

## The Influence of Organizational Culture on Employee Performance Through Leadership as an Intervening Variable in the Context of Dinas Pendidikan Kabupaten Pulau Taliabu

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### Abstract

The purpose of this study is to examine the relationship between the performance of employees and the culture of the organization in the Department of Education in the Pulau Taliabu Regency via the lens of leadership as a variable that intervenes. The study utilizes entire sampling, which means that each member of the population has an equal chance of being chosen for the sample. The study utilizes an explanatory approach and a quantitative strategy. Leadership has a favorable effect on the performance of employees, and organizational culture also has a positive effect on performance. The Sobel test demonstrated, as did other tests, that there is a high association between the performance of employees and the culture of an organization. In addition, leadership serves as a mediating function between the two. The significance of establishing an effective leadership style and developing a strong company culture in order to increase employee performance is highlighted by these studies. Leadership development programs are to be strengthened in order to optimize the beneficial effects of business culture on employee outcomes, according to the practical implications.

**Keywords: Organizational Culture; Employee Performance; Leadership; Mediating Variable; Quantitative Research**

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## Introduction

The Taliabu Island Regency, located in North Maluku province, was established in 2013 after separating from the Sula Islands to facilitate the development of Taliabu Island. The establishment of various agencies marked the initial phase in the formation of the Taliabu Island Regency, with the Education Office being one of the essential organizations involved. The Education Office of the Taliabu Island Regency is an organization that significantly contributes to the development of human resources in the region via the education sector. The effectiveness and efficiency of this agency's public services, along with its ability to meet commitments and engage in activities, fundamentally rely on the performance quality of its employees. Conversely, technical skills are not the primary determinants of employee performance. Performance is significantly affected by managerial factors, including leadership style and organizational culture (Widodo, 2017). Kartono (2013) asserts that offering staff members a clear sense of direction, alongside encouragement and inspiration, significantly enhances staff engagement and productivity. The culture of an organization, grounded in its values, conventions, and work habits, fosters an environment conducive to high performance (Hasibuan, 2013).

Employee performance serves as a critical indicator of a government institution's effectiveness and reflects its internal dynamics, including motivation, competence, and organizational culture

(Gibson et al., 1988). The preliminary findings regarding the Education Office of the Taliabu Island Regency reveal various internal and external factors influencing employee performance. This encompasses factors such as an individual's intrinsic motivation and competency, along with extrinsic elements including the demonstrated leadership style and the organizational culture (Samsudin, 2009).

In 1985, Edgar Schein, a leading scholar in organizational culture, defined the concept as a set of underlying assumptions that a group identifies or develops while learning to address internal challenges. Schein's model identifies three fundamental levels of organizational culture: (a) artifacts, which are tangible objects produced by the culture; (b) values embraced by individuals; and (c) basic assumptions that shape behavior and decision-making within the organization.

This research explores leadership as an intermediary variable that connects organizational culture to employee performance in the Education Office of Taliabu Island Regency. This study aims to examine the effect of leadership practices on employee performance, while also considering the influence of organizational culture, as previously explored (Bass, 1985; Bass, 1995).

## Literature Review

An organization's culture is a fundamental factor influencing employee behavior and performance (Robbins, 2006; Wibowo, 2018). Schein (1985)

demonstrates that organizational culture significantly impacts employee interactions and job engagement, subsequently influencing overall firm performance. Organizational culture comprises shared beliefs, norms, and assumptions among its members. These components affect employee behavior and influence the extent of their commitment to the firm's objectives. A strong organizational culture fosters an environment conducive to exceptional performance (Hasibuan, 2013; Samsudin, 2009).

Similarly, leadership is regarded as a catalyst that motivates employees to achieve organizational objectives. Transformational leadership has been shown to effectively motivate individuals through inspiration, intellectual stimulation, and personalized attention (Bass, 1985). Bass (1995) identifies four key characteristics of transformational leaders: (1) the capacity to influence others via idealized behavior, (2) the ability to inspire and motivate, (3) the capability to intellectually stimulate, and (4) the provision of individualized consideration. These characteristics are essential for guiding and motivating staff to exceed expectations and achieve organizational objectives.

Nurwati et al. (2012) conducted a study illustrating the importance of leadership in enhancing employee performance and organizational culture. Leaders can foster a productive work environment by aligning their activities with the principles of their organization. The findings of a study by Inna Mardiani and Yon Darswis

in 2021 indicate that leadership and organizational culture, when considered together, significantly influence employee performance. Conversely, leaders who fail to adapt to the cultural dynamics of an organization may struggle to motivate their personnel, potentially leading to a decline in performance.

The role of leadership as a mediator between organizational culture and employee performance is critically significant. Research by Marhayani (2016) and Rini Loliyani et al. (2024) indicates that leadership influences both employees' perceptions of corporate culture and their performance outcomes. The concept of transformational leadership, introduced by Bass in 1985, further substantiates this position as an intermediary. This conception characterizes leaders as change agents within organizational culture, directing employees towards enhanced efficiency and effectiveness.

1. The results obtained from the Education Office of Taliabu Island Regency reveal several significant obstacles.
2. The employees have effectively and efficiently met their responsibilities; however, there is a lack of complete consensus regarding the cultural principles practiced by the organization.
3. The leadership has not fully utilized its capabilities to enhance performance levels among staff members.
4. The lack of specific objectives and purpose within the Education

Office may affect personnel's understanding of the organization's direction.

There is insufficient comprehension of the direct influence of organizational culture on employee performance and the role of leadership in alleviating this impact.

This study's results indicate that leadership and organizational culture significantly influence employee performance; however, these elements remain underutilized in the Education Office of Taliabu Island Regency. This study aims to address the research gap by examining the role of leadership as an intermediary variable that connects organizational culture to employee performance.

This study examines the influence of leadership and organizational culture on employee performance at the Education Office of Taliabu Island Regency. The findings indicate that leadership is a crucial intervening factor that connects the direct impacts of organizational culture on employee performance. Future studies should investigate methods for developing leadership tactics and organizational culture to enhance employee performance.

### Research Methods

By employing a quantitative method that made use of an explanatory design, this study had the goal of investigating the effects of characteristics such as leadership, organizational culture, and the performance of employees. The

place where the educational administration of the Taliabu Island Regency is located was where this investigation took place

Sugiyono (2011: 8) refers to quantitative research methodologies as "research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing established hypotheses." the size of the population versus the size of the sample There were 69 employees in the population. A total sampling technique was employed as a result of the exceptionally low overall number of employees. Each and every worker was included as a participant in this approach. The results of this inquiry led to the minimization of sample bias and the use of exhaustive data collection methods.

The strategy that was employed in this investigation is a quantitative data analysis approach that utilizes SPSS software. The statistical analysis software package SPSS is popular among users due to its easy-to-navigate interface and the broad variety of capabilities it offers that facilitate effective data analysis. Statistical Package for the Social Sciences (SPSS) enables users to manage their data, conduct hypothesis tests, and produce results in a methodical manner. The utilization of SPSS in this research facilitates a more structured approach to data management and analysis, which results in a research process that is more

organized and readily replicable. It is essential to understand the role that organizational culture plays in employee performance and the extent to which leadership functions as an intervening variable in this relationship within the context of the Education Office of Taliabu Island Regency (Samad, 2025).

## Results and Discussion

A variety of different topics related to the administration of the human resources of an organization are covered by the fundamental activities of human resource management (HRM). These tasks are essential in making certain that people are managed effectively, which eventually leads to the overall success of the firm. In the context of the study, "The Influence of Organizational Culture on Employee Performance Through Leadership as an Intervening Variable in the Context of Dinas Pendidikan Kabupaten Pulau Taliabu," key human resource management activities are important in shaping employee performance and promoting organizational growth (Utama, 2025).

### 1. Validity Test

The purpose of validity testing is to demonstrate that the technique, instrument, or process utilized is valid. This validity test is conducted with an error rate (Alpha) of 0.05, and the foundation for making decisions is as follows:

- Organizational Culture Validity Test: The analysis yielded a significance value of 0.001, which

is smaller than the alpha level of 0.05, confirming the validity of the organizational culture instrument.

- Leadership Validity Test: Similarly, a significance value of 0.001 was observed, which is statistically valid as it is smaller than the threshold of 0.05.
- Employee Performance Validity Test: A significance value of 0.001 confirms that the instrument used for measuring employee performance is also valid.

### 2. Reliability Test

Reliability testing using Cronbach's Alpha showed that all variables met the reliability threshold:

- Organizational Culture: 0.760 (Reliable)
- Leadership: 0.761 (Reliable)
- Employee Performance: 0.719 (Reliable)

This confirms that the instruments used in this study are reliable, with each having a Cronbach's Alpha greater than the acceptable threshold of 0.7.

Tabel 1  
Reliability Test

Variabel	Cronbach's Alpha	Tanda	Alpha	keterangan
Budaya Organisasi	,760	>	0,7	Reliabel
Kepemimpinan	,761	>	0,7	Reliabel
Kinerja Pegawai	,719	>	0,7	Reliabel

Source, SPSS 30 (2025)

The objective of the reliability test was to demonstrate the reliability of the research instrument employed. The Cronbach's Alpha method was employed to conduct the reliability test, with an error rate (Alpha) of 0.7.

### 3. Classical Assumption Test

The equation for the normality test 1 on the table 2 below:

Table 2  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		69	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	2.79795906	
Most Extreme Differences	Absolute	.061	
	Positive	.061	
	Negative	-.060	
Test Statistic		.061	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	

Source, SPSS 30 (2025)

And, the equation for the normality test 2 on the Table 3 below:

Table 3  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		69
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.27859048
Most Extreme Differences	Absolute	.070
	Positive	.070
	Negative	-.046
Test Statistic		.070
Asymp. Sig. (2-tailed) <sup>c</sup>		.200

Source, SPSS 30 (2025)

From Tables 2 and 3, it can be observed.

- Normality Test: The Kolmogorov-Smirnov test resulted in a significance value of 0.200, which is greater than 0.05, indicating that the residuals are normally distributed for both the independent and dependent variables.
- Multicollinearity Test: The Variance Inflation Factor (VIF) for both organizational culture (2.727) and leadership (2.727) is less than 10, and the tolerance values are above 0.1, confirming the absence of multicollinearity.

- Heteroscedasticity Test: The Glejser test yielded significance values of 0.511 and 0.194, both greater than 0.05, which indicates that there is no heteroscedasticity in the regression model.

#### 4. Regression Analysis

The coefficient B value, which is .321, is equivalent to 32.1 percent when expressed as a percentage. According to this figure, organizational culture accounts for 32.1 percent of the variation in employee performance, whereas the remaining 67.9 percent is accounted for by factors that are not included in this study.

Table 4 below presents the results of the regression analysis:

**Table 4**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	11.653	3.863		3.016	.004
	Budaya Organisasi	.321	.147	.336	2.189	.032
	Kepemimpinan	.334	.144	.355	2.312	.024

a. Dependent Variable: Kinerja Pegawai

The information presented in Table 4 indicates:

- Simple Linear Regression: Organizational culture influences leadership by 80%, while the remaining 20% is attributed to external factors.

- Multiple Linear Regression Analysis: Both organizational culture (32.1%) and leadership (33.4%) influence employee performance. The combined influence of these variables on employee performance is statistically significant ( $F = 24.817$ ,  $p = 0.000$ ).

#### 5. Mediation Implications

The analysis indicates that leadership mediates the relationship between organizational culture and employee performance. The presence of significant paths from organizational culture to leadership and from both to employee performance confirms the mediating role of leadership.

The study reveals that organizational culture has a significant impact on leadership, which in turn influences employee performance. Leadership serves as a mediator between organizational culture and employee performance. This finding suggests that organizations aiming to enhance employee performance should focus not only on fostering a strong organizational culture but also on developing effective leadership to maximize the impact.

#### Practical Implications:

- Organizations should prioritize the cultivation of a strong organizational culture, as it positively affects leadership and,

ultimately, employee performance.

- Leadership development programs are crucial, as they act as a key mediator in improving employee performance.
- Future research could explore additional variables that may further mediate or moderate the relationship between organizational culture, leadership, and employee performance.

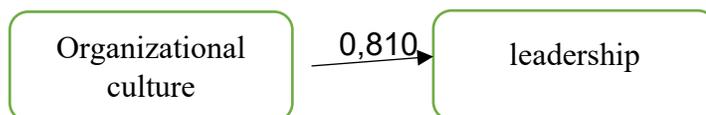
## 6. Path Analysis

### Substructure Analysis and Results

#### a. Substructure Analysis of Equation 1

The structural analysis of Equation 1 can be seen in Fig. 1 below:

Fig.1  
The structural analysis 1



Based on the information presented in Fig 1 a description of the Structural Analysis can be provided:

#### 1. T-Test Results

The calculated t-value of 10.578 is greater than the t-table value of 2.000, and the significance level of 0.000 is less than 0.05. This

indicates that organizational culture has a significant influence on leadership.

Conclusion: Organizational culture has a significant effect on leadership.

#### 2. Coefficient

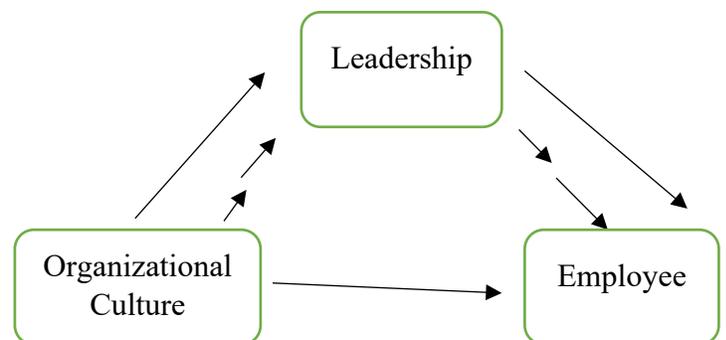
The regression coefficient for Organizational Culture on Leadership is 0.810. This means that every one-unit increase in Organizational Culture results in a 0.810 increase in Leadership. Given that the significance value is below 0.05, this relationship is statistically significant.

Conclusion: Organizational Culture has a positive and significant effect on Leadership.

#### b. Substructure Analysis of Equation 2

The Structural analysis of Equation 2 can be seen in Fig 2 below:

Fig 2  
The Structural analysis 2



Based on the information presented in Fig 2 a description of the Structural Analysis can be provided:

### 1. T-Test Results

- For the influence of Organizational Culture (X) on Employee Performance (Y), the calculated t-value of 2.189 is greater than the t-table value of 2.000, with a significance value of 0.032 (which is smaller than 0.05), indicating that organizational culture has a significant effect on employee performance.
- For the influence of Leadership (Z) on Employee Performance (Y), the calculated t-value of 2.312 is greater than the t-table value of 2.000, with a significance value of 0.024 (which is also smaller than 0.05), indicating that leadership has a significant effect on employee performance.

Conclusion: Both Organizational Culture and Leadership have a significant influence on Employee Performance.

### 2. Coefficient

In the multiple regression model, the coefficient for Organizational Culture on Employee Performance is 0.321, meaning that a one-unit increase in Organizational Culture will result

in a 0.321 increase in Employee Performance, assuming Leadership is held constant.

The coefficient for Leadership on Employee Performance is 0.334, meaning that every one-unit increase in Leadership will lead to a 0.334 increase in Employee Performance. Both variables have positive and significant effects on employee performance.

Conclusion: Both Organizational Culture and Leadership significantly impact Employee Performance.

### c. Influence Calculation

#### 1. Direct Effects

- Direct Effect of Organizational Culture on Leadership: 0.810  
The direct effect of Organizational Culture on Leadership is 0.810, indicating a strong positive relationship.
- Direct Effect of Organizational Culture on Employee Performance: 0.321  
Organizational Culture directly influences Employee Performance by 0.321.
- Direct Effect of Leadership on Employee Performance: 0.334  
Leadership directly influences Employee Performance by 0.334.

## 2. Indirect Effect

- Indirect Effect of Organizational Culture on Employee Performance through Leadership:
- The indirect effect is calculated as  $PZX1 * PYZ = (0.810) * (0.334) = 0.270$ . This indicates that Organizational Culture influences Employee Performance through Leadership, with an indirect effect of 0.270.

## 3. Total Effect

The total effect of Organizational Culture on Employee Performance through Leadership is the sum of the direct effect and the indirect effect:  
Total Effect =  $PZX1 + (PZX1 * PYZ) = 0.810 + (0.810 * 0.334) = 1.08$ .

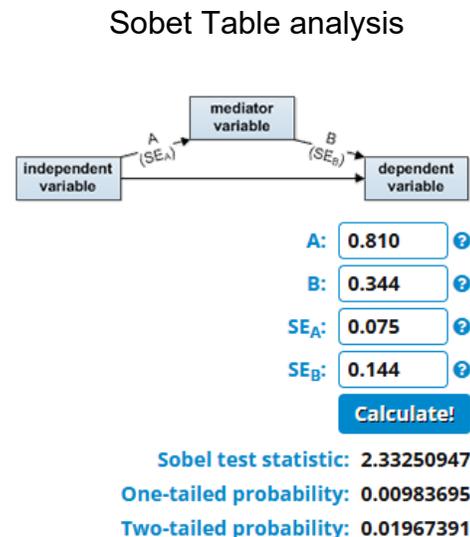
Thus, the total influence of Organizational Culture on Employee Performance, mediated by Leadership, is 1.08.

### d. Sobel Test

The Sobel test is used to determine the significance of the indirect effect of Organizational Culture on Employee Performance through Leadership. Based on the Sobel test, the p-value is 0.019, which is less than 0.05, indicating that the indirect effect is statistically significant.

The Sobel Test illustrates the impact of organizational culture on employee performance mediated by leadership, as depicted in Figure 3 below:

Fig. 3



In conclusion, organizational culture has a substantial impact on employee performance, primarily through the role of leadership, with a notable mediation effect observed.

## Summary of Results

### 1. Questionnaire Testing Results:

Based on the distributed questionnaire, the results show that both Organizational Culture and Leadership at the Taliabu Island Regency Education Office are in the "good" category.

### 2. Simple Regression Analysis Results (Equation 1):

Organizational Culture has a significant effect on Leadership. The regression results show a significance value of 0.000 ( $< 0.05$ ) and a t-count of 10.578, which is greater than the t-table value of 2.000. The regression coefficient is 0.810, indicating that Organizational Culture influences Leadership by 81.0%, with the remaining 19.0% influenced by other factors.

### 3. Multiple Regression Analysis (Equation 2):

Organizational Culture and Leadership both significantly influence Employee Performance. The regression coefficients for Organizational Culture and Leadership on Employee Performance are 0.321 (significance 0.032) and 0.334 (significance 0.024), respectively. The t-values are greater than the t-table value, indicating their significance.

### 4. Sobel Test Results:

The Sobel test confirms the significant mediation effect of Leadership between Organizational Culture and Employee Performance, with a p-value of 0.019, which is less than 0.05.

This comprehensive analysis supports the hypothesis that leadership serves as a significant mediator between

organizational culture and employee performance, reinforcing the critical role of leadership in improving performance through cultural alignment.

## **The Role of Leadership as an Intermediary Variable Bridging the Influence of Organizational Culture on Employee Performance**

In order to examine the function of leadership as an intervening variable, which acts as a connection between the consequences of organizational culture and the performance of employees, this study was conducted. According to the findings of existing research, leadership is an essential component in the process of increasing the performance of employees. In particular, the theory of transformational leadership proposed by Bass in 1985 demonstrates this point. Followers are not only motivated and inspired by transformational leadership; it also leads to significant transformation within the organization as well.

The following are the four essential elements of transformative leadership that Bass (1985) discusses in depth:

- Influence in an Idealistic Manner: Leaders lead by example by acting as role models and demonstrating the behaviors and values that they would like to see shown throughout the business.
- Motivation through the Use of Inspiration: Leaders instill a sense of optimism and enthusiasm in their followers, thereby encouraging and inspiring them to

attain the objectives that they have in common.

- Intellectual Stimulation: The encouragement of creative thinking, innovation, and participation in the process of making decisions is a characteristic displayed by leaders. As a result, both individual and team performance see an improvement.
- Consideration for the Individual: Those in leadership positions provide individualized attention and take into consideration the specific needs and aspirations of each member of the team.

Schein (2010) defines the word "organizational culture" as a collection of beliefs, norms, and concepts that are shared by a group of people with respect to their work and that determine the ways in which employees behave in the workplace. A robust culture within a company has the potential to enhance the commitment and involvement of its employees, which can ultimately lead to increased levels of performance. Nevertheless, in order to ensure that this culture is effectively put into practice, it is vital for the leadership to play an active role in guiding and motivating the employees to embrace the values and practices of the culture.

The Education Office of the Taliabu Island Regency has managed to maintain a workforce that is both highly effective and efficient; yet, there are still a number of challenges that must be

overcome in order to reach the maximum potential level of performance. According to this research, the following problems exist:

- Challenges in terms of the performance of employees: Despite the fact that the employees of the Taliabu Island Regency Education Office are effective in their roles, the manner in which they do their duties does not completely reflect the culture that the organization wishes to foster. This indicates that the actions that are performed on a daily basis do not coincide with the culture that already exists inside the organization.
- A lack of alignment between the culture of the firm and the way in which personnel approach their work and their state of mind: The mentality and the operational approaches that the organization's employees have exhibited have not been sufficiently indicative of the organization's culture. This issue may arise due to an inadequate grasp of the manner in which they should integrate the culture of the company into their regular duties.
- Inadequate Leadership: The leadership style of the Taliabu Island Regency Education Office has not been leveraged in a manner that is sufficient in order to achieve higher levels of performance. Leaders have not yet fully embraced the

transformational leadership style, despite the fact that it has the ability to increase both motivation and performance.

- **Lack of a Clear Vision and Mission:** An organization that lacks a mission statement or clearly defined objectives does not offer its employees with a sense of direction in their work, which limits the potential of the organization's culture to have an impact on performance.

On the basis of these facts, it is reasonable to reach the conclusion that transformational leadership serves a significant function as a mediator in bridging the influence of corporate culture on employee performance. By offering individualized attention and motivating and inspiring their employees, leaders that employ transformational leadership styles are able to develop a stronger organizational culture. As a result, leadership does not operate just as a guide but also works as a connector that combines cultural values into the conduct of employees, so contributing to the overall improvement of performance.

#### Practical Implications:

- **Leadership Development:** It would be prudent for companies, particularly the Taliabu Island Regency Education Office, to place a stronger focus on the development of transformational leadership styles among their leaders. This would guarantee that the culture of the organization

is applied in a consistent manner and that it has a positive effect on the performance of the personnel.

- **Cultural Training:** Furthermore, training that is more extensive on the culture that is desired inside the organization and the manner in which it may be put into reality in everyday activities is important to guarantee that the culture and the practices of the personnel are in sync..

#### Conclusion

The outcomes of the research and the analysis of the data suggest that two elements, namely leadership and organizational culture, have a significant impact on the performance of employees. Additionally, leadership serves as an intervening variable that mediates the relationship between the culture of a business and the performance of its people, as has been established.

Each of the research hypotheses led to the following conclusions being drawn. They are listed below:

1. Evidence in favor of the notion that organizational culture has a significant impact on leadership is shown by the basic regression analysis. The significance value, which is 0.000, is less than 0.05, and the t-count, which is 10.578, is larger than the t-table value of 2.000. Additionally, the results of the regression analysis reveal a regression coefficient of 0.810.

2. The results of the multiple regression analysis show that there is a substantial association between the culture of an organization and the performance of its employees. The significance value is 0.032, which is less than 0.05, and the t-count is 2.189, which is greater than the t-table value of 2.000. In addition, the regression coefficient is 0.321.
3. The fact that the regression coefficient for leadership is 0.334 demonstrates that leadership has a significant influence on the performance of employees. Furthermore, the significance value is 0.024, which is less than 0.05; the t-count is 2.312, which is greater than the t-table value of 2.000.
4. A p-value of 0.019 and a test statistic of 2.332 are revealed by the Sobel test, which is below the 0.05 threshold. This indicates that there is significant mediation. Leadership serves as an extremely powerful mediator in the influence that organizational culture has on the performance of employees.

### Recomendations

1. Enhancement of the culture inside the organization: It is essential for organizations to remain committed to the ongoing development of their organizational culture in order to guarantee that it remains compatible with the values and

behaviors that are desired. In order to ensure that employees comprehend and incorporate cultural values into their everyday work, it is necessary for leaders to play an active role in expressing and modeling these values.

2. Programs designed to enhance leadership skills: Since leadership is a crucial component of the connection between an organization's culture and how well its people perform, it is of the utmost importance to provide financial support for programs that assist in the development of leadership abilities. It is possible for training leaders to adopt transformational leadership approaches to assist them in better motivating and guiding their teams toward achieving the objectives of their organizations.
3. Advocacy of the Role of Leadership as a Mediator: It is imperative for organizations to recognize the importance of leadership as an essential mediator between the performance of its workers and the culture that exists inside the organization. Leaders ought to be equipped with the experience and tools that are needed in order to direct cultural change, motivate the members of their staff, and turn the principles of an organization into tangible actions that will increase performance.
4. Observing the performance of the workforce: In order to ensure that

the culture and practices of leadership that are wanted are being effectively translated into improvements in performance, it is essential to institute a frequent observation and evaluation of the workforce's performance. Companies will be able to identify areas that require improvement and provide interventions in a timely manner if they implement this.

5. Future Research: Additional research is necessary to examine other factors that might interact with company culture and leadership in order to affect the performance of employees. Research may also explore the impact of different leadership styles or the influence of external environmental factors on an organization's culture and performance.

## Recommendations for Research in the Future

- In order to further investigate the role of transformational leadership in a variety of organizational contexts, future research could be conducted. Additionally, these studies could investigate how external variables, such as the work environment or organizational policies, affect the relationship between leadership, organizational culture, and employee performance.

In summary, our research illustrates that transformational leadership is not only a guiding force within an organization but also an important mediator that unites and strengthens the relationship between corporate culture and employee performance

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