



The effect of transformational leadership and organizational culture on employee performance

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ABSTRACT

Organizational leadership and culture are factors that shape and help others to achieve planned goals in relation to organizational success. This study aims to determine the effect of Transformational Leadership and Organizational Culture on Employee Performance. This type of research is quantitative with a total of 100 respondents. The results of the study show that the value of Sig. = 0.000 < α = 0.05, and calculated F value = 439.36 > F table = 3.09. Thus, Transformational Leadership and Organizational Culture have a significant effect on Employee Performance variables. The results of this study are expected to have an impact as material for consideration in making policies related to applied leadership and organizational culture in order to increase employee professionalism.

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INTRODUCTION

Transformational leadership and organizational culture affect employee performance (Sofiah Sinaga *et al.*, 2021). Leadership is one of the factors that shape and help others to work enthusiastically in order to achieve planned goals related to organizational success through work loyalty, security, quality of work life, especially the level of achievement of an organization. Besides the leadership, a good organizational culture can improve employee work performance and will contribute success to the company (Fanani *et al.*, 2020).

The results showed that partial transformational leadership and organizational culture have a positive and significant effect on employee performance (Hairudinor *et al.*, 2020; Tampi *et al.*, 2021). Otherwise, the results of other studies explain that each motivation, transformational leadership style, and organizational culture have a positive and significant effect on job satisfaction to improve performance (Feri *et al.*, 2020). This is in line with research stated that among leadership and cultural factors, the factor that predominantly influences employee performance is transformational leadership style (Sidik & Sutoyo, 2020). If partially reviewed, organizational culture positively affects organizational commitment, work motivation that has a positive effect on organizational commitment, and transformational leadership positively affects organizational commitment (Utarayana & Dewi Adnyani, 2020).

This study aims to determine the influence of Transformational Leadership and Organizational Culture on Employee Performance (Sugiyono, 2018). In this study, data were obtained by distributing questionnaires that had been tested for validity and reliability (Sugiyono, 2019). Data collection was carried out on 100 respondents to obtain research data related to Transformational Leadership, Organizational Culture, and Employee Performance. The type of research is quantitative with purposive sampling in accordance with specified criteria. The test results with multiple linear regression using SPSS v 25.0 which showed that *t-statistics* of 9,207 were greater than 1.98. Besides, the *coefficient* values were 0.533 or 53.3% effect on Employee Performance, which means that the better Transformational Leadership will directly improve Employee Performance. Meanwhile, the results of the analysis that organizational culture on Employee Performance are known with *t-statistics* results of 9,182 greater than 1.98 and a *coefficient* value of 0.463 or 46.3% of the effect on Employee Performance. It means that it has a directly positive and significant effect on Employee Performance, meaning that the better the Organizational Culture will contribute to improving Employee Performance directly.

Leadership is the ability to influence others to be willing to carry out work according to their wishes so that they can achieve the goals that have been set (Yogatama, 2018). Employees, as part of the company's organization, will perceive the values of organizational culture in the company, whether the company's values are in accordance with individual values (Widjaya & Noverianto, 2021). The existence of a match between personal values and company values will cause performance (Wahyudi *et al.*, 2021). Effective organizational power can create increase productivity, the sense of belonging of employees, so as to increase the company's profits (Lewa *et al.*, 2021). The performance of an organization depends on the work of its employees. Organizational culture is the values and norms adopted and carried out by an organization related to the environment in which the organization carries out its activities. The compatibility between personal values and company values will improve performance (Widjaya & Noverianto, 2021).

RESEARCH METHOD

After obtaining permission from the research ethics committee, a questionnaire that has been tested for validity and reliability was distributed in order to obtain research data. The collected research data were then analyzed descriptively and quantitatively. Descriptive analysis was carried out with the help of the *Microsoft Excel* program to find out the picture of Transformational Leadership, Organizational Culture, and Employee Performance, while quantitative analysis was carried out by multiple linear regression methods and using the *SPSS 25.0 tool* to determine the influence of Transformational Leadership, and Organizational Culture on Employee Performance. The subjects or participants of the study were all employees of Pancasila University Jakarta. The target achieved in the study in answering the problems that occur became the object of this research. It was the influence of Transformational Leadership and Organizational Culture on Employee Performance at Pancasila University Jakarta. The characteristics of the selected respondents were all employees who worked at Pancasila University Jakarta. The research data was obtained by distributing *Google forms* to 100 employees of Pancasila University Jakarta. The measuring instrument used in taking this data includes three variables studied, namely the influences of Transformational Leadership, Organizational Culture, and on Employee Performance. Questionnaires using *Google form* have been tested for validity and reliability. The data analysis technique used in this study was multiple linear regression analysis, which was used to determine the influence between independent variables and dependent variables. The use of multiple linear regression used more than one independent variable, including the Transformational Leadership variable (X_1), and Organizational Culture (X_2), to determine the effects on the dependent variable of Employee Performance.

RESULTS AND DISCUSSIONS

Research Results

Variable Descriptive Analysis

A more thorough overview of the received questionnaire answer descriptions is presented as follows:

Table 1. Description of Transformational Leadership Variable Questionnaire Results (X_1)

Indicators	Respondents' Answers					Total	Average
	SD	D	N	A	SA		
X1.1	3	9	7	32	49	100	4.15
X1.2	5	6	11	48	30	100	3.92
X1.3	2	14	5	34	45	100	4.06
X1.4	2	10	11	39	38	100	4.01
X1.5	5	6	9	41	39	100	4.03
X1.6	4	10	5	42	39	100	4.02
X1.7	5	8	7	36	44	100	4.06
X1.8	4	10	6	43	37	100	3.99
X1.9	6	6	9	46	33	100	3.94
<i>Total</i>	36	79	70	361	354	900	4.02
<i>Percentage</i>	4.00%	8.78%	7.78%	40.11%	39.33%	100.00%	

Source: Author's analysis results (2022)

Based on Table 1 above, it shows that the questionnaire statement in the Transformational Leadership indicator variable (X_1) consists of 9 indicators, as many as 4.0% of respondents stated "strongly disagree", 8.78% of respondents stated "disagree", 7.78% of respondents stated "neutral", 40.11% of respondents stated "agree", and 39.33% of respondents stated "strongly agree". Therefore, the average result in this statement is **4.02** which means that in the interval interplay includes the category of "Agree".

Table 2. Description of the Organizational Culture Variable Questionnaire Results

Indicators	Respondents' Answers					Total	Average
	SD	D	N	A	SA		
X2.1	9	6	9	32	44	100	3.96
X2.2	6	10	6	37	41	100	3.97
X2.3	7	6	6	48	33	100	3.94
X2.4	5	9	9	38	39	100	3.97
X2.5	6	9	9	28	48	100	4.03
X2.6	3	7	10	40	40	100	4.07
X2.7	6	7	8	44	35	100	3.95
X2.8	5	11	9	34	41	100	3.95
X2.9	6	6	13	33	42	100	3.99
X2.10	3	9	7	36	45	100	4.11
<i>Total</i>	56	80	86	370	408	1000	3.99
<i>Percentage</i>	5.60%	8.00%	8.60%	37.00%	40.80%	100.00%	

Source: Author's analysis results (2022)

Table 2 above shows that the questionnaire statement in the Organizational Culture indicator variable (X_2) consists of 10 indicators, as many as 5.6% of respondents stated "strongly disagree", as many as 8.0% of respondents stated "disagree", as many as 8.086% of respondents stated "neutral", as many as 37.0% of respondents stated "agree", and 40.8% of respondents stated "strongly agree". The average result in this statement is 3.99 which means that in the interval interplay includes the category of "Agree".

Table 3. Description of Employee Performance Variables

Indicators	Respondents' Answers					Total	Average
	SD	D	N	A	SA		
Y.1	7	6	5	43	39	100	4.01
Y.2	5	8	4	42	41	100	4.06
Y.3	3	9	7	41	40	100	4.06
Y.4	7	6	7	41	39	100	3.99
Y.5	8	6	6	40	40	100	3.98
Y.6	5	9	3	41	42	100	4.06
Y.7	5	8	5	54	28	100	3.92
Y.8	6	9	3	39	43	100	4.04
Y.9	6	6	4	42	42	100	4.08
Y.10	7	6	6	41	40	100	4.01
<i>Total</i>	59	73	50	424	394	1000	4.02
<i>Percentage</i>	5.90%	7.30%	5.00%	42.40%	39.40%	100.00%	

Source: Author's analysis results (2022)

Based on Table 3 above, it shows that the questionnaire statement in the Employee Performance indicator variable (Y) consists of 10 indicators, as many as 5.9% of respondents stated "strongly disagree", as many as 7.3% of respondents stated "disagree", as many as 5.00% of respondents stated "neutral", 42.4% of respondents stated "agree", and 39.4% of respondents stated "strongly agree". The average result in this statement is 4.02 which means that in the interval interplay includes the category "Agree".

Normality Test

Normality assumption testing was performed to test the free variables (X) and bound variables (Y) data on the resulting regression equation, whether normally distributed or abnormally distributed. If the data distribution is normal, then data analysis and hypothesis testing were used as parametric statistics. The normality test aims to test whether in the regression model bound variables and free variables both have a normal distribution or not. A good regression model whether have a normal or close to normal distribution. The trick is through looking at the *Normal Probability Plot image*. It can be said if the data points spread around the diagonal line and follow the direction of the diagonal line (Yusup, 2018)

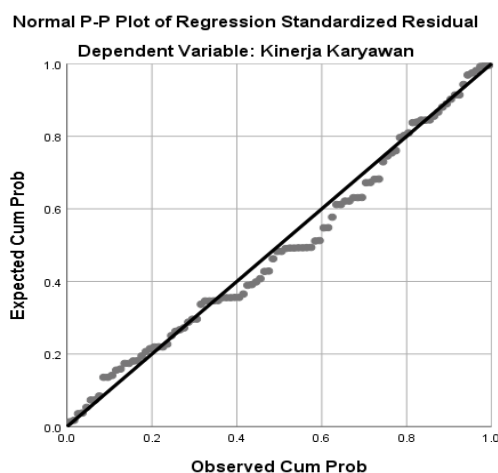


Figure 1. Data Normality Test Results

Table 4. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	0.00
	Std. Deviation	2.81
Most Extreme Differences	Absolute	0.087
	Positive	0.087
	Negative	-0.053
Test Statistic		0.087
Asymp. Sig. (2-tailed)		.058 ^c

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.

Source: Analysis results using SPSS 25.0

The normality assumption shown in Figure 1 is that the data on the histogram graph follows the normal line. Besides, the distribution of data on the P-Plot normal graph is located around the diagonal line. Meanwhile, based on Table 4 of the *Kolmogorov-Smirnov* normality test results, the Sig. Value result are obtained from the regression model above 0.058 which is more than the value of $\alpha = 0.05$. Thus, the results of the *Kolmogorov-Smirnov* test from the regression model above have fulfilled the normality requirements with a Sig. value $> \alpha = 0.05$. It can be concluded that the data tested has a normal data distribution.

Heteroscedasticity Test

The multiple regression equation needs to be tested whether has the same variant of the residual observation of one with the observation of another or not. If the residual has the same variant, it is called homoscedasticity, while if the variant is different, it is called heteroscedasticity. A good regression equation could happen if heteroscedasticity does not occur. Through a *Scatter Plot*, the following results are obtained:

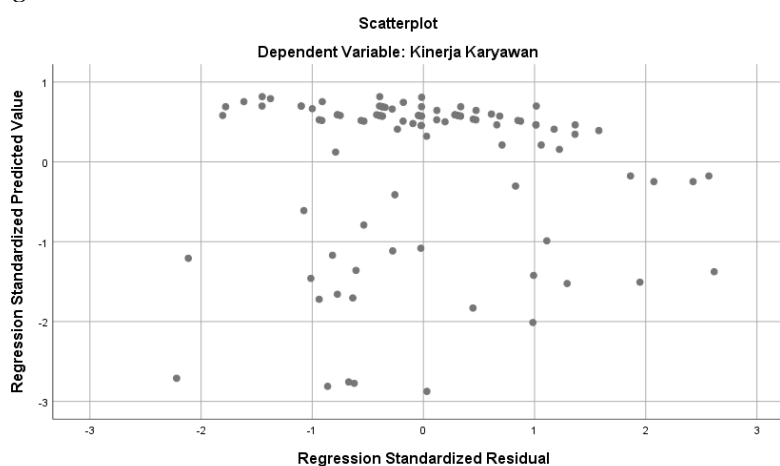


Figure 2. Heteroscedasticity Test Results

Based on Figure 2, it can be seen that there is no clear pattern, such as the widening dots above and below the number 0 on the Y axis, so the dots spread randomly and do not form a specific pattern. It can be concluded that the data tested are free from heteroscedasticity. Its testing

is then performed using the glejser test to test whether in a regression model there is an inequality of residual variance from one observation to another or not. If the variance from the residual of one observation to the observation of another remains, then it is called homoscedasticity. The results of the glejser test are as follows:

Table 5. Glejser Test of Heteroscedasticity Test Results

		Coefficients ^a		t	Sig.	
		Unstandardized Coefficients	Standardized Coefficients			
Type		B	Std. Error	Beta		
1	(Constant)	4.059	0.794		5.109	0.000
	Transformational Leadership	-0.027	0.035	-0.126	-0.754	0.452
	Organizational Culture	-0.023	0.031	-0.125	-0.751	0.455

a. Dependent Variable

Source: Analysis results using SPSS 25.0

Based on the results of heteroscedasticity testing using the *Glejser* test shows the sig value. of the two variables above are 0.452, and 0.455 > 0.05 so that these two variables indicate there is no heteroscedasticity in its model.

Multicholnearity Test

The multicollinearity assumption test is used to measure the degree of association, the closeness of relationships or linear relationships between free variables. One of the commonly used by multicollinearity tests is the *Variance Inflation Factor* (VIF) test, if the VIF value of the variable $X < 10$ then multicollinearity does not occur.

Table 6. Multicholnearity test results

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Transformational Leadership	0.348	2.875
	Organizational Culture	0.348	2.875

a. Dependent Variable: Employee Performance

Source: Analysis results using SPSS 25.0

Based on the Table 6 of VIF values each variable is less than 10. It can be concluded that the data tested do not occur multicholnearity.

Multiple Linear Regression Analysis

The data analysis technique used in this study is multiple linear regression analysis, which is used to determine the influence between independent variables and dependent variables. The use of multiple linear regression because this study used more than one independent variable, including the Transformational Leadership variable (X_1) and Organizational Culture (X_2) to determine the effects on the dependent variable of Employee Performance. Data processing used SPSS (*Statistical Package for Social Sciences*) 25.0.

Table 7. Multiple Linear Regression Results

		Coefficients ^a				
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.427	1.308		1.855	0.067
	Transformational Leadership	0.533	0.058	0.500	9.207	0.000
	Organizational Culture	0.463	0.050	0.498	9.182	0.000

a. Dependent Variable: Employee Performance
 Source: Primary data processed (2022)

A constant value of 2,427 indicates that if all the free variables in the established model (Transformational Leadership and Organizational Culture) have a value of zero, then Employee Performance will have a fixed value of 2,427 points, assuming other factors outside the model are considered as constant. The Transformational Leadership regression coefficient is positive, so this shows that if Transformational Leadership improves, Employee Performance will also increase. This means that there is an increase in one unit in Transformational Leadership every time, it results are found in Employee Performance increasing by 0.533 or 53.3%. The coefficient of regression of Organizational Culture is positive, this shows that if Organizational Culture improves, then Employee Performance will also increase. This means that there is an increase in one unit in Organizational Culture every time, it results are found in Employee Performance increasing by 0.463 or 46.3%.

R-Square

The coefficient of determination (R^2) essentially measures how far the model is capable of explaining the variation of dependent variables. The value of the determination coefficient is between 0 and 1. A small R^2 value means that the ability of independent variables to describe the variation of dependent variables is very limited. A value close to 1 independent variable provides almost all the information needed to predict the variation of the dependent variable.

Table 8. Results of R-Square Coefficient of Determination of Employee Model Summary b

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.949 ^a	0.901	0.899	2.837	2.028

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

b. Dependent Variable: Employee Performance

Source: Analysis results using SPSS 25.

Based on Table 8, it is known that the value of *Adjusted R Square* = 0.899. This shows that 89.9% of Employee Performance (Y) is influenced by the variables Transformational Leadership (X₁), Organizational Culture (X₂), while the rest (100% - 89.9%) of 10.1% Employee Performance (Y) is influenced by other factors outside this study.

Hypothesis Testing

The *t* test is carried out as a hypothesis test to determine the influence of each independent variable individually on the dependent variables presented in Table 9 below:

Table 9. Multiple Linear Regression Results of Employee Performance (Y)

Type	Coefficients ^a		t	Sig.	
	Unstandardized Coefficients				Standardized Coefficients
	B	Std. Error			Beta
1 (Constant)	2.427	1.308		1.855	0.067
Transformational Leadership	0.533	0.058	0.500	9.207	0.000
Organizational Culture	0.463	0.050	0.498	9.182	0.000

a. Dependent Variable: Employee Performance

Source: Analysis results using SPSS 25.0

Table 9 shows that the relationship between Transformational Leadership and Employee Performance is significant with a *t*-count of 9.207 ($t\text{-count} > t\text{ table (df=97) = 1.98}$) and a *Sig.* value = 0.000 which is less than 0.05. The coefficient value is positive which is 0.533 which indicates that the direction of the relationship between Transformational Leadership and Employee Performance is positive or increases Employee Performance by 53.3%. Thus, the H_1 hypothesis in this study which states that "Transformational Leadership has a significant positive effect on Employee Performance is accepted.

Meanwhile, the results of the hypothesis test on the Organizational Culture variable with Employee Performance showed that the results are significant with a *t*-count of 9.182 ($t\text{-count (df = 97) > 1.98}$) and a *Sig.* value = 0.000 which is less than 0.05. The coefficient value is positive which is 0.463 and indicates that the direction of the relationship between Organizational Culture and Employee Performance is positive or increases Employee Performance by 46.3%. Thus, the H_2 hypothesis in this study which states that "Organizational Culture has a significant effect on Employee Performance is accepted.

Simultaneous Significance Test (*f* test)

The *f* test or regression coefficient test is used to determine whether the independent variables have a significant effect on the dependent variables or not, shown in Table 10 below:

Table 10. Results of Employee Performance F Test Analysis

ANOVA ^a					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7073.74	2	3536.87	439.36	,000 ^b
Residual	780.85	97	8.05		
Total	7854.59	99			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Transformational Leadership

Source: Analysis results using SPSS 25.0

Based on Table 10 above, it is known that the value of $F = 439.36$, and the value of *Sig.* = 0.000, while the value of F of the table with $df (2,97) = 3.09$. From the above results, it is known that the value of *Sig.* = 0.000 $< \alpha = 0.05$, and the value of F count = 439.36 $>$ the value of F tabel = 3.09. Thus H_3 is accepted, these variables of Transformational Leadership and Organizational Culture have a significant effect on the variables of Employee Performance.

Discussion

The results of the study are recognized that Transformational Leadership has a positive and significant effect directly on Employee Performance, meaning that the better Transformational Leadership will participate in improving Employee Performance directly. The test results with

multiple linear regression using SPSS v 25.0 showed that t -statistics of 9,207 were greater than 1.98, and the coefficient value was 0.533 or 53.3% related to the effect on Employee Performance, meaning that if the leader has good transformational leadership, the performance will also increase (Ma'ruf & Chair, 2020). Moreover, work organization culture has a role or influence in improving the performance of an employee, where with its increasing organizational culture, it will improve employee performance (Widjaja, 2021). Transformational leadership positively affects employee performance. In theory, transformational leadership is a leadership model for a leader who tends to motivate employees or subordinates to work better by emphasizing behavior to help transformation between employees/individuals and organizations/companies (Ardi & Permana, 2017; Wardana & Ariyanto, 2016).

The test results with multiple linear regression using SPSS v 25.0 showed that the t -statistics of 9,182 are greater than 1.98 and the coefficient value is 0.463 or 46.3% of the effect on Employee Performance. In Organizational Culture, it has a positive and significant effect directly on Employee Performance, meaning that the better the Organizational Culture, the better the Employee Performance will directly improve. Organizational power in an organization is usually associated with values, norms, attitudes, and work ethics that are held together by each component of the organization. The elements become the basis for supervising the behavior of employees, the way they think, cooperate, and interact with the environment. If the organizational culture is good, it can give success to the company (Ardi & Permana, 2017; Main, 2021).

CONCLUSION

Transformational Leadership has a positive and significant effect directly on Employee Performance so that the better Transformational Leadership will contribute to improve Employee Performance directly. Organizational Culture has a positive and significant effect on Employee Performance so that the better Organizational Culture will contribute to improve Employee Performance directly. Transformational Leadership and Organizational Culture together have a significant effect on Employee Performance variables.

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