (2019), who noted that leadership effectiveness in public sector settings is enhanced when embedded within a supportive institutional culture.

Interestingly, these results contrast with findings from Darmawan (2022), who reported that organizational culture had no significant effect on performance in private-sector settings. This discrepancy may be attributed to differences in sectoral context, where public sector organizations tend to emphasize mission alignment and service orientation, making culture a more prominent determinant of behavior.

The simultaneous significance of all three variables highlights the interdependent nature of organizational dynamics. Culture, environment, and leadership do not operate in isolation; rather, they interact to form a coherent system that supports employee performance. This is particularly relevant for public sector institutions undergoing reform, where internal alignment can drive service improvement and institutional trust.

From a theoretical perspective, these findings reinforce the need for integrated models of performance management that combine structural, environmental, and behavioral dimensions. The study extends existing frameworks by empirically validating their applicability in a local government context in Indonesia, an area that remains under-researched in international literature.

V. CONCLUSION AND IMPLICATIONS

5.1 Conclusion

This study aimed to examine the influence of organizational culture, work environment, and leadership on employee performance within the context of a public institution, namely the Regional Secretariat of Malaka Regency. Based on the results of multiple linear regression analysis and hypothesis testing, the study concludes that all three independent variables significantly and positively affect employee performance.

Organizational culture emerged as the most dominant factor, suggesting that shared norms, values, and behavioral expectations within the organization play a pivotal role in

motivating civil servants and aligning their efforts with institutional goals. The work environment also contributed meaningfully to performance, indicating the importance of physical conditions and social dynamics in fostering productivity. Leadership, although the least influential among the three, remained a significant determinant, reflecting its strategic role in guidance, decision-making, and inspiration within bureaucratic settings.

The combined explanatory power of these three variables accounted for nearly 50% of the variation in employee performance, confirming the robustness of the proposed model and its relevance to public sector management in decentralized regions.

5.2 Theoretical Implications

This study reinforces the multidimensional view of performance as a function of structural, cultural, and behavioral factors. It empirically validates and extends the application of established theories—such as Schein’s cultural framework, Sedarmayanti’s environmental construct, and Yukl’s leadership theory—within the context of regional public administration. By examining these constructs simultaneously, the study addresses a gap in the literature where such integrative models have rarely been tested in under-resourced government settings. The findings contribute to the growing body of knowledge on organizational performance in emerging economies, particularly in Southeast Asia, where institutional dynamics differ significantly from Western bureaucracies.

5.3 Practical Implications

The results offer practical insights for public managers and policy makers. First, efforts to enhance performance should begin with the cultivation of a strong, consistent organizational culture that promotes clarity, accountability, and engagement. Second, improving the work environment—through infrastructure, communication, and interpersonal harmony—can lead to significant gains in productivity. Third, leadership development programs that emphasize both soft and strategic skills should be institutionalized to equip leaders with the capacity to influence and inspire their teams effectively. In practice, these strategies must be implemented in an integrated manner to achieve sustainable improvements in employee performance, especially in regional government institutions that face challenges of limited resources and bureaucratic inertia.

5.4 Limitations and Suggestions for Future Research

While this study provides meaningful contributions, it is not without limitations. The use of a single institutional case limits the generalizability of the findings. Future research should replicate this model in other government institutions or regions to validate the results. Additionally, future studies could include mediating or moderating variables such as job satisfaction, employee engagement, or organizational commitment to provide a more nuanced understanding of performance dynamics.

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