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## Influence of leadership and organizational culture on employee performance at the Jeneponto regency investment and one-stop integrated service office

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### ABSTRACT

This study aims to analyze: (1) the influence of leadership and organizational culture partially on employee performance, (2) the influence of leadership and organizational culture simultaneously on employee performance, (3) the influence of leadership directly and indirectly through the reward system on employee performance, (4) direct and indirect influence of organizational culture through the reward system on employee performance at the Jeneponto Regency One Stop Integrated Service and Investment Service. This study uses a quantitative approach, using path analysis. Using a saturated sample, ie all populations are sampled, the results show that: 1) There is a positive and significant influence of leadership and organizational culture partially on employee performance, (2) There is a positive and significant influence of leadership and organizational culture simultaneously on employee performance, (3) Leadership through Reward System either directly and significantly related to employee performance, (4) cultural organizations through Reward System has influence directly and significantly on Employee performance at the Department of Investment and Integrated Services One Stop Jeneponto.



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### Introduction

Quality-oriented organizations or businesses in the manufacturing and service sectors will live longer, generate profits, and benefit both the environment and the organization (Nugroho, 2011). So an important factor that determines employee performance and the organization's ability to adapt to environmental changes is leadership, in which leadership can be defined as a process of social influence in which a leader invites his subordinates to participate in efforts to achieve organizational goals (Brury, 2016). According to Robbins in (Fahmi, 2012), leadership is the ability to persuade a group to work toward a common goal. leadership ability of a leader in the organization is very decisive. the policies to be adopted an organization (Pratiwi, 2018). So effective leadership must provide direction to the efforts of all workers in achieving organizational goals without leadership, The relationship between individual goals and organizational goals may not be the same direction.

This situation creates a situation where the individual works for achieve its personal goals, while the whole organization becomes inefficient in achieving its goals (Lina, 2014). Leaders must be fair in understanding all the potential possessed by individuals and ensuring that the various problems faced by these individuals are addressed wisely. With By taking this approach, leaders can apply all rules and policies. organization and delegating tasks and responsibilities appropriately. It is not going cause stress for employees in carrying out their duties (Windaryadi, 2018). Leadership is the backbone of development organization because without that leadership Well, it will be difficult to achieve the goal. organization (Widodo, 2017). This is based on the argument that a leader has authority over planning, directing, coordinating, and supervising employee behavior. Creating strong leadership must be supported by a positive organizational culture.

The importance of organizational culture and understanding organizational culture as shared agreement on values that bind all individuals in a community organization to determine the normative limits of the behavior of members of the organization (Tirtayasa, 2019). According to Schein in (Junaidi & Susanti, 2019), organizational culture is an archetype. accepted by the organization to act and solve problems, form Employees who are able to adapt to the environment and unify organization members. Organizational culture reformed from the behavior of individuals and groups within the organization; such behavior is a collective agreement that becomes the commitment of employees in the organization and serve as a guide for members of the organization (Kosasih, 2017). According Kast in (Syukur et al., 2019) suggests culture organization as a tool of values, beliefs, and necessary understanding and possession by its members. When workers internalize a company's core principles, they provide the company's culture a consistent, consistent voice. Meaningful principles and ideals. This will show up in how they act on the job on a daily basis, making it a series of individual performances, each of which will contribute to the success of the business or the team. According to Robbins in (Siswatiningsih et al., 2016), in research that it gives seven characteristics that can capture the essence of culture organization. The seven characteristics are innovation and courage to take risk, attention to details, result orientation, orientation people, team orientation, aggressiveness, and stability.

Where performance is the seriousness of one's efforts, which has an impact on the results obtained (Asmani, 2012). Performance can also be interpreted as work performance or work performance results. Performance is real behavior displayed by each person as work performance produced by the appropriate employee with their role in the company (Dewi & Hasniaty, 2017). According to (Mangkunegara, 2013) found that "performance is the end result of an employee's work in terms of quality and quantity carry out their duties in accordance with the responsibilities given to them. As a result, improving employee performance is critical in any organization. One is through performance appraisal or performance management. To achieve good performance, the most dominant element is human resources. Even though the planning has been arranged properly and neatly, if the people or personnel who carry it out are not qualified and do not have high work enthusiasm, then the plans that have been prepared will be in vain (Muis et al., 2018).

The reason people work in an organization or company is not only in the form of basic wages or salaries, but also rewards that can fulfill them. various needs with various types and forms. Management expected able to apply an efficient reward. A reward designed by An organization must be able to motivate its employees' performance so that performance improves all one (Lina, 2014). In improving employee performance companies in various ways, including through the following factors: influencing employee performance, including education, training, and culture organization, leadership, compensation, work environment, and motivation (Anjas, 2021). So that the performance or achievements produced by employees in an organization are greatly influenced by their leaders. Because a leader can make his employees feel comfortable doing something, if they believe the leader is ineffective, their performance suffers (Imron, 2019). Improving employee performance will bring progress to the company to survive in an unstable competitive business environment (Dzulkifli, 2013).

The One Stop Service Investment Office (DPMPTSP) of Jenepono Regency applies leadership that is very concerned so that the government institution is more advanced from year to year. To foster employees to further improve their performance, leaders in employee development always communicate directly between superiors (heads of service) and other employees. The head of service as the highest leader has the opportunity directly to employees to convey the vision, mission, and goals of the organization. The existence of direct communication carried out by leaders with employees makes it easier to express the wishes and complaints expected from employees, so that leaders easily find out the needs and desires of each employee. One Stop Service (DPMPTSP) Jenepono Regency. In addition to leadership, it also applies organizational culture which is very beneficial for employees. The organizational culture applied in the investment office is the environment around the workplace. In addition to a clean work environment, the investment office also applies a religious work environment that performs congregational prayers and always provides *tausiah* to

employees. With that organizational culture is expected to improve the performance of employees at the Office of the Office of Investment and One Stop Integrated Services (DPMPTSP) Jenepono Regency.

Research conducted by (Lina, 2014) states that leadership partially has a significant effect on Employee Performance, whereas organizational culture has no effect on employee performance. Leadership has a positive direction towards performance, while organizational culture has a negative direction. Leadership and organizational culture simultaneously affect employee performance. Leadership and organizational culture are not strong enough to influence employee performance. The reward system does not affect the relationship between leadership and culture. organization with employee performance This is possible because the rewards given to UMSU bureau employees are not based on workload but on years of service, class and position, and level of employee attendance. Furthermore, research conducted by (Junaidi & Susanti, 2019) stated that leadership style has a significant effect on employee performance, while organizational culture partially does not have a significant effect on employee performance.

So based on the background above, the researcher wants to conduct research on research renewal, namely the variables of leadership style and organizational culture and rewards that affect employee performance at the Jenepono Regency Investment and One-Stop Service Office. It is on this basis that researchers are interested in conducting further research with the aim of partially analyzing the influence of leadership and organizational culture on employee performance, the influence of leadership and organizational culture simultaneously on employee performance, and the influence of leadership directly and indirectly through the reward system on employee performance.

## Method

This study used a quantitative approach. The quantitative research method is a method research that uses a numerical calculation approach (Saragih et al., 2021). The study of measuring symptoms is very important in quantitative research, so that data collection is carried out by providing a list questions or of structured questionnaires, which are compiled based on the measurement of the variables studied, then converted into quantitative data. The use of quantitative methods aims to find and collect data that is effective, accurate, and important, and in line with the questions asked, so that they can answer the questions they face, and are able to answer the questions asked and the research objectives. Research This research was conducted at the Office of Investment and One Stop Integrated Services, Jenepono Regency, and carried out in February - March 2021.

Techniques collection are a very important step in conducting research, because the data collected will be used to solve or answer the research question. The data collection methods used by researchers are: Observation is a method of collecting data by observing and systematically recording the symptoms being studied. The observation method is used to find out more closely the object to be studied by conducting direct visits by researchers at the Office of Investment and One Stop Integrated Services, Jenepono Regency. Questionnaire/Questionnaire is a method of collecting data, which is done by giving a set of written statements or questions to respondents to answer the researcher's request (Widoyoko, 2016). Research using a questionnaire or questionnaire is intended for employees of the Office of Investment and One Stop Services in Jenepono Regency, namely about leadership and organizational culture with a reward system as a moderating variable on employee performance.

In this study, the population used were employees of the Office of Investment and One Stop Services, Jenepono Regency, totaling 30 people. The technique used in determining the number of samples is to use the saturated sampling method. According to (Sugiyono, 2018) saturated sampling is a sampling technique when all members are used as samples. Another term for saturated samples is census, the researchers used a sample of 30 employees/respondents. Primary data obtained or collected directly from the field by the researcher was then tabulated and analyzed using Path analysis. Path analysis is a development technique of multiple linear regression. This technique is used to test the contribution (contribution) indicated by the path coefficient on each path diagram of the causal relationship between variables X1, X2 and Z to Y. With path analysis can be seen the relationship between variables, why the variables are correlated and identify the path of the cause of one variable to other variables and calculate the magnitude of the effect of exogenous variables (leadership and organizational culture) on endogenous variables (employee performance) through mediating variables (reward).

## Results and Discussions

This analysis was assisted with the help of SPSS software, with the provisions of the F test at Alpha = 0.05 or  $p \leq 0.05$  as the significance level of F (sig. F) while for the T test the significance level of Alpha = 0.05 or  $p \leq 0.05$  which appears code (sig.T) where it is used to see the significance of the indirect effect of the independent variable on the dependent variable (Sani & Maharani, 2013).

### Path Coefficients Model 1

Referring to the regression output of model 1, it can be seen that the significance value of the two variables is  $X1 = 0.511$  and  $X2 = 0.310$  which means  $> 0.05$ . results Theseconclude that the regression model 1, namely the X1 and X2 variables, has no effect on Z (Reward System). The value of R2 or R Square is as follows Table 2.

**Table 1.** Results of Coefficients Path Analysis Model 1

Model	St Unstandardized Coefficients		Andardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	Organization,198	3.886		4.891	190.080
Leadership		131,197		202,666	511
Cultural			191,313	1,035,	310

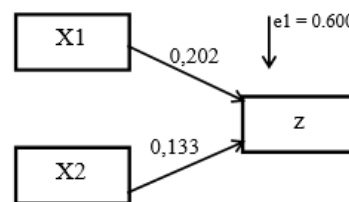
Dependent Variable: Reward

**Table 2.** Results Model summary path analysis model 1

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	a 0,2	0,4	0,301	2,739

Predictors: (Constant), Organizational Culture, Leadership

R Square value of 0.00, meanwhile for the value of e1 can be searched by the formula  $e1 = 1 - 0.040 = 0.600$ . Thus, the path diagram of the structure model 1 is obtained as follows.



**Figure 1.** Structure Model Path Diagram 1 Model Path

### Coefficient 2

Referring to the output of regression model 2, it can be seen that the significance value of the three variables is  $X1 = 0.024$  and  $X2 = 0.017$  and  $Z = 0.006$  which means  $< 0.05$ . These results conclude that the regression model 2, namely the variables X1 and X2, has a significant effect on Y (Employee Performance). The value of R2 or R Square is as follows: Referring to the regression output of model 2, it can be seen that the significance value of the three variables is  $X1 = 0.024$  and  $X2 = 0.017$  and  $Z = 0.006$  which means  $< 0.05$ . These results conclude that the regression model 2, namely the variables X1 and X2, has a significant effect on Y (Employee Performance). The value of R2 or R Square is as follows Table 4.

**Table 3.** Coefficients Path Analysis Model 2

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1	(Constant) 751	6.685			4.026,08
Leadership		643,249	621	2,173,	24
Organizational	Culture, 625		244,609	2,559,	17
Reward,		726,241	447	3,014,	6

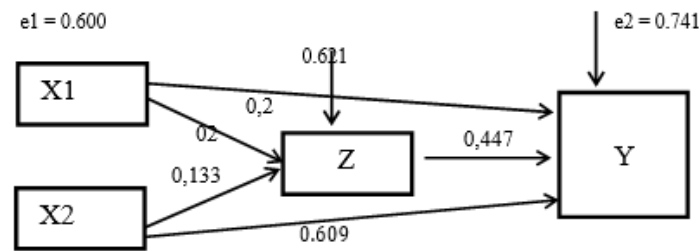
Dependent Variable: Performance

**Table 4.** Results Model summary path analysis model 2 Model Summary

Model	R Square	Adjusted R Square	d. Error of the Estimate
1	671A,	451,387	3.430

Predictors: (Constant), Reward, Leadership, Organizational Culture. Rated R Square of 0.451, this shows that the contribution of X1, X2, and Z to Y is equal to 45.1% while the remaining 54.9% is a contribution from

other variables not examined. Meanwhile, the value of  $e_2$  can be found with the formula  $e_2 = 1 - 0.451 = 0.741$ . Thus, the path diagram of the structure model 1 is obtained as follows:



**Figure 2.** Diagram of The Path Analysis of The Structural Model 2

### Partial influence of Leadership and Organizational Culture on Employee Performance

Based on the results of research conducted by distributing questionnaires to 30 respondents who is an employee of the Office of Investment and One Stop Integrated Service of Jeneponto Regency and then followed up with data analysis using the SPSS version 22.0 application. shows that it is smaller than the level significance ( $0.022 < 0.05$ ), this means that the leadership variable has a positive and significant effect on the performance of the employees of the Office of Investment and One Stop Integrated Services (DPMPTSP) of Jeneponto Regency, and the results of tests that have been carried out in the field show that the presence of leader at the Office of Investment and One Stop Services in Jeneponto Regency can improve employee performance. This is in accordance with what was stated by Miftah Thoha (2015) that leadership is an activity to influence people so that they are directed to achieve organizational goals.

So, according to research that has been done by researchers, it can be concluded that the leadership variable has a positive and significant effect on employee performance at the Jeneponto Regency Investment and One Stop Service Office. using multiple regression the results show that all variables are valid and have an effect on each other.

### The Effect of Simultaneous Leadership and Organizational Culture Employee Performance

On Based on the results of research conducted by distributing questionnaires to 30 respondents who are employees of the Jeneponto Regency Investment and One-Stop Integrated Service Office, and then followed up with data analysis using the SPSS version 22.0 application. From hypothesis testing seen from the F test or in the ANOVA table which states that  $f$  count  $4.714 > f$  table  $0.051$  with a significant of  $0.018$ , which is less than  $0.05$ , which means rejecting  $H_0$  and accepting  $H_a$ , it can be concluded that this study confirms the existence of significant influence simultaneous or jointly between the variables of leadership and organizational culture on the performance of the employees of the Jeneponto Regency Investment and One-Stop Integrated Service Office. This is in accordance with the description put forward by (Kasmir, 2016) performance, namely the work and work behavior of a person in a period usually one year later, performance can be measured by his ability to complete the tasks and responsibilities given

### The influence of leadership through the Reward System on employee performance

Based on the results of hypothesis testing using path analysis assisted by the SPSS version 22.0 application, it can be concluded that the reward system affects directly and indirectly the variable leadership on employee performance. Based on the output results in Figure 2, it is known that the direct influence given by Leadership (X1) on Employee Performance (Y) is  $0.621$ , while the indirect effect of Leadership (X1) through the Reward System (Z) on Employee Performance (Y) is the multiplication between the beta value X1 to Z with a beta value of Z to Y, namely:

$$\text{beta X1 to Z} = 0.202 \quad \text{beta Z to Y} = 0.447$$

$$0.202 \times 0.447 = 0.090 \rightarrow \text{indirect}$$

influence So, the total influence given by Leadership (X1) on Employee Performance (Y) is the direct effect is added to the effect indirect, so that the value of  $0.621 + 0.090 = 0.711$  is obtained.

Based on these calculations, it is known that the value of the direct influence is greater than the indirect effect. This shows that Leadership (X1) directly through the Reward System (Z) has a significant influence on Employee Performance (Y). This is in accordance with the description put forward by (Busro, 2018) the reward system is a gift or award that aims to make someone more active in their efforts to improve or improve the performance that has been achieved. So based on the discussion of all the results of testing the hypothesis above, it can be concluded that the system reward directly affect the relationship of leadership to employee performance and Investment Department One Stop Jeneponto.

**Influence of organizational culture through a system of reward system to employee performance**

Based on the results of hypothesis testing by using path analysis assisted with SPSS version 22.0 it can be concluded that the system rewards affect directly and indirectly the variable Organizational Culture on employee performance. Based on the output results in Figure 2, it is known that the direct influence given by Organizational Culture (X2) on Employee Performance (Y) is 0.609, while the indirect effect of Organizational Culture (X2) through the Reward System (Z) on Employee Performance (Y) is the multiplication between the value of beta X2 to Z with beta value of Z to Y, namely:

$$\text{beta X1 to Z} = 0.133 \quad \text{beta Z to Y} = 0.447$$

$$0.113 \times 0.447 = 0.051 \rightarrow \text{indirect}$$

Effect Then, the total influence given by Organizational Culture (X2) on Employee Performance (Y) is the direct effect plus the indirect effect, so that the value of  $0.621 + 0.051 = 0.672$  is obtained. Based on these calculations, it is known that the value of the direct effect is greater than the indirect effect. This shows that directly Organizational Culture (X2) through the Reward System (Z) has a significant influence on Employee Performance (Y). So based on the discussion of all the results of hypothesis testing above, it can be concluded that the reward system has a direct significant effect on employee performance. The results of this study are not in line with research conducted by (Lina, 2014) which states that the reward system does not affect the relationship between leadership and organizational culture with employee performance. This is possible because the rewards given to UMSU bureau employees are not based on workload but based on years of service, class and position. as well as the level of employee attendance.

**Conclusions**

Based on the data analysis and discussion that has been formulated as well as the research results in the previous chapters, the conclusions of this study are there is a positive and significant influence between leadership and organizational culture partially on the performance of the employees of the Regency Investment and One Stop Service Jeneponto. There is a positive and significant influence between leadership and organizational culture simultaneously on the performance of the employees of the Jeneponto Regency Investment and One Stop Service. There is a direct influence between leadership through the reward system on the performance of the employees of the Jeneponto Regency Investment and One Stop Service. There is a direct influence between Organizational Culture through the reward system on the performance of the Jeneponto Regency Investment and One-Stop Integrated Service Employees.

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