

Analysis of the influence of organizational culture, leadership style, and job satisfaction on employee performance at PT Kalfaz Sadhara

Nur Rahman¹, M. Chaerul Rizky², M. Alfahmi³

^{1,2,3}Management Study Program, Universitas Pembangunan Panca Budi, Indonesia

ARTICLE INFO

Article history:

Received May 24, 2023

Revised Jul 16, 2023

Accepted Jul 30, 2023

Keywords:

Employee;
Job satisfaction;
Leadership Style;
Organizational culture;
Performance.

ABSTRACT

This study aims to determine and analyze the extent to which organizational culture, leadership style, and job satisfaction influence the performance of PT Kalfaz Sadhara's employees. This study uses a quantitative method with the type of data collected is primary data which is processed using SPSS. The population in this study was 65. Data was collected by conducting interviews and distributing questionnaires to respondents. The data analysis technique used is multiple linear analysis. The results of the study suggest that partially organizational culture, leadership style, and job satisfaction have a positive effect on the performance of employees of PT Kalfaz Sadhara. And simultaneously shows that organizational culture, leadership style, and job satisfaction simultaneously has a positive effect on the performance of employees of PT Kalfaz Sadhara. The influence contribution given by all variables is 48.4%.

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Corresponding Author:

Nur Rahman,
Management Study Program,
Faculty of Social Sciences Panca Budi Development University,
Jalan Gatot Subroto Km. 4.5, 20122 Medan, Indonesia
E-mail:nasuitionrahman00@gmail.com

1. Introduction

Human resources (HR) play a very important role in the era of globalization. In the midst of increasingly fierce competition and rapid changes in the global business environment, organizations need to recognize that HR is one of the most important assets that can provide a competitive advantage.

The era of globalization is marked by rapid changes in technology, markets, and the business environment. Increasingly fierce competition forces organizations to adapt and create competitive advantages. In this context, the role of HR is key to facing challenges and seizing opportunities in the global market.

In today's competitive business world, organizations need to understand the factors that affect the performance of their employees. Good employee performance is the key to organizational success in achieving goals and competing in the market. According to Rizky (2022). Employees who have high morale will improve the life of the organization or company. The definition of performance, namely the results achieved by a worker, can be seen from the quality and quantity that has been done by a worker in carrying out his duties and responsibilities within the company, workers who have had good performance will also provide good results for the company to be able to achieve results. the maximum for the company (Rizky, 2022). In an effort to improve employee performance, attention to organizational culture analysis,

The word performance is an acronym consisting of the words kinetics, energy and work. According to the terms, performance is defined as the embodiment of work performed by employees, which in general, the word performance is used as a reference for evaluating these employees in a company or organization. Performance According to Afandi (2018) is work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. According to Edison (2016), performance is defined as the result of a process that refers to and is measured over a certain period of time based on predetermined conditions and agreements. According to Sutrisno (2016),

Performance in general refers to the results or achievements of an individual, group or organization in achieving the goals set. When talking about employee performance, it refers to individual achievements and contributions to the organization in the workplace. Employee performance is an evaluation of the quality and quantity of work performed by an employee in carrying out the tasks assigned to him. Evaluation of employee performance is usually based on a number of factors, such as productivity, quality of work, punctuality, skill, attendance, attitude, teamwork, and target achievement.

Organizational culture includes the values, norms, and beliefs held by an organization. According to Robbins (1996), organizational culture is a shared perception held by members of the organization, and is a system of shared meaning. According to Molenaar (2002) Culture has full power, influencing individuals and their performance even in the work environment. A strong and positive culture can create a healthy work environment, build team spirit and increase employee motivation. Employees who feel connected to a positive organizational culture tend to be more motivated to work hard and contribute optimally to organizational goals.

According to Wibowo (2013), organizational culture is the basic philosophy of the organization which contains shared beliefs, norms, and values which are the core characteristics of how to do things in an organization. These beliefs, norms, and values become the guideline for all human resources in the organization in carrying out their performance. Organizational culture is a system of values, assumptions, beliefs, philosophy, organizational habits that exist within an organization (Afandi, 2018). This is in line with the opinion of Edison (2016), stating that organizational culture is a habit that has lasted a long time and is used and applied in work life as one of the drivers to improve the quality of employees and company managers.

It can be concluded that organizational culture is a critical factor affecting employee performance. Organizational culture includes the values, norms, beliefs, and attitudes that underlie the way people work and interact within the organization. An organizational culture that is positive, strong and aligned with organizational goals and values can motivate employees, increase collaboration, innovation and job satisfaction, and contribute to better performance.

In addition, leadership style also has a significant impact on employee performance. Leaders who have good leadership will stimulate and inspire their subordinates to change their behavior and work performance for the better and better quality so that company goals can be achieved (Fuadi, 2022). According to Rivai (2014) "Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader". Effective leaders are able to influence and motivate employees to achieve the desired results.

Leadership is one of the management functions to influence, direct, motivate and supervise others so that they can carry out the tasks that have been planned so as to achieve the goals and objectives of the organization. The leadership ability or leadership of a manager will greatly affect organizational performance, especially in terms of achieving organizational goals.

Meanwhile, according to Rivai (2014) "Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader".

Leadership is one of the determining factors for the success of leadership organizations that experience shifts from time to time and are contextual in nature due to the social, political and cultural developments prevailing at the time, in a situational approach it is realized that there is no single leadership style that is the best and applies universally to situations and environment Although the call for leadership to overcome challenges and gain advantage is not an emerging one, what constitutes institutional leadership or leadership practice is a change.

It can be concluded that leadership style has a significant role in influencing employee performance. Effective leaders are able to establish a positive work culture, encourage employee engagement, and optimize individual and team potential to achieve better performance. Effective leadership style has a major influence on employee performance. Good leadership involves effective communication, support, recognition and providing clear direction. A leadership style that pays attention to employee needs, encourages participation, and provides constructive feedback can increase employee engagement and motivation, which in turn has a positive impact on their performance. The right leadership style can create a positive work environment, increase employee engagement, and encourage innovation.

In addition, job satisfaction is also an important factor in determining employee performance. Job satisfaction is a reflection of individual feelings and attitudes towards work, which is an interaction between those concerned with their work environment (Sugiyani, 2016). Employees who are satisfied with their jobs

tend to be more motivated, dedicated, and contribute to their full potential. High job satisfaction is also associated with good employee retention, thereby reducing the costs and losses associated with employee turnover. An employee will basically feel comfortable at work and will be loyal to the company if he gets job satisfaction according to what he wants. In other words,

According to (Afandi, 2018) job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about whether or not their job is enjoyable. Satisfied employees will be more productive than dissatisfied employees. According to Sutrisno (2014) job satisfaction is quite an interesting and important issue, because it has proven to have great benefits for the interests of individuals, industry and society.

The discussion on employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all expectations can be met in carrying out their job duties. Job satisfaction is a reflection of individual feelings and attitudes towards their work, which is an interaction between those concerned with their work environment (Sugiyani, 2016). Meanwhile, Vecchino (in Wibowo, 2016) argues that job satisfaction is a person's thoughts, feelings, and action tendencies which are a person's attitude towards work. This means that job satisfaction is also very related to the overall mental processes and actions that will be carried out by employees or personnel. In other words, this attitude will affect their performance and psychological processes towards the work they will do.

It is important to note that job satisfaction is subjective and can vary between individuals. Everyone has different needs and preferences when it comes to work and work environment. Therefore, it is important for organizations to understand the factors that influence employee job satisfaction and take the necessary actions to improve them, such as providing constructive feedback, development opportunities, recognition, and maintaining a positive work climate.

All of these factors are interrelated and influence each other. A strong and positive organizational culture can create an environment that supports an effective leadership style. Good leadership can increase employee job satisfaction, while high job satisfaction can help create a positive organizational culture. Overall, a comprehensive analysis and understanding of organizational culture, leadership style, and job satisfaction is important to achieve optimal employee performance. Research and analysis in this field can help organizations to identify their strengths and weaknesses in terms of culture, leadership, and job satisfaction, so that appropriate actions can be taken to improve employee performance.

Human Resources (HR) play a very important role for construction companies. PT Kalfaz Sadhara is a company engaged in construction work, is an experienced business entity working on national projects such as construction of buildings and buildings, construction of waterways/harbors/dams, construction of drinking water processing installations, construction of bridge works, etc. Construction companies need a skilled and competent workforce to complete their projects successfully. Human resources who have relevant knowledge and skills can provide high quality work, minimize errors, and increase efficiency in project implementation.

In this context, this study aims to analyze the relationship between organizational culture analysis, leadership style, job satisfaction, and employee performance. By understanding the relationship between these variables, it is hoped that organizations can develop better strategies and policies to improve the performance of their employees, achieve competitive advantage, and achieve better organizational goals.

2. Research Method

This study uses primary data with a quantitative approach. Primary data was obtained directly from the respondents, namely employees of PT Kalfaz Sadhara. The quantitative approach according to Sugiyono (2018) is a research method that is based on the philosophy of positivism, and is used to examine certain populations or samples, the data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing hypotheses that have been previously determined .

This research was conducted at PT Kalfaz Sadhara, having its address at Jl. Ajuen Jeumpet No. 10, Etc. Admiral, Gampong Ajuen Kec. Peukan Bada, Aceh Besar District. The population in this study were all non- managerial employees of PT Kalfaz Sadhara totaling 65 people. The sampling technique in this study used the Saturated Sampling Technique, in which all populations in this study were sampled. According to Sugiyono (2019) Saturated Sampling is a sample selection technique when all members of the population are sampled. The number of samples in this study were 61 non-managerial employees. The method of collecting data in this study is by observing, namely direct observation to where the object of research is, questionnaires with questionnaires (written statements/questions) distributed to respondents, and documentation. With data analysis techniques used by researchers in this case, namely Multiple Linear Analysis, Hypothesis Testing, and Classical Assumption Testing.

According to Notoatmodjo (2018), a conceptual framework is a framework for relationships between concepts that will be measured or observed in a study. A conceptual framework must be able to show the relationship between the variables to be studied. The conceptual framework in this study is as follows.

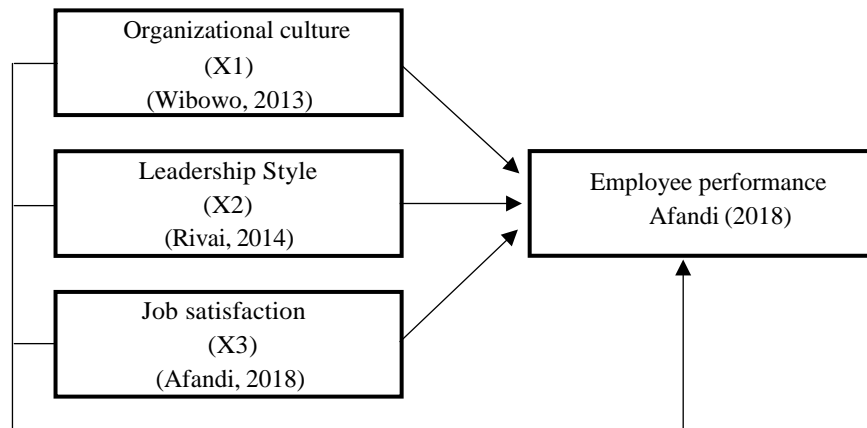


Figure 1. Conceptual Framework

3. Results and Discussions

3.1 Research Analysis

a. Normality test Results

According to Ghozali (2018) the normality test is carried out to test whether in the regression model the independent variables and the dependent variable or both have a normal distribution or not. If the variables are not normally distributed, the statistical test results will decrease.

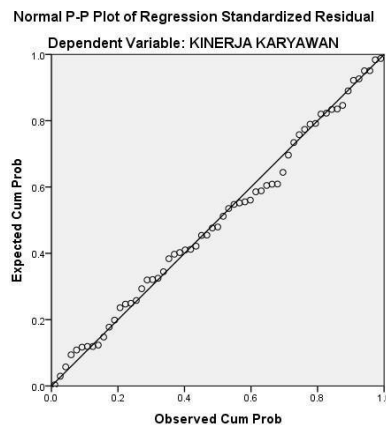


Figure 2. PP Plot Normality Test

The results of the scatterplot test are used to see whether there are symptoms of heteroscedasticity in the regression model. In Figure 2 it can be seen that the dots spread in an unclear pattern above and below the number 0 on the Y axis, so it can be concluded that there are no problems or symptoms of heteroscedasticity.

Table 1. . Kolmogorov-Smirnov Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		61
Normal Parameters, b	Means	.0000000
	std. Deviation	1.57736728
Most Extreme Differences	absolute	.077
	Positive	.077

	Negative	-.039
Test Statistics		.077
asyp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the data processing results of the Kolmogorov-Smirnov normality test results, the Asymp results were obtained. Sig. equal to 0.200 greater than 0.05, it can be concluded that the research data is normally distributed.

b. Multicollinearity Test Results

According to Ghozali (2018) the multicollinearity test aims to test whether the regression model found a correlation between independent (independent) variables. The basis for making this test decision is as follows (Ghozali, 2018). (a) If the correlation value is > 0.80 then there is a multicollinearity problem. (b) If the correlation value is < 0.80 , there is no multicollinearity problem

Table 2. Multicollinearity Test Results

Model	Collinearity Statistics	
	tolerance	VIF
(Constant)		
Organizational Culture_X1	0.757	1,321
Leadership Style_X2	0.996	1.004
Job Satisfaction_X3	0.758	1.319

a. Dependent Variable: Employee Performance

Based on Table 2. the results of the multicollinearity test show the value resultstolerancemore than 0.01 and valueVariance Inflation Factor(VIF) shows a result of less than 10, it can be stated that in this study there was no multicollinearity:

c. Heteroscedasticity Test

Heteroscedasticity means that the variance of the disturbance variable is not constant. The heteroscedasticity test is used to test whether in the regression model there is an inequality of variance from one residual observation to another. In this study, the Glesjer test was used to regress the absolute residual value on the independent variables (Ghozali, 2018).

Table 3. Heteroscedasticity Test Results-Glejser Test Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	std. Error	Betas			
1 (Constant)	.724	1,596			.454	.652
Organizational Culture_X1	-.002	.074	-.004		-.031	.976
Leadership Style_X2	.121	.068	.226		1,773	.082
Job Satisfaction_X3	-.061	.055	-.162		-1,109	.272

a. Dependent Variable: ABS_RES

Based on Table 3. The results of the heteroscedasticity test with the Glejser test show the regression results that the three variables have a Sig value. more than 0.05, it can be concluded that this study did not show symptoms of heteroscedasticity.

d. Multiple Linear Regression Analysis

Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis was carried out to find out the direction and how much influence the independent variables have on the dependent variable (Ghozali, 2018).

Table 4. Table 4. Multiple Linear Regression Analysis Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
(Constant)	4,084	2,677		1,526	.133		
Organizational Culture_X1	.457	.125	.402	3,670	001	.757	1,321
Leadership Style_X2	.235	.114	.196	2050	045	.996	1,004
Job Satisfaction_X3	.326	.092	.386	3,531	001	.758	1,319

a. Dependent Variable: Employee Performance_Y

Based on Table 4. It can be seen that the standard multiple linear regression equation with equation values: $Y = 4.084 + 0.457X1 + 0.235X2 + 0.326X3 + e$

a) It is known that the constant value is 4,084. This value can be interpreted if Organizational Culture (X1), Leadership Style (X2) and Job Satisfaction (X3) affect the dependent variable Employee Performance (Y), then the value of the dependent variable increasing sales is 11,837. b) It is known that the regression coefficient value of the Organizational Culture variable (X1) is 0.457, which is positive. This means that when Organizational Culture (X1) increases by 1 unit, Employee Performance (Y) tends to increase by 0.457. c) It is known that the regression coefficient value of the Leadership Style variable (X2) is 0.235, which is positive. This means that when the Leadership Style (X2) increases by 1 unit, then Employee Performance (Y) tends to increase by 0.235. (a) It is known that the regression coefficient value of the Job Satisfaction variable (X3) is 0.326, which is positive. This means that when job satisfaction (X3) increases by 1 unit, employee performance (Y) tends to increase by 0.326. Error term(e): e is the error or residual in the regression model

Table 5. Results of t test analysis Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
(Constant)	4,084	2,677		1,526	133		
Organizational Culture_X1	.457	.125	.402	3,670	001	.757	1,321
Leadership Style_X2	.235	.114	.196	2050	045	.996	1,004
Job Satisfaction_X3	.326	.092	.386	3,531	001	.758	1,319

a. Dependent Variable: Employee Performance_Y

Based on Table 5, it was found that the significance value of the organizational culture variable (X1) was sig <alpha, namely $0.003 < 0.05$, meaning that the organizational culture variable (X1) had a positive and significant effect on the employee performance variable (Y) at PT Kalfaz Sadhara. It is known that the significance value of the leadership style variable (X2) is sig <alpha which is $0.008 < 0.05$, meaning that the leadership style variable (X2) has a positive and significant effect on employee performance variable (Y) at PT Kalfaz Sadhara.

It is known that the significance value of the job satisfaction variable (X3) is sig <alpha which is $0.004 < 0.05$, meaning that the job satisfaction variable (X3) has a positive and significant effect on employee performance variable (Y) at PT Kalfaz Sadhara.

3.2 F test analysis results

According to Ghozali (2018) the F test here aims to find out whether the independent (independent) variables jointly affect the dependent (dependent) variable. In this study, the significance level f statistic test used was 5% (0.05), which means that the risk of making a decision error is 0.05.

Table 6. Results of F Test Analysis ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	139,764	3	46,588	17,788	.000b
	residual	149,285	58	2,619		
	Total	289,049	61			

a. Dependent Variable: Employee Performance_Y

b. Predictors: (Constant), Job Satisfaction_X3, Leadership Style_X2, Organizational Culture_X1

Based on Table 6, it can be seen that the results of Fcount are 17,788, while the sig.< of alpha is 0.000 < 0.05, indicating that simultaneously the variables of organizational culture (X1), leadership style (X2) and job satisfaction (X3) have a positive and significant effect on employee performance variable (Y) at PT Kalfaz Sadhara.

Table 7. Test Results for the Coefficient of Determination (R2)

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.695a	.484	.456	1.61834

a. Predictors: (Constant), Job Satisfaction_X3, Leadership Style_X2, Organizational Culture_X1

Based on Table 7, the R2 (R Square) figure is 0.484 or 48.4%. This shows that organizational culture (X1), leadership style (X2) and job satisfaction (X3) on employee performance (Y) at PT Kalfaz Sadhara is 48.4% while the remaining 52.6% is explained or influenced by other variables not examined in this study. This

3.3 Discussion

Based on the results of research analysis conducted using SPSS data processing, it was found that simultaneously the three variables (organizational culture, leadership style, and job satisfaction) have a positive and significant effect on employee performance with a significance value of 0.000 less than

0.05. This can be seen from the R Square value of 0.484 meaning that the three variables are able to explain the employee performance variable of 48.4% while the rest is explained by variables other than organizational culture, leadership style, and job satisfaction. For example, in theory there are many factors that influence a person's performance. According to (Sedarmayanti, 2017), factors that affect performance include: 1) Attitude and mentality (work motivation, work discipline, and work ethics), 2) Education, 3) Skills,

Organizational culture partially affects employee performance. The research results obtained sig < alpha, i.e. a significance value of 0.003 < 0.05, meaning that organizational culture variable (X1) has a positive and significant effect on employee performance variable (Y) at PT Kalfaz Sadhara. This research is in line with previous research conducted by Hastuti (2020), Wibowo (2014), and Fuadi (2022) which stated that organizational culture has a positive effect on employee performance. Organizational culture serves as a driving force for high performance. A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals.

Leadership style partially affects employee performance, where the significance value is sig < alpha, namely 0.008 < 0.05, meaning that the leadership style variable (X2) has a positive and significant effect on employee performance variable (Y) at PT Kalfaz Sadhara. This research is in line with previous research by Hastuti (2020), Sugiyono (2022), Afnita (2022), Fuadi (2016), and Wibowo (2014) where the results of their research stated that leadership style influences employee performance.

One theory which states that leadership style can improve employee performance is a theory developed by James V. Downton in 1973 which suggests that effective leaders have the ability to inspire, motivate and change employees by creating a strong and challenging vision, giving attention to employees, and able to build good relationships with employees so as to encourage them to achieve extraordinary performance. Through the influence and encouragement of leaders, employees become more enthusiastic, achievement oriented, and contribute optimally.

Job satisfaction (X3) with a significance value of sig < alpha which is 0.004 < 0.05, meaning that the variable job satisfaction (X3) has a positive and significant effect on employee performance variable (Y) at PT Kalfaz Sadhara. This is in line with previous researchers by Sugiyono (2022), Hastuti (2020), Fuadi (2016), and Wibowo (2014) where the results of their research stated that job satisfaction variables affect employee performance. In other words, high employee performance is a reflection of employee satisfaction with their work in fulfilling all their obligations as employees (Fuadi, 2016). When employees are satisfied with their jobs, they tend to be highly motivated, passionate, and committed to achieving company goals. Job satisfaction arises from several factors such as recognition.

4. Conclusion

Based on the results of the research and discussion, the conclusions from this research are as follows:

a) Organizational culture partially has a positive and significant effect on the performance of employees of PT Kalfaz Sadhara. b) Leadership style partially has a positive and significant effect on the performance of employees of PT Kalfaz Sadhara. c) Job satisfaction partially has a positive and significant effect on the performance of employees of PT Kalfaz Sadhara. d) Organizational culture, leadership style, and job satisfaction simultaneously have a positive and significant effect on the performance of employees of PT Kalfaz Sadhara.

ACKNOWLEDGEMENTS

Praise and gratitude I pray to God Almighty because of His grace and guidance I can finish this scientific paper properly. The writing of this scientific work was carried out in order to fulfill one of the requirements for obtaining a Bachelor of Management degree at the Panca Budi Development University.

The author is well aware that without the help there are many people who contribute behind the completion of this scientific paper. Therefore the author would like to thank: Mr. Dr. Isa Indrawan, SE., MM. as Chancellor of Panca Budi Development University, Mr. Dr. E.Russiadi, SE., M.Sc. as Dean of Panca Budi Development University. Mr. Husni Muharram Ritonga, BA., M.Sc.M. as Head of Study Program, Mr. Dr. M. Chaerul Rizky, SE., MM. as the Supervisor who has been patient in taking the time, energy and thoughts in assisting during the process of writing scientific papers, Especially to my two beloved people who have raised and educated the writer with love in joy and sorrow. Thank you to Mr. / Mrs. Management of PT Kalfaz Sadhara for the opportunity given to conduct research Finally, our greatest gratitude goes to God Almighty for His mercy, guidance, and strength in carrying out this research. And hopefully this scientific writing can be useful for all parties who need it.

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