



THE INFLUENCE OF LEADERSHIP STYLE AND CORPORATE CULTURE TO THE EMPLOYEE PERFORMANCE IN SEGITIGA SOY SAUCE FACTORY MAJALENGKA REGENCY

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| ABSTRACT

This study aims to determine the influence of leadership style and organizational culture on employee performance at the Segitiga Soy Sauce Factory in Majalengka Regency, both simultaneously and partially. In this study, the independent variables are leadership style (X1) and organizational culture (X2), while the dependent variable is employee performance (Y). The sampling technique used was non-probability sampling. The data used in this study were primary data. A questionnaire was used as the data collection technique. The data analysis techniques used in this study were classical assumption test analysis, multiple linear regression, and hypothesis testing (t-test and F-test).

The results of the study processed with the SPSS Version 21 for Windows program showed that the R Square value of 0.681 means that 68.1%, employee performance variables can be explained by independent variables in the research of leadership style and organizational culture while the remaining 31.9% is explained by other variables that are not studied or not included in this regression model. The results of the simultaneous test (F test) show a significance value of $0.000 < 0.05$, leadership style (X1) and organizational culture (X2) simultaneously have a positive and significant effect on employee performance (Y) at the Segitiga Soy Sauce Factory in Majalengka Regency. The results of the partial test (T-Test) show that the significance value of leadership style (X1) is $0.093 > 0.05$, the t-value is $1.742 < t\text{-table } 1.70113$, meaning that leadership style does not affect employee performance (Y), the significance value of organizational culture (X2) is $0.002 < 0.05$, the t-value is $3.494 > t\text{-table } 1.70113$, meaning that organizational culture has a positive and significant effect on employee performance (Y) at the Segitiga Soy Sauce Factory in Majalengka Regency.

| KEYWORDS

Leadership Style, Corporate Culture, Employee's Performance)

I. INTRODUCTION

Human resources are the most important part of a company's continuity. Human resources are the most valuable investment and the strongest foundation to support a company's success. In addition, HR is also a factor that influences a company's development. Human resources related to the availability of skilled workers are often a very fundamental problem. However, the provision of skilled workers can be attempted through training, by utilizing family and relatives or can utilize residents around the factory location who do not have permanent jobs, so that it can create new jobs for them.

As social beings, humans are inherently social and cooperative, requiring the presence of other humans. For this reason, organizations are needed as forums that can gather or facilitate human interaction and collaboration [1]. One of the national challenges currently facing the Indonesian people is the low quality of human resources. If a large number of human resources (HR) can be utilized effectively and efficiently, it will be beneficial to support the pace of sustainable national development. Currently, human resource capacity remains low, as evidenced by Indonesia's Human Development Index ranking of 121 out of 185 countries. This will impact low competitiveness in various fields [2].

Efforts to improve employee performance, in addition to internal control, also require attention to leadership style. An ideal leader must possess a good leadership style to improve employee performance. A leader must pay close attention to leadership style in the process of influencing and directing the activities of group members, as well as coordinating member and organizational goals to achieve both. A good leadership style is one that can motivate subordinates to work.

Human resource management is a planning, organizing, coordinating, maintaining and separating workforce in order to achieve organizational goals [3]. Leadership style is a way used by leaders in interacting with their subordinates [4]. Meanwhile, Lam's opinion states that leadership style is a pattern of behavior (words and actions) of a leader that is felt by others. Human resource management is the science and art of regulating relationships and roles of workforce to be effective and efficient to help realize the goals of the company, employees and society [5].

Every leader has their own unique way or style of leading a company [6]. Differences in leadership styles influence employee participation in achieving company goals. A leader needs to consider the appropriate leadership style to maximize employee performance. Leadership style is a form of behavior that demonstrates a leader's abilities, and this is what determines whether or not leadership style has an impact on improving employee performance.

Furthermore, organizational culture certainly influences employee performance, as it serves as a company's identity, distinguishing it from other companies. This encompasses values, communication, ideas, morality, codes of conduct, and more.

Organizational culture is a form of assumption that is held, implicitly accepted by a group and determines how the group perceives, thinks, and reacts to its diverse environment.

It shows that organizational culture has a significant effect on the performance of ASN employees at the Food Security Service [6]. The existence of organizational culture will make it easier for employees to adapt to the organizational environment, and also help employees know what actions must be taken in accordance with the values that exist within the organization, so it is a need for the ability to create an organization with a culture that is able to encourage employee performance.

After direct observation at the Segi Tiga Majalengka Soy Sauce Factory and conducting a face-to-face interview with Mr. Dhany Arland Herdiana, the Manager of the Segi Tiga Majalengka Soy Sauce Factory, he explained:

He explained that there are several issues related to leadership style, as many employees still violate established regulations and leaders are overly tolerant in dealing with employees. This is reflected in the lack of employee discipline at work, as their leaders prioritize tolerance. This significantly impacts all related aspects. Furthermore, organizational culture has not been optimally implemented by employees, resulting in suboptimal employee performance at the Segi Tiga Majalengka Soy Sauce Factory. He also explained that, in this regard, management at the Segi Tiga Majalengka Soy Sauce Factory must continuously improve their leadership style and organizational culture to improve employee performance and achieve company goals.

The importance of leadership style and organizational culture in a company is evident. If organizational culture is introduced at the organizational level, it will be more clearly visible how culture is created, instilled, developed, and even changed by a leader within the organization. In addition to leadership, organizational culture also has a positive and significant relationship with employee performance. It also informs employees of the rules, norms, and values within the organization.

Based on the relationship between variables and the background of this research explained above, this research model is shown in Figure 1.

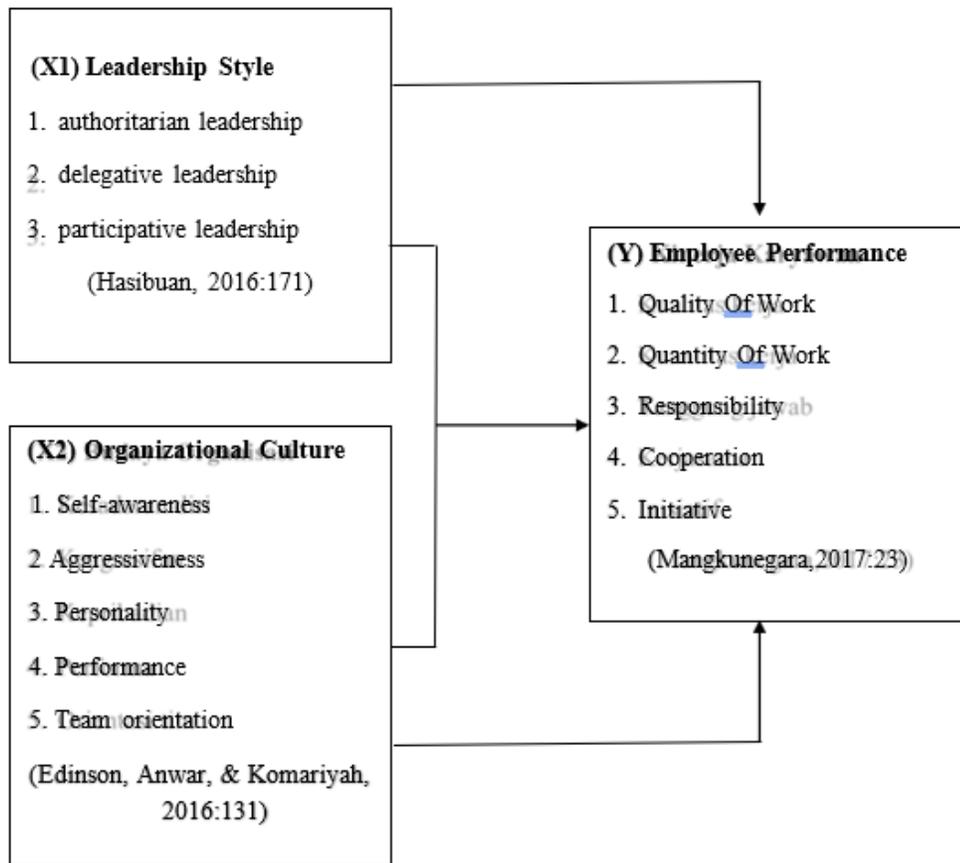


Figure 1 : Research Model

Based on the description above, the author is interested in conducting research with the title "The Influence of Leadership Style and Organizational Culture on Employee Performance at the Segi Tiga Soy Sauce Factory, Majalengka" and the objectives and benefits of this research are to determine the leadership style, organizational culture, and employee performance at the Segi Tiga Soy Sauce Factory, Majalengka Regency and to determine the influence of leadership style and organizational culture on employee performance at the Majalengka Triangle Soy Sauce Factory.

II. METHODOLOGY

The research method used in this study was a survey. Survey research is research conducted on large or small populations, but the data studied is data from samples taken from that population, thus revealing relative occurrences, distributions, and relationships between sociological and psychological variables."

Research that aims to obtain a description of the characteristics of variables, while also presenting a structured, factual, and accurate picture of the facts related to the influence of leadership style and organizational culture on performance.

To test the validity of a hypothesis through data collection in the field [7]. This research will examine the influence of leadership style and organizational culture on employee performance at the Segitiga Majalengka soy sauce factory.

The population in this study was all 30 employees of the Segitiga Majalengka soy sauce factory. The sampling technique used in this study was saturated sampling, a sampling technique where all members of the population are used as samples, namely all 30 employees.

III. RESULTS AND DISCUSSION

RESULTS

Descriptive Analysis

1. Results of Respondents' Responses to the Leadership Style Variable (X1)

No	Indicator	Actual Score	Ideal Score	%Actual Score	Criteria
1	Absolute authority is centralized in the leader	127	150	84,67	Good
2	Decisions are always made by leader	125	150	83,33	Good
3	There is no opportunity for subordinates to provide suggestions	120	150	80	Good
4	Leaders delegate more authority to subordinates	129	150	86	Good
5	More decisions are made by subordinates	125	150	83,33	Good
6	Subordinates are free to express suggestions and opinions	133	150	88,67	Good
7	Job satisfaction	130	150	85,33	Good
8	Developing yourself and your abilities	128	150	85,33	Good
9	Many opportunities for subordinates to complete tasks well	137	150	91,33	Very Good
	Leadership Style Score	1154	1350	85,48	Good

Source : Primary data 2024

Based on the scoring results in Table 1, the leadership style at Kecap Tiga in Majalengka Regency achieved a total score of 85.48%, which is in the good category. This means that the leadership style at the Kecap Tiga factory in Majalengka Regency is functioning well.

2. Results of Respondents' Responses to Organizational Culture Variables (X2)

No	Indicator	Score actual	score ideal	%score actual	Criteria
1	Job satisfaction	125	150	83,33	Good
2	Developing yourself and your abilities	121	150	80,67	Good
3	Obey the rules	114	150	76	Good
4	Have initiative and don't always depend on instructions	126	150	84	Good
5	Set a plan and don't always rely on instructions.	120	150	80	Good
6	Respect each other and greet you when you meet	122	150	81,33	Good
7	Help each other organizations	118	150	78,67	Good
8	Respecting differences of opinion	129	150	86	Good
9	Prioritize quality in completing work	131	150	87,33	Good
10	Innovate to discover new and useful things	115	150	76,67	Good
11	Striving to work effectively and efficiently	115	150	76,67	Good
12	Each team task is carried out through discussion and synergy.	122	150	81,33	Good

13	Problem solving Good	126	150	84	Good
	organizational culture score	1584	1950	81,23	Good

Source : primary data 2024

Based on the scoring results in Table 2, the organizational culture at Kecap Tiga in Majalengka Regency achieved a total score of 81.23%, which is in the good category. This means that the organizational culture at the Kecap Tiga factory in Majalengka Regency is running well.

3. Results of Respondents' Responses to Employee Performance Variables (Y)

N o	Indicator	Score actual	score ideal	%score actual	Criteria
1	Speed	124	150	82,67	Good
2	Ability	123	150	82	Good
3	Collaborate	131	150	87,33	Good
4	Compactness	105	150	70	Good
5	Work result	129	150	86	Good
6	Make decisions	106	150	70,67	Good
7	Independence	116	150	77,33	Good
8	Work without supervision	114	150	76	Good
	employee performance scores	948	1050	79	Good

Source: primary data 2024

Based on the scoring results in Table 3, employee performance at the Kecap Tiga factory in Majalengka Regency achieved a total score of 79%, which is in the good category. This means that employee performance at the Kecap Tiga factory in Majalengka Regency has been good.

Verificative Analysis

Result Normality Test

The normality test is applied to check whether the research data is normally distributed. The normality test uses the non-parametric Kolmogorov-Smirnov test. A value is considered normally distributed if it is >0.05 and abnormal if it is <0.05 .

Table 4 Result Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardiz ed Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.53789962
Most Extreme Differences	Absolute	.109
	Positive	.109
	Negative	-.089
Kolmogorov-Smirnov Z		.598
Asymp. Sig. (2-tailed)		.867
a. Test distribution is Normal.		
b. Calculated from data.		

Source: SPSS V.26 output (Research processed data, 2024)

Based on table 4, it can be seen that the value of Kolmogorov-Smirnov Z is 0.598 and the significance is 0.867 ($0.867 > 0.05$), namely with a result of more than 0.05, which means that the residual data is normally distributed so it is suitable for use.

Result T Test

To determine which variables have a significant partial effect, a regression coefficient test is conducted using the t-test statistic. Determining the test results (acceptance/rejection of H_0) can be done by comparing the calculated t with the t-table or can also be seen from its significance. The t-test essentially shows the extent to which an independent variable individually influences the variance of the dependent variable. The results of the partial hypothesis test using SPSS 26 are as follows:

Table 5 Result T Test

Coefficients^a						
Model		Unstandardized		Standardized	t	Sig
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.111	4.000		.528	.602
	Gaya Kepemimpinan	.266	.153	.291	1.742	.093
	Budaya Organisasi	.365	.104	.583	3.494	.002

a. Dependent Variable: Kinerja Karyawan

Source: SPSS V.26 output (Research processed data, 2024)

Based on Table 5 the partial hypothesis test is as follows:

1. Leadership Style shows a calculated t value of 1.742 and a t table of 1.70113. With a significance level of 5%, the calculated t value is $1.742 > t$ table of 1.70113 and a significance value of $0.093 > 0.05$. Therefore, H_0 is accepted and H_a is rejected. This means that Leadership Style has no effect on Employee Performance.
2. The Organizational Culture variable shows a calculated t value of 3.494 and a t table of 1.70113. With a significance level of 5%, the calculated t value is $3.494 > t$ table of 1.70113 and a significance value of $0.002 < 0.05$. Therefore, H_0 is rejected. This means that Organizational Culture has a significant effect on Employee Performance.

Result F Test

The F test aims to assess the feasibility of the regression model, whether the independent variables are able to explain the dependent variable well. The criteria used in this test are, if the significance is < 0.05 then it can be stated that the research model is suitable for use as a testing model in research. Conversely, if the significance is > 0.05 then the model is not suitable for use as a testing model in research. The results of the F test can be seen in the following table:

Table 6 Result F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	398.413	2	199.206	28.795	.000
Residual	186.787	27	6.918		0 ^b
Total	585.200	29			

Source: SPSS V.26 output (Research processed data, 2024)

Based on table 4.55, it shows that the F test results obtained an Fcount value of 28.795 with a significance of 0.000. While the Ftable value at a significance level of 0.05 ($df = n-1-k = 30-1-2 = 27$) obtained an Ftable of 3.35. This shows that the Fcount value of $28.795 > F$ table of 3.35 and the significance value of $0.000 < 0.05$, it can be said that the

selected model, namely Leadership Style and Organizational Culture together have a significant effect on Employee Performance at the Triangle Soy Sauce Factory in Majalengka Regency.

Results of the Coefficient of Determination

The coefficient of determination test aims to determine how much the independent variable can explain the dependent variable. The determination test can be seen through the R Square, an R square value is said to be good if it is above 0.05.

Table 7 : Results of the Coefficient of Determination

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.882	.681	.657	2.630

Source: SPSS V.26 output (Research processed data,

2024)

Based on the results of the coefficient of determination test in table 7, the adjusted R-square value was 0.681 (68.1%). This means that the ability of the independent variables in this study to influence the dependent variable by 68.1%, while the remaining 31.9% was influenced by variables other than those in this study.

DISCUSSION

Leadership Style at the Majalengka Soy Sauce Factory

The survival of an organization depends on its leaders. Leadership is one of the key indicators of success in achieving organizational goals. A reformist leader must be sensitive to change, able to analyze the weaknesses and strengths of both the internal and external aspects of the organization, thus enabling them to solve problems and further improve employee and organizational performance. In all situations, leaders play a crucial role. They are symbols, role models, motivators, and sources of influence, directing various activities and resources to achieve their goals. The ability to integrate these human aspects presents a unique challenge, and this is one of the duties of a leader.

The study revealed that the Majalengka soy sauce factory employees who were interviewed considered the factory's leadership style to be good, with a percentage of 85.48% rating the leadership style. The first hypothesis suggests that the Majalengka soy sauce factory's leadership style is of excellent quality, meaning employees are satisfied with the leadership style in their workplace.

Based on the results of the descriptive hypothesis testing, the t-count value was obtained at 12.788 when compared with the t-table value with $df = n-1$ ($30-1 = 29$) with a significance level of $\alpha = 5\%$ (0.05) the t-table value was obtained at 2.045. The t-count value (12.788) > t-table (2.045), with a sig value of 0.000 (<0.05) then H_0 is rejected and H_1 is accepted, thus that "the highest leadership style is 60% of the expected criteria" can be accepted, it can be concluded that the hypothesis stating that "the leadership style at the Majalengka soy sauce factory has reached at least 60% of the expected criteria" can be accepted, or there is no difference between what is suspected in the population and the data collected from the sample.

Organizational Culture at the Majalengka Soy Sauce Factory

Organizational culture is a work activity carried out and driven by people within an organization due to social forces. Organizational culture has several functions, including: clearly differentiating one organization from another, conveying a sense of identity for organizational members, facilitating the growth of commitment across a broader scope than the individual, and enhancing the will of the social system.

The study found that the Majalengka soy sauce factory employees, who were interviewed, considered the organizational culture at the Majalengka soy sauce factory to be good, with 81.23% of respondents indicating that the percentage of employees who responded to the survey was positive. The first hypothesis suggests that organizational culture is

The organizational culture at the Majalengka soy sauce factory shows good quality, meaning that employees are satisfied with the organizational culture in their workplace.

Based on the results of the descriptive hypothesis test, the t-value was 10.535 when compared with the t-table value with $df = n-1$ ($30-1 = 29$) with a significance level of $\alpha = 5\%$ (0.05) obtained a t-table value of 2.045. The t-value ($10.535 > t\text{-table}$ (2.045)), with a sig value of 0.000 (<0.05) then H_0 is rejected and H_2 is accepted, it can be concluded that the hypothesis stating that "organizational culture at the Majalengka soy sauce factory has reached at least 60% of the expected criteria" can be accepted, or there is no difference between what is suspected in the population and the data collected from the sample.

Employee Performance at the Majalengka Soy Sauce Factory

Employee performance is a measure that can be used to compare the results of task implementation and responsibilities assigned by an organization over a specific period. It can be used to measure work achievement or organizational performance. Employee performance is essentially the result of an employee's work over a specific period compared to various criteria, such as standards, targets, or other predetermined and mutually agreed-upon criteria.

The study found that respondents from the Majalengka soy sauce factory considered their performance to be good, with 79% of respondents perceiving this as good. The first hypothesis suggests that employee performance at the Majalengka soy sauce factory is of fairly good quality, meaning that employee performance at the Majalengka soy sauce factory is considered very good.

Based on the results of the descriptive hypothesis testing, the t count was obtained at 9.267 when compared with the t table value with $df = n-1$ ($30-1 = 29$) with a significance level of $\alpha = 5\%$ (0.05) the t table value was obtained at 2.045. The t count value ($9.267 > t\text{ table}$ (2.045)), with a sig value of 0.000 (<0.05) then H_0 is rejected and H_3 is accepted, So it can be concluded that the hypothesis stating that employee performance at the Majalengka soy sauce factory has reached at least 60% of the expected criteria can be accepted, or there is no difference between what is suspected in the population and the data collected from the sample.

The Influence of Leadership Style on Employee Performance at the Majalengka Soy Sauce Factory

The results of the research revealed no effect of leadership style on employee performance. Leadership style showed a t-value of 1.742 and a t-table of 1.70113. With a significance level of 5%, t-value of $1.742 > 1.70113$ and a significance value of $0.093 > 0.05$, H_0 is accepted and H_a is rejected. This means that leadership style has no effect on employee performance.

The test results show that the leadership style variable has no effect on employee performance [8][9]. When leaders rarely consider employee opinions, they do not motivate them to improve their performance. Leadership is a crucial factor in providing direction to employees, especially in today's era where everything is open, so leadership that can empower its employees is needed. Leaders with good authoritarian, participatory, delegative, charismatic, and democratic skills are able to encourage employees to give their best performance.

The Influence of Organizational Culture on Employee Performance at the Majalengka Soy Sauce Factory

The results of the research that has been conducted, it is known that organizational culture has a significant effect on employee performance. The Organizational Culture variable shows a t-value of 3.494 and a t-table of 1.70113 and a significance value of 5%, so t-value $3.494 > t\text{-table}$ 1.70113 and a significance value of 0.002 <0.05 H_0 is rejected. This means that Organizational Culture has a significant effect on Employee Performance, thus the fifth hypothesis can be accepted. This means that organizational culture has a significant positive effect on Employee Performance, thus the fourth hypothesis can be proven true.

The results of this study are supported by previous research regarding the influence of organizational culture on employee performance [8] [10] [11] [12] [13]. The test results show that the variable of organizational culture has a significant effect on employee performance. organizational culture is highly respected. Organizational culture has been embedded, even ingrained in employees, even though a culture has emerged that can be said to be a new culture, namely a culture of transparency or image enhancement. Even though they focus on a culture of transparency, they still maintain their competitive advantage through existence with the old culture. Organizational culture is able to move the conscience and mind to do something better.

The Influence of Leadership Style and Organizational Culture on Employee Performance at the Majalengka Soy Sauce Factory

Based on the F-test results, the calculated F value was 28.795 with a significance level of 0.000. Meanwhile, the F-table value at a significance level of 0.05 was 3.35. This indicates that the calculated F value of 28.795 > F-table of 3.35 and the significance value of 0.000 < 0.05, thus it can be concluded that the selected model, namely Leadership Style and Organizational Culture, simultaneously have a significant effect on Employee Performance.

The results of this study are supported by previous research regarding the influence of leadership style and organizational culture on employee performance [9][10][11][12][14]. The test results indicate that the variables of leadership style and organizational culture simultaneously have a positive and significant effect on employee performance.

IV. CONCLUSION

After conducting a series of data analysis and testing procedures, this study on the influence of leadership style and organizational culture on employee performance yielded several conclusions: Leadership style (X1) has no significant effect on employee performance (Y), Organizational Culture (X2) has a positive and significant effect on Employee Performance (Y), and Leadership Style (X1) and Organizational Culture (X2) jointly have a positive and significant effect on Employee Performance (Y) at the Majalengka Soy Sauce Factory.

Recommendations for companies where Leadership Style does not affect employee performance: Therefore, it is recommended that the leadership style in the company be adjusted to the situation and conditions at the Majalengka soy sauce factory. Leadership style must be tailored to the situation, conditions, or character of team members, so as not to impact performance. Leadership style should be more flexible, autocratic, or not too rigid so that employees do not feel stressed and can achieve their maximum performance potential.

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