

THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON NURSES' PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

This research aims to analyze the influence of leadership and organizational culture on nurses' performance through motivation as an intervening variable at Surya Husadha General Hospital in Denpasar. The population of this research consists of all nurses at Surya Husadha General Hospital in Denpasar. Samples were taken from each unit using disproportional random sampling technique with a total of 69 samples. The research analysis technique was conducted using a path analysis approach, where the data has been tested for validity, reliability, and classical assumption testing. The results of the analysis show that leadership has a positive and significant influence on motivation; organizational culture has a positive and significant influence on motivation; leadership has a positive and significant influence on nurses' performance; motivation has a positive and significant influence on nurses' performance; and motivation cannot mediate leadership's influence on nurses' performance. This research hopes to improve leadership, organizational culture, motivation, and nurses' performance.

Keywords: leadership, organizational culture, motivation, performance

A. INTRODUCTION

Human resources (HR) are a vital asset for the success of an organization. They have the capacity to generate innovative ideas that can help the organization achieve its goals. Therefore, organizations need HR with the ability to think creatively, skillfully, and ready to face various business challenges. Effective HR management is essential for organizations to continue to grow. Organizations must have competent employees who can demonstrate high performance in carrying out their tasks. According to Ajimat (2019), employee performance is the result of their thinking and effort. This performance can be in the form of measurable physical results, such as the volume of work completed, or intangible forms, such as innovative ideas or improvements in work efficiency.

In line with this, Siregar et al. (2024) define employee performance as the result of task execution based on work ability, both in terms of quantity and quality, in accordance with the tasks assigned. This performance is fundamental to achieving organizational goals. Many factors influence performance, including leadership, organizational culture, and work motivation, which can even be more important than mere technical skills (Siregar et al., 2024). Leadership plays a crucial role in guiding and motivating employees. Effective leaders can enhance employee morale, attitude, and positive behavior. Conversely, ineffective leaders can lower motivation, job satisfaction, and employee performance. Therefore, according to Robinson & Judge (2020), leaders must create a conducive work environment where employees feel valued and motivated.

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Organizational culture has a significant impact on shaping employee behavior and mindset. This culture builds a shared value system that encourages positive behavior in the workplace. According to Mahadika & Hadi (2018), a strong and integrated culture helps organizations achieve their goals, enhances performance, and creates a unique identity. A clear and adaptive culture can also strengthen the strategic direction of the organization, supporting growth, profitability, and customer satisfaction. Conversely, if an organization only has sub-cultures without a dominant culture, its effectiveness will decline (Syamsudin et al., 2019).

Work motivation is the internal drive that encourages individuals to strive to achieve their goals. In the context of organizations, motivation is crucial in determining how much effort employees put in to achieve the best results. Motivated employees tend to be more productive, more committed, and make positive contributions. This motivation can stem from basic needs such as salary, or from psychological needs like recognition and personal achievement (Robinson & Judge, 2020). High motivation encourages employees to work hard and collaborate, while low motivation can hinder work achievements.

Surya Husadha General Hospital in Denpasar is one of the hospitals in Bali that plays a vital role in public health services. This hospital carries out functions in medical services, education, health promotion, and disaster management. In facing the increasingly complex challenges of the health sector, this hospital requires nurses with optimal performance. Currently, RSU Surya Husadha Denpasar has 219 nurses. Data related to this number is presented in Table 1.1.

Table 1 Data of Nurses at Surya Husadha General Hospital Denpasar

No	Room	Amount
1	Polyclinic	35
2	Executive	30
3	Inpatient Ward, 3rd Floor	33
4	Inpatient Ward, 3rd Floor	38
5	ICU Room	13
6	Baby Room	12
7	Operating Room	21
8	Delivery Room	8
9	Emergency Room	22
10	Hemodialysis	7
Amount		219

Source: Surya Husadha General Hospital Denpasar, 2024

Table 1 shows that most nurses at Surya Husadha General Hospital in Denpasar serve in the 4th Floor Inpatient Ward, Outpatient Clinic, 3rd Floor Inpatient Ward, and Executive Room. The performance of nurses is one of the main factors in determining the quality of health services in the hospital. Nurses not only provide medical care but also emotional support for patients and maintain patient safety standards. As a healthcare institution in Bali, RSU Surya Husadha heavily relies on the performance of nurses to provide optimal services. The reality on the ground, the results of observations show that the performance of nurses in hospitals is not yet fully optimal. One of the causes is the high workload, where one nurse often has to handle many patients at once. This can lead to physical and mental fatigue, affecting focus and the quality of service. In addition, factors such as leadership, organizational culture, and work motivation also influence their performance.

At the initial observation time, it was observed that the hospital leadership had not been optimal in supervising and evaluating nursing services. There often occurred miscommunication between the leadership and nurses, or among other medical team members, especially regarding medical procedures and task priorities. This situation made nurses feel hesitant in taking action. They also tended to be reluctant to make quick decisions because the organizational culture requires approval from superiors such as doctors or managers. In addition, some nurses still focus on the end results without considering the quality of the process, which affects patient satisfaction.

From the perspective of work motivation, problems arise due to the lack of a reward or recognition system for outstanding nurses. For example, there are still no financial incentives, public praise, or adequate career development opportunities available. This results in a decrease in nurses' work enthusiasm. Poor communication among nurses also affects their motivation. Additionally, a heavy workload without appropriate support or compensation makes nurses feel stressed, fatigued, and less able to provide the best service.

B. LITERATURE REVIEW

Leadership

Various experts agree that leadership is an essential ability within an organization. Sutrisno (2020) defines it as the process of directing and influencing individuals to achieve goals. In line with this, Robbins & Judge (2015) view leadership as the ability to achieve goals through the mobilization of individuals or groups.

Rivai (2017) adds an artistic perspective, describing leadership as the art of influencing others through trust and the spirit of cooperation. Meanwhile, Fahmi (2016) views leadership as a science that studies how to lead and direct individuals to perform their tasks well. Furthermore, Effendi (2014) explains that leadership is an individual's capacity to influence, direct, and motivate others to collaborate in order to achieve organizational goals.

Dari berbagai definisi tersebut, dapat disimpulkan bahwa kepemimpinan adalah a person's ability to influence, direct, and motivate others to cooperate in achieving organizational goals. The success of leadership, according to Harahap et al. (2019), can be measured by several indicators:

- a. Decision-Making Ability – A leader is able to choose the best solution among various alternatives.
- b. Motivation Ability – A leader can encourage the work spirit of members to perform at their best.
- c. Communication Ability – A leader can convey messages clearly and understandably to others.
- d. Ability to Control Subordinates – A leader is able to direct subordinates effectively for the sake of the organization's goals.
- e. Responsibility – A leader must be ready to be accountable for the tasks and decisions made.

Organizational culture

Organizational culture is a set of principles and values that guide the behavior and work of employees within an organization. These principles help to determine actions that are considered appropriate or inappropriate in the workplace. According to Fahmi (2016), organizational culture is formed from a combination of individual styles and behaviors that then develop into new norms and philosophies within the organization. Similarly, Torang (2014) defines organizational culture as habits that are performed continuously and have become a lifestyle of the group within the organization. Effendy (2015) adds that organizational culture includes norms, values, habits, and beliefs that have long developed

within an organization. These values are then passed down to new members and applied in various work activities, such as production, service, and achieving organizational goals. Sopiah & Sangadji (2018) explain that the formation and development of organizational culture requires a process of uniting individual values with organizational values. Sedarmayanti (2014) also emphasizes that organizational culture consists of beliefs, attitudes, and values that grow and develop within the organization.

Based on the views of the experts, it can be concluded that organizational culture is the habits or values upheld by an organization to improve its performance and quality. Hari (2019) stated that the indicators of organizational culture can be seen from several aspects:

a. Innovative and Considerate of Risk

Employees are aware of issues and consider potential risks that could harm the organization.

b. Dilligent in Problem Solving

Employees work meticulously and are attentive to detail.

c. Result Oriented

The manager directs employees to ensure that their work results align with the organization's goals.

d. Caring for Employees

The organization pays attention to the needs and interests of all its members so that the team works to its maximum potential.

e. Aggressive in working

Employees demonstrate high performance with skills, discipline, and a good work ethic.

f. Maintaining Work Stability

Employees maintain physical condition and health to always be ready to work optimally.

Motivation

According to Samsudin (2015), motivation is the process of providing external stimuli so that individuals or groups are willing to carry out a particular task. Mangkunegara (2017) explains that motivation is a condition that drives a person to achieve goals and simultaneously serves as the source of driving energy. Meanwhile, Fahmi (2016) defines motivation as the behavior or actions taken to meet needs. In general, these experts argue that motivation is an internal urge that pushes someone to act in order to fulfill their needs. Motivation facilitates individuals in acting to achieve specific goals. However, the level of motivation varies from person to person. This presents a challenge in management, as low motivation can directly affect work performance. According to Mangkunegara (2017), work motivation can be measured through five basic needs:

a. Physiological Needs

Basic needs such as food, drink, and rest. Leaders need to provide adequate salaries so that these needs are met.

b. The Need for a Sense of Security

Protection from threats or dangers. This can be in the form of insurance, health guarantees, and a safe working environment.

c. Social Needs (sense of belonging)

Employees want to be accepted and feel like part of the work group. Leaders need to build good interactions.

d. Self-esteem Needs

Employees want to be respected and valued. Leaders must give appreciation for hard work and achievements.

e. Self-actualization Needs

The desire to grow and excel. Leaders need to give employees space to showcase their potential and ideas.

Nurse Performance

In the workplace or organization, every individual certainly expects recognition or compensation that is commensurate with their efforts and results. Therefore, performance evaluations need to be conducted fairly and objectively, as the results of these assessments can influence employee motivation levels and ultimately impact their work performance. According to Wijonarko et al. (2022), performance is the outcome achieved by an individual, whether individually or in groups, in carrying out tasks and responsibilities to meet organizational goals within a certain time period. Pamungkas (2014) adds that performance reflects how effectively an employee fulfills the demands of their job. Since every employee has different capabilities, performance is also individual and cannot be generalized.

Successful organizations are usually supported by the quality of human resources (HR) that have optimal performance. Conversely, failure in organizations is often related to poor HR performance. Sutrisno (2019) stated that performance is the success of individuals or groups in carrying out tasks according to their authority and responsibilities, encompassing aspects of quantity, quality, and timeliness. Meanwhile, Mangkunegara (2017) mentioned that employee performance is the achievement of work results measured in terms of both quality and quantity based on the responsibilities held. According to Robbins (2016), there are five main indicators in assessing employee performance:

- a. **Quality**
Measuring the extent to which work is done well, seen from the perception of the work results, skills, and abilities of employees.
- b. **Quantity**
Describing the amount of work completed, for example the number of units produced or the number of tasks finished.
- c. **Punctuality**
Assess whether the work is completed according to the planned schedule, taking into account time efficiency and smooth coordination between tasks.
- d. **Effectiveness**
Measuring the extent to which the use of resources (such as labor, money, materials, and technology) can be optimized to produce the best output.
- e. **Independence**
Demonstrating the employee's ability to work independently and carry out tasks according to the supervisor's instructions without needing much supervision.

C. RESEARCH METHODOLOGY

This research uses a quantitative approach, focusing on hypothesis testing based on measurable data to obtain results that align with the research objectives. The focus of this study is to analyze the influence of organizational culture and leadership on nurse performance, with work motivation as an intervening variable, conducted at Surya Husadha General Hospital in Denpasar. This research involves three types of variables: independent variables, dependent variables, and intervening variables. The independent variables consist of leadership (X1) and organizational culture (X2), while the dependent variable is nurse performance (Y2). Work motivation (Y1) acts as the intervening variable. Based on these three types of variables, research instruments were developed and respondents were determined to participate.

The population in this study includes all nurses working at Surya Husadha General Hospital in Denpasar, totaling 219 people. The sampling technique used is disproportional

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random sampling, which is the selection of samples randomly and not proportionately among work units, using Slovin's formula at a precision level of 10 percent, resulting in a sample of 69 respondents. Data collection was carried out through questionnaires, interviews, and documentation.

D. RESULT AND DISCUSSION

Result of Validity and Reliability Test

The results of the validity and reliability tests on the research instruments can be seen in the table below.

Table 2 Recapitulation of Validity Test and Reliability Test

Variable	Indicator	Validity Test		Reliability Test	
		oefficient Regresi	Description	oefficient	Description
Leadership (X1)	X1.1	0,866	Valid	0,934	Reliable
	X1.2	0,909	Valid		
	X1.3	0,886	Valid		
	X1.4	0,871	Valid		
	X1.5	0,916	Valid		
Organizational Culture (X2)	X2.1	0,720	Valid	0,829	Reliable
	X2.2	0,727	Valid		
	X2.3	0,739	Valid		
	X2.4	0,800	Valid		
	X2.5	0,710	Valid		
	X2.6	0,772	Valid		
Work Motivation (Y1)	Y1.1	0,863	Valid	0,926	Reliable
	Y1.2	0,791	Valid		
	Y1.3	0,948	Valid		
	Y1.4	0,915	Valid		
	Y1.5	0,887	Valid		
Nurse Performance (Y)	Y2.1	0,854	Valid	0,843	Reliable
	Y2.2	0,659	Valid		
	Y2.3	0,801	Valid		
	Y2.4	0,822	Valid		
	Y2.5	0,786	Valid		

Source: Data processed by researchers 2025

The results of the research instrument testing in table 2 show that all items of the questions from the variables of leadership, organizational culture, work motivation, and nurse performance that have been studied are declared valid and exhibit a good level of reliability. Therefore, the research instruments for the variables of leadership, organizational culture, work motivation, and nurse performance are valid and reliable tools for data collection.

Classical assumptions test

a. Normality

The results of the normality test calculations are presented in the following table 3:

Table 3 Normality Test One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		69
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.43908656
	Most Extreme Differences	
	Absolute	.128
	Positive	.128
	Negative	-.072
Test Statistic		.128
Asymp. Sig. (2-tailed)		.077 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed by researchers 2025

The Asymp. Sig. (2-tailed) value is 0.077, $> \alpha = 0.05$, as shown in Table 3, indicating that the data has a normal distribution and meets the normality requirements of the regression model.

b. Multicollinearity Test

The results of the multicollinearity test are presented in the following Table 5.8:

Tabel 4 Uji Multikolinieritas

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Kepemimpinan (X1)	.533	1.876
	Budaya Organisasi (X2)	.375	2.670
	Motivasi Kerja (Y1)	.429	2.333

a. Dependent Variable: Y2

Sumber: Data processed by researchers 2025

Table 4 shows that the tolerance values for the work environment variable, workload, and organizational commitment are greater than 0.10, while the VIF values for the work environment variable, workload, and organizational commitment are less than 10. Therefore, it can be concluded that the research variables do not exhibit multicollinearity symptoms in the regression model.

c. Heteroskedasticity Test

The heteroscedasticity test is presented in Table 5.

Table 5 Heteroskedasticity Test

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Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.730	1.126		-.648	.519
X1	.081	.062	.209	1.295	.200
X2	.105	.066	.305	1.582	.118
Y1	-.122	.065	-.341	-1.895	.063

a. Dependent Variable: abs

Source: processed data, 2025

Table 5 shows that there is no heteroscedasticity in the regression model, as indicated by Table 5, where the significance values of the work environment, workload, and organizational commitment variables are more than 0.05.

d. Model Suitability Testing

Based on the calculations using the total coefficient of determination formula, the variance of the data from the parth analysis test is 0.747, which indicates that 74.7% of the performance of nurses at Surya Husadha Denpasar General Hospital is influenced by leadership, organizational culture, and work motivation. The other factor not examined in this study accounts for 25.3% of nurses' performance.

Results of Path Analysis

The test results of substructure 1 and substructure 2 are presented in the following table 6:

Table 6 Results of Direct and Indirect Influence Tests

No	Relationship Between Variables	Direct Effect	Indirect Effect	Efek Total	Sig	Discription
1	Leadership (X1) □ Work motivation (Y1)	0,264	-	0,264	0,017	H1 accepted
2	Organizational culture (X2) □ Work motivation (Y1)	0,562	-	0,562	0,000	H2 accepted
3	Leadership (X1) □ Nurse performance (Y2)	0,301	-	0,301	0,032	H3 accepted
4	Organizational culture (X2) □	0,594		0,594	0,000	H4 accepted

Nurse performance (Y2)					
5	Work motivation (Y1) □ Nurse performance (Y2)	0,310	0,310	0,044	H5 accepted
6	Leadership (X1) □ Work motivation (Y1) □ Nurse performance (Y2)	-	0,082 (0,264*0,310)	0,082	H6 rejected
7	Organizational culture (X2) □ Work motivation (Y1) □ Nurse performance (Y2)	-	0,174 (0,562*0,310)	0,174	H7 rejected

Source: processed data, 2025

Based on the results of substructure test 1 and substructure test 2, the final path model can be illustrated as shown in the following figure 5.2:

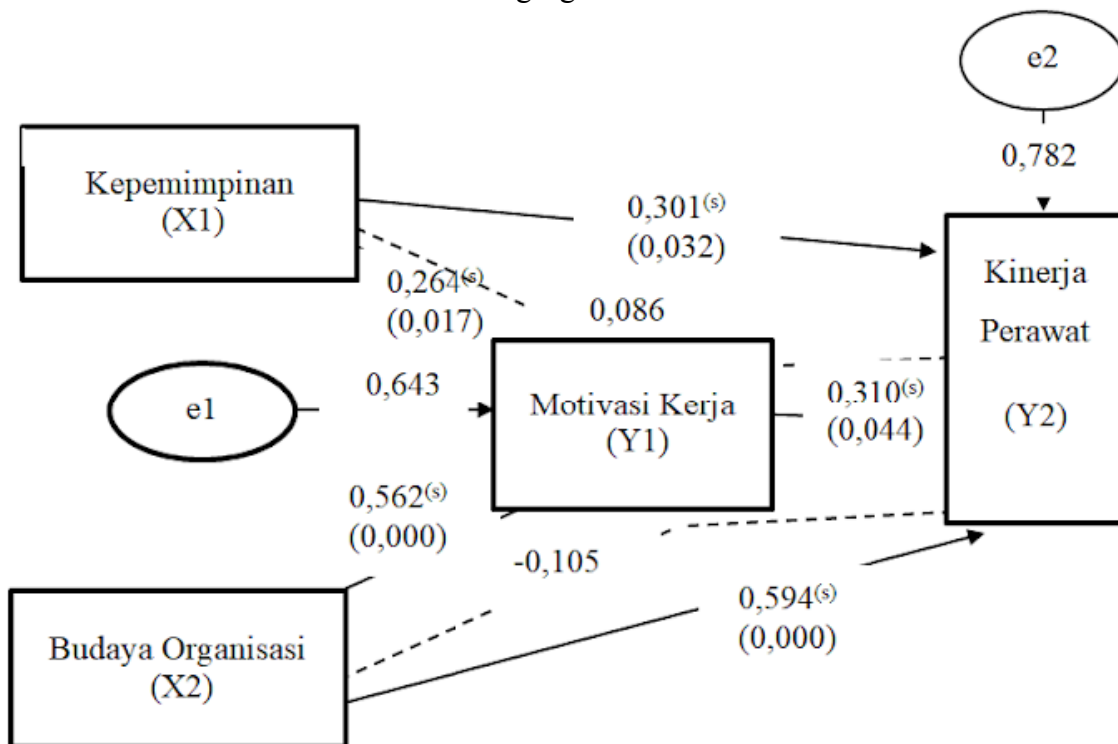


Figure 1 Path Analysis Model (Source: processed data, 2024)

DISCUSSION

The Influence of Leadership on Motivation at Surya Husadha General Hospital Denpasar

At the Surya Husadha General Hospital in Denpasar, leadership has a significant impact on employee work motivation. This finding indicates that the better the quality of leadership, the higher the level of employee motivation. These results are in line with the research by Samsinar (2022) and Siregar et al. (2024), which also states that leadership plays a significant role in enhancing motivation.

The role of leadership at Surya Husadha General Hospital is crucial in boosting employee morale. This is reflected in the leadership's ability to make decisions quickly, accurately, and fairly, as well as transparently in task assignments, resource utilization, and employee welfare policies. In addition, leaders also appreciate achievements, provide career development opportunities, and support active employee involvement, all of which contribute to increased motivation. Open and effective communication, both one-way and two-way, is also well maintained by the leaders. They are able to resolve conflicts and provide constructive guidance. With such a leadership style, employees feel valued, more emotionally engaged, and motivated to provide optimal service.

The Influence of Organizational Culture on Motivation at Surya Husadha General Hospital Denpasar

At RSU Surya Husadha Denpasar, organizational culture has a significant influence on employee work motivation. The stronger the implemented organizational culture, the higher the employee work spirit. This finding is consistent with the research results of Siregar et al. (2024) and Febrianti et al. (2024). RSU Surya Husadha is known to have a solid organizational culture, which is reflected in innovative work attitudes and the ability to adapt to changes. Employees are encouraged to express ideas and conduct experiments for the improvement of service quality. This innovative culture fosters self-confidence and strengthens employee attachment to the institution.

Moreover, a meticulous work culture that considers risks and focuses on every detail of the operational process creates a safe and appreciative work environment. Support from such an organizational culture serves as a motivator for employees to work more enthusiastically and contribute their best, thus significantly increasing work motivation.

The Influence of Leadership on the Performance of Nurses at Surya Husadha General Hospital Denpasar

At Surya Husadha General Hospital in Denpasar, the results show that good leadership can improve nurse performance. This finding is in line with research (Nugrahaningsih & Kusnaedi, 2016). Nurse performance is greatly influenced by how they are led. Leaders who can create a supportive work environment, enhance motivation, and communicate well will encourage nurses to provide the best services for their patients. Clear and inspirational leadership helps nurses overcome challenges and enhances productivity and innovation in service.

The Influence of Organizational Culture on Nurse Performance at Surya Husadha General Hospital Denpasar

The discovery of a positive and significant influence of organizational culture on nurse performance indicates that the stronger the organizational culture, the better the nurse performance. This finding is supported by the research results of Fanani et al. (2023) and Nugrahaningsih and Kusnaedi (2016). The organizational culture at RSU Surya Husadha reflects values and practices that support the well-being and development of nursing staff, such as training programs, career advancement development, and attention to work-life balance. This supportive work environment makes nurses feel valued and more motivated to provide optimal services, which ultimately has a positive impact on improving their performance.

The Influence of Motivation on the Performance of Nurses at Surya Husadha General Hospital Denpasar

The higher the level of motivation, the better the performance of nurses. This finding is in line with the research results from Febrianti et al. (2024) and Siregar et al. (2024). At Surya Husadha Hospital, nurse motivation is categorized as high because the hospital is able to meet various basic needs, such as adequate wages, a safe working environment, health facilities, harmonious social relations, and recognition and rewards for performance. Meeting these needs becomes a strong motivating factor for nurses to improve performance and provide the best service to patients.

The Influence of Leadership on Nurses' Performance through Motivation

Based on the results of the analysis, it is known that motivation has a positive impact on the performance of nurses, with an indirect effect value of 0.082. This means that effective leadership has the potential to improve nurse performance by 8.2 percent through motivation. However, based on the results of the Sobel test, which reached a score of 1.57, motivation has not been proven significant as a mediating variable. This indicates that the direct influence of leadership on performance is more dominant compared to the indirect influence through motivation. In other words, good leadership is able to directly create a comfortable atmosphere, enhance work spirit, and promote nurse productivity without the need to involve motivation as a linking factor.

The Influence of Organizational Culture on Nurse Performance through Motivation

With an indirect influence value of 0.174, it can be concluded that organizational culture affects nurse performance through work motivation. This means that a strong organizational culture can drive an increase in nurse performance by 17.4% through the role of motivation. However, the Sobel test results showing a value of 1.90 indicate that motivation has not yet played a significant role as a mediating variable. The direct influence of organizational culture on nurse performance is actually stronger than its indirect influence. This indicates that a solid organizational culture can create a supportive, collaborative, and professional work environment, thereby directly improving nurse performance without having to go through motivation as a linking factor.

E. CONCLUSION

Research results show that leadership and organizational culture at Surya Husadha General Hospital Denpasar have a positive and significant impact on nurses' motivation and their performance; motivation also proves to significantly influence nurses' performance. However, motivation does not act as a mediating factor in the relationship between leadership and organizational culture towards nurses' performance.

As a follow-up, hospital management is advised to enhance the quality of leadership through training and strengthening communication, as well as to reinforce an organizational culture that is result-oriented and prioritizes employee well-being. Motivation improvement also needs to be carried out by fulfilling physiological needs and providing recognition, while improving nurses' performance can be achieved through continuous training, adequate work facilities, and enhanced welfare.

This research implies that leadership, organizational culture, and motivation are important factors in improving nurses' performance, consistent with previous research findings. However, this study has limitations regarding the number of variables used. Therefore, further research is recommended to add other variables that may potentially act as mediators or moderators in enhancing nurses' performance.

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