Contribution of Leadership Style, Organizational Culture, and Work Motivation to Improve the Performance of Employees of the Directorate of Commercial Order of the Ministry of Trade

Geiger Francisco Nainggolan, M. Chaerul Rizky, Kholilul Kholik

Abstract

This study aims to analyze the contribution of leadership style, organizational culture, and work motivation to improve the performance of employees of the Directorate of Commercial Order of the Ministry of Trade. Optimal employee performance is a determining factor for the success of the organization in carrying out the function of supervision and enforcement of trade order in the midst of the complexity of national trade dynamics. This study uses a quantitative approach with a survey method. The research population is all employees of the Directorate of Trade Order of the Ministry of Trade which totals 141 people. The sample was determined using the Slovin formula with an error rate of 5% and obtained 104 respondents who were selected through a simple random sampling technique. The research instrument is in the form of a questionnaire with a Likert scale of 1-5 that has been tested for validity and reliability. The data analysis technique used multiple linear regression analysis with the help of SPSS software version 25. The results of the F test show that leadership style, organizational culture, and work motivation simultaneously have a significant effect on employee performance. The results of the t-test showed that leadership style and organizational culture partially had a positive and significant effect on employee performance, while work motivation did not have a significant effect on employee performance. The Adjusted R Square value of 0.735 indicates that the three independent variables are able to explain 73.5% of the variation in employee performance, while the remaining 26.5% is explained by other variables that were not studied.

Keywords: Leadership Style, Organizational Culture, Work Motivation, Employee Performance.

Geiger Francisco Nainggolan[1]
[1]Master of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: geiger.golan@gmail.com[1]

M. Chaerul Rizky[2], Kholilul Kholik[3]
[2,3]Master of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: mchaerulrizky@dosen.pancabudi.ac.id[2], kholilulkholik@dosen.pancabudi.ac.id[3]

Introduction

The Directorate of Trade Order of the Ministry of Trade of the Republic of Indonesia is a work unit under the Directorate General of Consumer Protection and Trade Order which has the main task of formulating and implementing policies in the field of supervision and enforcement of trade activities. This directorate plays a role in ensuring the compliance of business actors with trade laws and regulations, including supervision of the distribution of goods, control of the circulation of certain goods, enforcement of quality standards, as well as the protection of consumer interests and business certainty. The success of trade law supervision and enforcement is highly dependent on the quality of human resources. Organizations will not run optimally without the availability of adequate human resources, so companies need to have the right strategy to maintain human resources to support the sustainability and achievement of organizational goals (Rizky, M., 2022). Improving the quality of human resources will have an impact on optimizing organizational performance and the quality of public services.

The performance of employees in the Directorate of Commercial Order is a determining factor for the success of the organization in carrying out the function of supervision and enforcement of commercial order. (Mangkunegara, 2017) defines performance as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Several indicators show that there are challenges in achieving employee performance, such as delays in the process of enforcing trade laws, uneven understanding of standard operating procedures, and coordination between sections that still need to be improved. This indicates the need to identify factors that affect employee performance.

Every leader is faced with challenges in managing human resources in order to be able to work effectively and competitively in the midst of organizational dynamics. Leadership plays a strategic role in directing, motivating, and coordinating employee performance to encourage organizational change that is oriented towards increasing productivity and quality of work results (Kholik et al., 2022). Leadership style is a crucial factor in shaping the work climate and directing employees to achieve organizational goals. (Robbins & Judge, 2021) states that leadership style is the way leaders influence subordinates to achieve organizational goals through behaviors, attitudes, and actions in the leadership process. Leaders who are able to apply a leadership style that suits the company's situation and conditions can motivate employees to work better and achieve company goals (Pratiwi & Rizky, 2024). Every leadership is expected to be able to coordinate every organizational function optimally and responsibly, there will be no good subordinates without a good leader (Aspriati et al., 2025). The right leadership style can create a conducive work environment, improve vertical and horizontal communication, and encourage employees to perform optimally. Conversely, the incompatibility of leadership style with the characteristics of the organization and employees can lead to demotivation and decreased productivity.

An organization's mission is to uphold a code of ethics and values shared by all its members while creating a unique identity that sets it apart from other organizations (Karona & Kiswoyo, 2024). Organizational culture is a system of values, beliefs, and norms that are shared by members of the organization and form behavior patterns in the organization. (Schein, 2017) defines organizational culture as a pattern of basic assumptions learned by a group to address external adaptation and internal integration issues, which have gone well enough to be considered valid and taught to new members as the correct way to understand, think, and feel in relation to the problem. A culture that supports openness, collaboration, and innovation can create a positive work environment for employees in public relations (Hamidah, 2025). However, a culture that is too rigid or non-adaptive can hinder employee innovation and creativity.

Work motivation also plays a vital role in encouraging ASN to achieve optimal work performance (Ginting & Rizky, M., 2025). (Hasibuan, 2019) states that work motivation is the

provision of driving force that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Motivation can cause a person to become more passionate and responsible for the tasks assigned to him (Jannah et al., 2024). Employee work motivation can come from various factors, both intrinsic such as satisfaction in serving the community and achievement of achievements, and extrinsic such as compensation, recognition, and career development opportunities. The level of motivation of employees has a direct effect on their willingness to work hard, be responsible, and take initiative in completing tasks. Highly motivated employees will be proactive, diligent, and able to overcome challenges at work. Conversely, low motivation can lead to absenteeism, tardiness, and decreased work quality.

Previous research has shown that leadership style, organizational culture, and work motivation have a significant relationship with employee performance. Research (Hamidah, 2025), (Karona & Kiswoyo, 2024), (Latif & Sunarto, 2024) and (Aspriati et al., 2025) with the results of their research shows that leadership style, organizational culture, and motivation have a positive and significant effect on employee performance. Leadership style can shape organizational culture through the values instilled and exemplified by leaders. A positive organizational culture will create a supportive work environment and increase employee motivation. Furthermore, high work motivation will encourage employees to give their best performance. These three variables do not stand alone, but interact with each other and contribute to improving the performance of their employees.

Literature Review

1. Employee Performance

Employee performance is the result of work achieved by a person in carrying out his duties and responsibilities. Mangkunegara (2017) defines performance as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Rivai and Sagala (2018) stated that performance is a real behavior that everyone displays as work achievements that are produced in accordance with their role in the organization. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. One of the factors that affects the success rate of an organization is the performance of its employees (Nasution & Rizky, 2024; Suhanta et al., 2022).

2. Leadership Style

Leadership style is the way leaders influence, direct, and motivate subordinates to achieve organizational goals. (Robbins & Judge, 2021) states that leadership style is the way leaders influence subordinates to achieve organizational goals through behaviors, attitudes, and actions in the leadership process. According to (Nikmat, 2022) said that leadership style is a leader's behavior pattern in influencing his followers, the definition of a dynamic leadership style, leadership style can change depending on the followers and the situation. Leadership style is a way of a certain ability pattern used by a leader in behaving, communicating, and interacting to influence, direct, encourage and control others or subordinates in order to do a job so as to achieve a goal (Gunawan & Rizky, 2024; Sembiring & Sitanggang, 2022).

3. Organizational Culture

Organizational culture is a system of values, beliefs, and norms that are shared by the members of the organization. (Schein, 2017) defines organizational culture as a pattern of basic assumptions learned by a group to overcome external adaptation and internal integration

problems. (Robbins & Judge, 2021) describes organizational culture as a system of shared meaning embraced by members that distinguishes the organization from other organizations. A strong organizational culture can support the achievement of company goals, while a weak culture is an obstacle (Syahfitri & Rizky, 2024). Organizational culture can also be interpreted as behavioral norms and values that are accepted and understood by all members of the organization and are used as the basis for rules of behavior within the organization (Saputra et al., 2025).

4. Work Motivation

Motivation comes from the word motive which means encouragement. Thus, motivation can be interpreted as a condition that encourages or causes a person to carry out an action or activity that takes place consciously (Wilson, 2012) in (Rizky, M. et al., 2024). Work motivation is the drive that moves employees to work at their best. (Hasibuan, 2019) states that work motivation is the provision of driving force that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. (Sutrisno, 2019) added that motivation is a factor that encourages a person to do a certain activity in achieving a goal. According to Gibson in (Rizky, 2018) motivation is a condition/circumstance that influences a person to continue to improve, direct, and maintain his behavior that is directly or indirectly related to his work environment. Motivation is a state of human psychiatry and mental attitude that provides energy, encourages activities or movements and leads or channels behavior towards achieving needs that provide satisfaction or reduce imbalance (Rizky, M., 2018).

Research Methodology

This study uses a type of quantitative research with a causal associative approach which aims to determine the influence and contribution of leadership style, organizational culture, and work motivation to the performance of employees of the Directorate of Commercial Order of the Ministry of Trade. The population in this study is all employees of the Directorate of Trade Order of the Ministry of Trade which totals 141 people. The determination of the number of samples using the Slovin formula with an error rate of 5% was obtained at 104.24 rounded to 104 respondents. The sampling technique uses simple random sampling. The data collection technique was carried out through a questionnaire with a Likert scale of 1-5 distributed to the respondents, as well as a documentation study to obtain secondary data related to organizational profiles and employee performance data. The research instrument is tested for validity and reliability before being used for data collection. The data analysis technique uses multiple linear regression with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y is employee performance, X_1 is leadership style, X_2 is organizational culture, X_3 is work motivation, a is constant, b_1, b_2, b_3 is the regression coefficient, and e is the error term. Before the regression analysis is carried out, a classical assumption test is first carried out which includes the normality test, the multicollinearity test, the heteroscedasticity test, and the linearity test to ensure that the regression model meets the BLUE (Best Linear Unbiased Estimator) requirements. Hypothesis testing was carried out through the F test (simultaneous), the t test (partial) and the determination coefficient (R^2). The entire data analysis process was carried out using Statistical Package for Social Sciences (SPSS) software version 25 with a significance level of $\alpha = 0.05$ or a confidence level of 95%.

Results
A. Descriptive Statistical Analysis

Descriptive statistical analysis is an analysis technique used to describe or provide an overview of the research object through sample or population data as it is without conducting analysis and making generally applicable conclusions (Sugiyono, 2019). Descriptive statistical analysis was carried out by calculating the mean, median, mode, standard deviation, maximum value, and minimum values of each research variable to find out an overview of respondents' responses to leadership style, organizational culture, work motivation, and employee performance.

Table 1. Descriptive Statistical Analysis
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	104	22	30	26.69	2.077
Culture Organization	104	19	25	22.36	1.660
Work Motivation	104	19	25	22.05	1.627
Employee Performance	104	15	20	18.05	1.382
Valid N (listwise)	104				

Based on the results of descriptive statistical analysis of 104 respondents, the leadership style variable had an average value of 26.69 with a score range of 22–30, which shows that respondents' perceptions tend to be high. Organizational culture obtained an average score of 22.36 with a minimum score of 19 and a maximum of 25, while work motivation had an average of 22.05 with the same score range, reflecting relatively good and stable conditions. Meanwhile, employee performance showed an average score of 18.05 with a minimum score of 15 and a maximum of 20.

B. Instrument Quality Test
1. Validity Test

Validity test is a test conducted to measure the validity or validity of a questionnaire, where a questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2018). The validity test was carried out using Pearson's Product Moment correlation technique by comparing the r count with the r of the table at a significance level of 0.05, where the statement item is declared valid if r is calculated > r of the table or the significance value < 0.05.

Table 2. Validity Test

Variables	Indicators	Correlations	r-table	Conclusion
Leadership Styleb (X1)	X1.1	.678**	.1927	Valid
	X1.2	.676**	.1927	Valid
	X1.3	.695**	.1927	Valid
	X1.4	.602**	.1927	Valid
	X1.5	.680**	.1927	Valid
	X1.6	.590**	.1927	Valid
Culture Organization (X2)	X2.1	.715**	.1927	Valid
	X2.2	.650**	.1927	Valid
	X2.3	.481**	.1927	Valid
	X2.4	.656**	.1927	Valid
	X2.5	.703**	.1927	Valid
Work Motivation (X3)	X3.1	.681**	.1927	Valid
	X3.2	.704**	.1927	Valid
	X3.3	.674**	.1927	Valid
	X3.4	.416**	.1927	Valid
	X3.5	.725**	.1927	Valid

Employee Performance (Y)	Y1	.592**	.1927	Valid
	Y2	.667**	.1927	Valid
	Y3	.678**	.1927	Valid
	Y4	.708**	.1927	Valid

Based on Table 2, the results of the validity test show that all indicators on the variables of leadership style, organizational culture, work motivation, and employee performance have a correlation value greater than r-table (0.1927), so that it is declared valid.

2. Reliability Test

A reliability test is a tool to measure a questionnaire which is an indicator of variables, where a questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time (Ghozali, 2018). The reliability test was carried out using the Cronbach's Alpha method, where a variable is said to be reliable if it gives a Cronbach's Alpha value of > 0.70 which indicates that the research instrument has good internal consistency.

Table 3. Reliability Test
Reliability Statistics

	Cronbach's Alpha	N of Items	Conlcusion
Leadership Styleb (X1)	.732	6	Reliable
Culture Organization (X2)	.843	5	Reliable
Work Motivation (X3)	.830	5	Reliable
Employee Performance (Y)	.868	4	Reliable

Based on Table 3, the results of the reliability test show that all research variables, namely leadership style, organizational culture, work motivation, and employee performance, have a Cronbach's Alpha value above the minimum limit (>0.7) so that they are declared reliable.

C. Classical Assumption Test
1. Normality Test

Normality test is a test that aims to test whether in a regression model, the disruptive or residual variable has a normal distribution, since a good regression model is one that has a normal or near-normal data distribution] (Ghozali, 2018). The normality test was performed using the Kolmogorov-Smirnov test and the analysis of the Normal P-P Plot graph, where the data is declared to be normally distributed if the significance value > 0.05 or the points on the graph are spread around the diagonal line and follow the direction of the diagonal line.

Histogram
Dependent Variable: Employee Performance
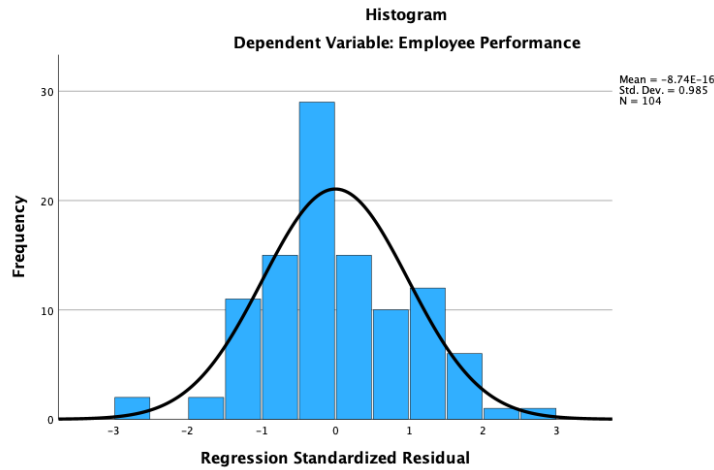
Mean = −8.74E−16
Std. Dev. = 0.985
N = 104

Figure 1. Normality Test Histogram

Based on the normality test histogram, the research data showed a distribution pattern that was close to the normal curve so that it could be concluded that the data was normally distributed.
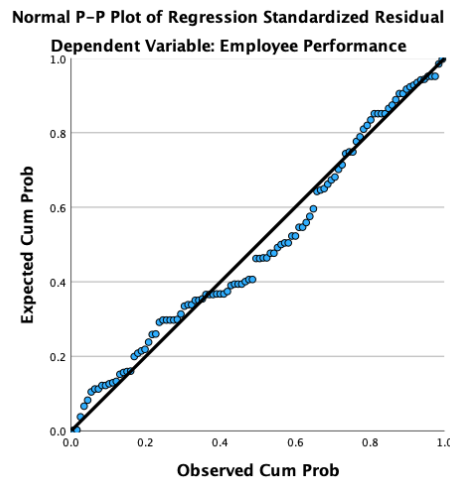
Normal P–P Plot of Regression Standardized Residual
Dependent Variable: Employee Performance

Figure 2. P-Plot Normality Test

Based on Figure 2 (Normal P–Plot), the distribution of data points is seen to follow and is around the diagonal line, so it can be concluded that the research data meets the assumption of normality.

Table 4. Uji Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		104
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.70165181
Most Extreme Differences	Absolute	.086
	Positive	.086
	Negative	-.058
Test Statistic		.086
Asymp. Sig. (2-tailed)[c]		.059
Monte Carlo Sig. (2-tailed)[d]	Sig.	.056
	99% Confidence Interval Lower Bound	.050

Upper Bound		.062

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the results of the Kolmogorov–Smirnov test, the Asymp. Sig. (2-tailed) of 0.059 is greater than 0.05, so that the residual data is normally distributed and the assumption of normality is met.

2. Multicollinearity Test

The multicollinearity test is a test that aims to test whether there is a correlation between independent variables in the regression model, where a good regression model should not occur correlations between independent variables (Ghozali, 2018).

**Table 5. Multicollinearity Test**

Coefficients[a]

	Collinearity Statistics	
Model	Tolerance	VIF
1 Leadership Style	.437	2.290
Culture Organization	.406	2.461
Work Motivation	.872	1.147

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 5, all independent variables, namely leadership style, organizational culture, and work motivation, have a Tolerance value of > 0.10 and VIF < 10, so it can be concluded that there is no multicollinearity in the regression model and the model is suitable for further analysis.

3. Heteroscedasticity Test

The heteroscedasticity test is a test that aims to test whether in the regression model there is an inequality of variance from one residual observation to another, where a good regression model is homoscedasticity or heteroscedasticity does not occur (Ghozali, 2018). The heteroscedasticity test was performed using the Glejser test and Scatterplot graph analysis, where the model is declared to have no heteroscedasticity if the significance value > 0.05 or the points on the graph are randomly spread above and below the number 0 on the Y-axis without forming a specific pattern.
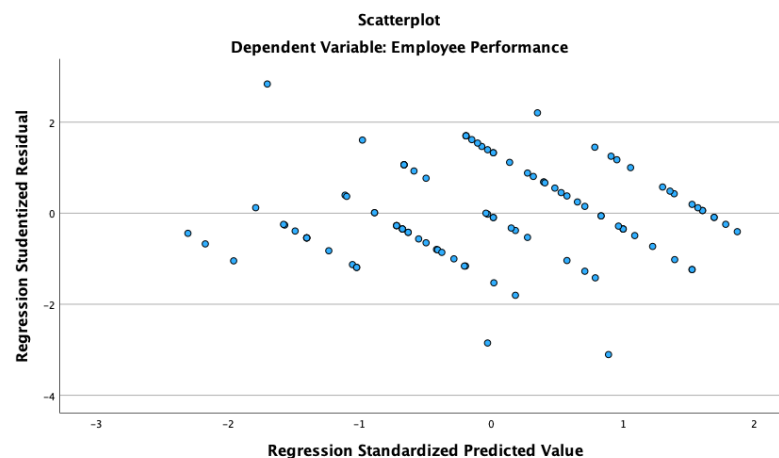
Gambar 3. Scatterplot

Based on Figure 3 Scatterplot, the results of the heteroscedasticity test show that the regression model does not occur heteroscedasticity because the data points are randomly spread above and below the number 0 on the Y axis and do not form certain clear patterns such as wavy, narrowing, or widening patterns, so that the regression model meets the assumption of homogeneity and is suitable for use for further analysis.

D. Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis used to measure the influence of two or more independent variables on one dependent variable, assuming that there is a linear relationship between independent variables and dependent variables (Sugiyono, 2019).

Table 6. Multiple Linear Regression Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.058	1.194		1.723	.088
Leadership Style	.252	.051	.379	4.927	<.001
Culture Organization	.466	.066	.560	7.030	<.001
Work Motivation	-.052	.046	-.062	-1.135	.259

a. Dependent Variable: Employee Performance

Based on Table 6, the results of multiple linear regression analysis produce the following regression equations:

$$Y = 2.058 + 0.252X_1 + 0.466X_2 - 0.052X_3$$

Where:
Y = Employee Performance
X_1 = Leadership Style
X_2 = Organizational Culture
X_3 = Work Motivation

The regression equation shows that a constant value of 2.058 means that if there is no influence of leadership style, organizational culture, and work motivation (value 0), then employee performance will be valued at 2.058. The leadership style regression coefficient (X_1) of 0.252 indicates that every one unit increase in leadership style will increase employee performance by 0.252 units assuming other variables are constant. The organizational culture regression coefficient (X_2) of 0.466 shows that every increase in one unit of organizational culture will increase employee performance by 0.466 units assuming other variables are constant, where organizational culture has the greatest influence over other variables. Meanwhile, the work motivation regression coefficient (X_3) of -0.052 shows a negative relationship which means that every increase in one unit of work motivation will decrease employee performance by 0.052 units, but the value of this coefficient is very small and not statistically significant (sig. 0.259 > 0.05), so the influence of work motivation on employee performance can be ignored in this model.

E. Uji Hypothesis
1. Simultaneous Test (F Test)

The F test is a test used to find out whether all independent variables together (simultaneously) have a significant effect on the dependent variables (Ghozali, 2018).

Table 7. Simultaneous Test (F Test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	146.051	3	48.684	96.007	<.001[b]
	Residual	50.708	100	.507		
	Total	196.760	103			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Motivation, Leadership Style, Culture Organization

Based on Table 7, the results of the simultaneous test (F test) show that the F value is calculated as 96.007 with a significance level of <0.001 which is smaller than 0.05, so it can be concluded that H_0 is rejected and H_a is accepted, which means that leadership style, organizational culture, and work motivation together (simultaneously) have a significant effect on the performance of employees of the Directorate of Commercial Order of the Ministry of Trade. This indicates that the regression model used in this study is fit and can be used to predict employee performance, where the three independent variables are simultaneously able to explain the variations that occur in employee performance variables with a 95% confidence level.

2. Partial Test (T Test)

The t-test is a test used to find out whether each independent variable individually (partially) has a significant effect on the dependent variable (Ghozali, 2018).

Table 8. Partial Test (T Test)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.058	1.194		1.723	.088
	Leadership Style	.252	.051	.379	4.927	<.001
	Culture Organization	.466	.066	.560	7.030	<.001
	Work Motivation	-.052	.046	-.062	-1.135	.259

a. Dependent Variable: Employee Performance

Based on Table 8, the results of the partial test (t-test) show that the leadership style variable (X_1) has a calculated t-value of 4.927 with a significance level of <0.001 which is smaller than 0.05, so that H_0 is rejected and H_a is accepted, which means that leadership style has a positive and significant effect on the performance of employees of the Directorate of Trade Order of the Ministry of Trade.

The organizational culture variable (X_2) has a calculated t-value of 7.030 with a significance level of <0.001 which is smaller than 0.05, so that H_0 is rejected and H_a is accepted, which means that organizational culture has a positive and significant effect on the performance of employees of the Directorate of Commercial Order of the Ministry of Trade.

The work motivation variable (X_3) has a calculated t-value of -1.135 with a significance level of 0.259 which is greater than 0.05, so that H_0 is accepted and H_a rejected, which means that work motivation does not have a significant effect on the performance of employees of the Directorate of Commerce of Trade Order.

3. Coefficient of Determination (R^2)

The coefficient of determination (R^2) is a test used to measure how well a model is able to explain the variation of dependent variables, where the value of R^2 ranges from 0 to 1 and getting closer to 1 means that the independent variable provides almost all the information needed to predict the variation of dependent variables (Ghozali, 2018).

Table 8. Coefficient of Determination (R²)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.742	.735	.712

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

b. Dependent Variable: Employee Performance

Based on Table 8, the results of the determination coefficient test showed that the Adjusted R Square value was 0.735 or 73.5%, which means that the variables of leadership style, organizational culture, and work motivation together were able to explain the variation or change that occurred in the performance of employees of the Directorate of Commercial Order of the Ministry of Trade by 73.5%, while the remaining 26.5% was influenced by other variables that were not studied in this study. An Adjusted R Square value of 0.735 indicates that the regression model has strong predictive capabilities

Conclusion

Based on the results of the research, the conditions in the Directorate of Trade Order of the Ministry of Trade of the Republic of Indonesia show that leadership style and organizational culture play a strong role in shaping employee performance. This condition reflects the reality within the Directorate of Trade Order of the Ministry of Trade of the Republic of Indonesia as a public sector organization that has a formal and structured work system. Leadership that is able to provide clear direction, support, and example is reflected in the positive and significant influence of leadership style on employee performance. This illustrates that employees tend to work better when leaders not only focus on targets, but also on coaching and directed work communication. In addition, an organizational culture that emphasizes the values of discipline, compliance with regulations, and work responsibility has proven to be a dominant factor in encouraging employee performance, in line with the character of public sector organizations that demand consistency and integrity in the implementation of supervisory duties and enforcement of business order.

On the other hand, work motivation does not show a significant influence on employee performance. The clarity of the salary, allowance, bonus (performance), and career path system that has been set nationally for ASN makes the work motivation of employees at a relatively stable and uniform level. Motivation, especially extrinsic ones, is no longer the main driving factor for performance improvement because employees continue to gain career rights and opportunities even though performance improvement is marginal. As a result, employee performance is more influenced by compliance with regulations, formal work targets, and administrative evaluation mechanisms than by personal motivation, so that the relationship between motivation and performance becomes empirically insignificant. This is in line with Herzberg's theory that compensation and career guarantees prevent dissatisfaction, but do not necessarily improve performance when it is considered "adequate".

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