

THE EFFECT OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN THE MANUFACTURING INDUSTRY

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Abstract

This study aims to examine the influence of leadership, organizational culture, and work stress on employee performance in a manufacturing company. In the context of global competition, manufacturing companies face significant challenges in maintaining and improving employee performance. Inspiring and motivating transformational leadership, a positive organizational culture, and high work motivation are key factors in achieving these goals. This study used a quantitative approach with a survey method of 200 employees in a manufacturing company in Indonesia. The results show that these three variables have a positive and significant influence on employee performance. These findings provide practical implications for managers and company leaders in developing strategies to improve employee performance and achieve long-term success.

Keywords: *Management, Leadership Style, Organizational Culture, Work Stress and Employee Performance*

INTRODUCTION

In everyday life, humans are inextricably linked to organizational life, as humans are inherently social creatures who tend to live in communities. This is evident in both domestic life and community organizations, and even when someone enters the workforce. This individual will interact and become part of the organization where they work. In reality, every company needs employees to develop work patterns to achieve goals. Currently, the rapid development of business in Indonesia has led to increasingly competitive markets. This progress is supported by several factors, one of which is the development of science and technology (IPTEK). Advanced development of IPTEK has led to the emergence of various innovations or new discoveries that can simplify and expedite business activities. This will have an impact on companies, both those engaged in the service sector and those engaged in the non-service sector. Therefore, every business actor in every business category is required to be sensitive to every change that occurs and the existence of sales plans, product marketing and people who are visible. Given the current situation and conditions, companies are also continuously improving and improving to adapt to the times.

In the world of work, humans are required to be able to interact and become part of the organization where they work. The success of an organization depends on its ability to manage various resources it has, one of which is very important, namely Human Resources (HR). HR is always attached to every resource of any organization as a determining factor for its existence and role in contributing towards achieving organizational goals effectively and efficiently. The availability of professional resources has become a strategic need for companies or organizations. One important factor in supporting the existence of a company in advancing quality and performance management is the competence of Human Resources. Human Resources is one element in an organization or company that has an important role, where the progress and decline of an organization depends on the achievements and performance of employees in the company or organization.

In the era of globalization and modernization in the industrial sector, the desire of employees to work has almost been pushed aside. However, employees are still needed by companies because without them, a company cannot function on its own. Employee performance is closely related to performance assessments, therefore employee performance assessments need to be carried out by an organization. In other words, performance assessments are determined by the results of Human Resources (HR) activities with performance standards that have been previously established by the organization. Good performance is optimal performance, namely performance

that meets organizational standards and supports the achievement of organizational goals. A good organization is one that strives to improve the capabilities of its Human Resources, because this is a key factor in improving employee performance. In creating a good governance image, cooperation and support from various sectors are needed, especially the Human Resources factor which is an important aspect in an organization and society. Human Resources (HR) must be managed well to achieve organizational goals, requiring quality Human Resources. Moreover, Human Resources in village-level government are very influential in determining village development by prioritizing community service and welfare. Thus, the existence of leaders in an organization greatly determines the direction of policy to fulfill its social responsibilities. However, leaders try to involve members of the organization to achieve goals. The ability to move, direct and influence members of the organization as an effort to achieve organizational goals as a form of leadership. The ability to influence the behavior of others towards certain goals is an indicator of a leader's success. Leadership as an involvement carried out intentionally to influence people's behavior.

Human Resources (HR) is a crucial factor that cannot be separated from any organization, whether an institution or a company. HR is also a key factor in determining a company's development. Essentially, HR acts as the driving force, thinker, and primary planner of all organizational activities, from planning and implementation to controlling operational activities, in order to achieve company goals. The increasingly rapid development of the business world demands companies to be able to adapt quickly and precisely. Increasing levels of competition require companies not only to have adequate technology and capital but also to be supported by optimal employee performance. Good employee performance will directly impact increased productivity, service quality, and work efficiency, enabling the company to survive and grow sustainably. Therefore, effective and efficient HR management is a necessity that cannot be ignored by companies to survive and thrive amidst competition.

A good company will always strive to optimize its employees' performance as a measure of their effectiveness in running their business. The company will always look for ways to have employees who want to continuously develop their potential and will reward employees who demonstrate achievement. This will foster a positive relationship between the company and its employees, enabling them to achieve their shared goals. Employees' contributions to the company's strategies, procedures, processes, and objectives are what define their role within the organization. One factor that can influence employee performance is leadership style. Effective leadership can provide direction, motivation, and create a conducive work environment for employees. According to Rivai et al., leadership style is defined as a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved. It can also be said that leadership style is a pattern of behavior and strategies preferred and frequently implemented by a leader. The right leadership style will encourage increased employee morale and performance, while an inappropriate leadership style can lead to job dissatisfaction and decreased performance.

Leadership Style according to Nawawi and Martini states that leadership style is the behavior or method chosen and used by leaders to influence the thoughts, feelings, attitudes, and behavior of members and subordinates. Leadership style is a person's characteristic to influence other people or organizations so that others are willing and able to move and emulate their personal attitudes and character towards achievement. According to R. Akbar, there are 6 leadership styles, namely:

- a) Autocratic leadership style: the leader considers the organization as personal property, considers subordinates as mere tools, does not want to accept criticism, suggestions and opinions,
- b) Paternalistic style: leaders consider their subordinates as mature human beings, are overly protective, rarely give their subordinates the opportunity to make decisions and take initiatives, often act as if they know everything.
- c) Charismatic Style: Such a leader has very great attractiveness and therefore generally has a very large number of followers,
- d) Militaristic Style: the leader demands high discipline from his subordinates, likes excessive formality, applies a command system in moving subordinates,
- e) Laissez-Faire Style: The leader has a permissive attitude, meaning that members of the organization may act according to their beliefs and conscience, as long as the common interest is maintained and the organization's goals are achieved. The leader also has a passive role and allows the organization to run by itself.
- f) Democratic Style: leaders always try to prioritize cooperation and teamwork in efforts to achieve goals, leaders can also accept suggestions, opinions, even criticism from their subordinates, their subordinates are actively involved in the decision-making process.

According to Woods, democratic leadership is the ability to influence others to cooperate in achieving predetermined goals by jointly determining the various activities to be undertaken between the leader and subordinates. According to Susanti, the indicators for measuring democratic leadership are:

- a) The ability to encourage subordinates to use their cognitive and reasoning powers to solve various problems they face,
- b) Encourage users to use innovation and creativity in carrying out tasks,
- c) Leaders and subordinates are both involved in decision making or problem solving,
- d) The relationship between leaders and subordinates is well established.

Job stress is an adaptive response to external situations that result in physical, psychological, and/or behavioral deviations in organizational members. SP Robins defines job stress as a dynamic condition in which an individual faces an opportunity, constraint, or demand related to what is highly desired and whose outcome is perceived as uncertain but important. Stress indicates a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what is desired and whose outcome is perceived as uncertain. Ivancevich and Matteson define job stress as an adaptive response linked by individual differences and psychological processes that is a consequence of external (environmental) actions, situations, or events that place excessive psychological and/or physical demands on an individual.

Besides leadership style, organizational culture plays a crucial role in employee performance. Organizational culture reflects the values, norms, and customs adopted and implemented within a company. A strong and positive organizational culture creates alignment between individual goals and organizational goals, fostering a sense of attachment and commitment to the company. According to Fauzan & Fathiyah, organizational culture tends to be embodied by its members, enabling those within the organization to feel a sense of well-being. An understanding of organizational culture needs to be instilled in employees from an early age, as employees come with varying characteristics and expectations upon their entry into the company. Therefore, socialization, training, and familiarization are essential to ensure that organizational cultural values are ingrained in employees, ultimately influencing their attitudes and performance.

Organizational culture is also a crucial element in shaping employee behavior and attitudes. A strong and positive culture can create a conducive work environment, increase employee engagement, and support the achievement of organizational goals. In the manufacturing industry, where coordination and teamwork are essential, a strong organizational culture can encourage employees to work together effectively and efficiently. A culture that emphasizes positive values, such as cooperation, honesty, and mutual respect, will motivate employees to contribute their best. Conversely, a negative culture can lead to conflict, lower morale, and hinder productivity. Disharmony within the team and a lack of trust among employees can disrupt the production process and hinder the achievement of company goals. Therefore, building and maintaining a positive organizational culture is a crucial investment for manufacturing companies to ensure optimal performance and long-term success.

Leaders in a company have the power to influence organizational culture by making decisions, managing subordinates, and establishing the norms they uphold. This organizational culture is formed through the ethical contributions of individuals within the organization, which in turn motivates employees to focus on achieving company goals. Therefore, leaders who pay attention to and shape a positive organizational culture tend to earn greater employee loyalty. This can also create a positive work environment and foster a sense of ownership in the company.

In the manufacturing industry, the challenge of creating a work environment that combines effective leadership styles and positive organizational culture is also challenging. However, with a deep understanding of the complexity of these factors, manufacturing companies can take strategic steps to improve employee job satisfaction and sustainably achieve their business goals. According to Apriyanto & Haryono, achieving organizational goals depends not only on the availability of modern equipment, complete facilities and infrastructure, but also on the workforce carrying out these tasks. Workers, especially in the industrial sector, face high pressure to leave their jobs. Industry is known for its high work pressure because each individual is required to achieve high production targets within a limited time. Monthly production output and finished product delivery must always meet predetermined targets, which often results in excessive overtime.

Often, the excessive workload given to employees is caused by pressure from their leaders, who require them to complete these tasks within a very limited time. Sometimes, leaders are unwilling to pay attention to the reasons why employees are unable to complete the work. This can cause work stress for some employees because they are forced to complete work according to the specified targets. High employee work stress can hinder or slow down a company's performance in terms of time. According to (Fauziek & Yanuar, 2021), stress is necessary to improve

employee performance. When an individual pursues ambition and an excessive workload, stress will arise, causing employees to want to find another workplace. Work stress is a pressure that originates from within the employee in completing work at a company. Furthermore, work stress cannot be ignored as a factor in influencing employee performance. Work stress can arise from excessive workloads, time pressures, role conflict, an unsupportive work environment, or an unprofessional leadership style. Poorly managed work stress can negatively impact employees' physical and psychological well-being, ultimately reducing concentration, motivation, and work productivity. On the other hand, a certain level of work stress can also motivate employees to work more focused and optimally if managed appropriately by the organization.

Work motivation is a psychological factor that drives employees to work hard and achieve specific goals. High work motivation is a crucial element in ensuring employees remain productive and contribute maximally to organizational goals. This motivation can be influenced by various factors, including job satisfaction, rewards, and working conditions. Job satisfaction often stems from feeling valued and recognized for one's contributions, while rewards in the form of bonuses, promotions, and other incentives can boost employee morale and loyalty. In a manufacturing environment, high work motivation can bring significant benefits. Motivated employees tend to be more productive, show greater initiative, and have lower absenteeism rates. They also pay more attention to their work, ultimately improving the quality of their work and reducing error rates.

High motivation also contributes to better team spirit and more effective collaboration among employees. Conversely, a lack of work motivation can have significant negative impacts. Unmotivated employees often exhibit decreased performance, lack enthusiasm, and are more likely to make mistakes in their work. This not only lowers productivity but also increases costs due to the need to correct errors. Furthermore, a lack of motivation can lead to high employee turnover, with employees frequently leaving the company. This high turnover requires additional costs for recruiting and training new employees and disrupts the continuity and stability of the company's operations. Therefore, it is crucial for manufacturing companies to create a supportive and motivating work environment for employees. This can be achieved by providing fair rewards, providing career development opportunities, and ensuring good working conditions. In this way, companies can increase employee motivation, ultimately contributing to increased productivity and overall work quality.

Employee performance is one of the main indicators of a company's success. However, many manufacturing companies face various issues that impact employee performance. Optimal employee performance is crucial for companies to achieve production targets, maintain product quality, and remain competitive in the market. However, various factors can hinder achieving desired performance. One major issue is high levels of stress among employees. The manufacturing work environment is often stressful, with tight deadlines, heavy workloads, and challenging physical conditions. This can lead to excessive stress that negatively impacts employees' physical and mental health, which in turn reduces their productivity and work quality.

Employee performance refers to employee work performance measured against standards or criteria established by the company. Management to achieve very high employee performance primarily to improve overall company performance. Companies require managers to formulate detailed plans, create efficient organizational structures and oversee daily operational activities. In this modern era, a leader does not have to be a man, women can also serve as a leader. This shows that Indonesia is increasingly open to gender equality, where women are no longer limited in working. Because women and men have opportunities to work and pursue careers. Companies no longer look at background, gender, age or physical appearance alone, but rather prioritize the potential of each employee. So with conditions like this can create healthy competition between individuals objectively. Leaders play a key role in formulating and implementing company strategies. Leaders in their leadership need to think about and demonstrate the leadership style that will be applied to their employees.

Nowadays, employees are often faced with various challenges within their companies, making it highly unlikely that they will experience stress. Job stress can be defined as the pressure employees feel due to being unable to fulfill their work duties. This means that stress arises when employees are unable to meet the demands of their jobs. Besides stress, low levels of employee engagement are also a serious issue. Disengaged employees tend to be less motivated and lack the initiative to contribute more to their work. This is often caused by a lack of effective communication, limited opportunities for career development, and a lack of recognition for employee contributions. Without strong engagement, employees may feel unappreciated and disengaged from the company's vision and mission, which can lead to decreased performance. Another issue is high employee turnover. In the manufacturing industry, the loss of experienced employees can disrupt production processes and increase recruitment and training costs for new employees. High turnover can be caused by various factors, including lack of job satisfaction, poor working conditions, and a lack of development opportunities. When employees feel their needs and aspirations are

not being met, they tend to seek other, more promising opportunities. Another factor influencing employee performance is the work environment. A positive work environment is a key factor in employee productivity, ultimately leading to higher levels of employee performance. A journal published by Pandanaran University on the work environment, for example, states that a healthy work environment encourages greater enthusiasm and passion for work, leading to higher employee performance. Therefore, a conducive work environment is necessary to support employee performance in carrying out their work so that optimal results can be achieved. A suitable work environment can have long-term impacts, while a poor work environment can make it difficult to achieve an effective and efficient work system.

Furthermore, a lack of training and development is also a factor affecting employee performance. Without adequate training, employees lack the skills and knowledge necessary to adapt to new technologies or more efficient work methods. This can result in higher levels of errors and lower productivity. Companies that fail to invest in employee training and development also risk losing their competitive edge in the marketplace. In addition to these factors, an unsupportive organizational culture can exacerbate employee performance issues. Poor cultural practices, such as lack of collaboration, poor communication, and internal conflict, can create an uncomfortable and unproductive work environment. Employees working in an unsupportive culture may feel less motivated and reluctant to contribute to their full potential. Therefore, manufacturing companies need to identify and address issues affecting employee performance to ensure long-term success. By managing stress, increasing employee engagement, reducing turnover, providing adequate training, and creating a positive organizational culture, companies can improve employee performance and achieve their business goals more effectively.

One expert named M. Hasibuan (2017: 276) stated that stress is not always negative, people who want to work optimally feel dissatisfied with the results they achieve and always want to improve better results to get a promotion will face challenges that risk stress. Often stress is seen from the negative side, even though stress can be seen from the positive side that is needed at a certain level because it can encourage individuals to excel. Performance is a very important and interesting part because it is proven to be very important benefits. An institution wants employees to work earnestly according to their abilities to achieve good work results. Without good performance from all employees, success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work carried out now must be of higher quality than the implementation of past work for the future to be of higher quality than now. An employee will feel a sense of pride and satisfaction with the achievements achieved based on the performance he gives to the company. Good performance is a desired condition in the world of work. An employee will achieve good work performance if their performance meets standards, both in quality and quantity.

In a work situation, stress is an indication of someone who is trying to make changes to the work environment or the process of achieving desired goals and the realization of a hope depends on hard work and effort. According to Hasibuan, stress is not always negative. People who want to work optimally feel dissatisfied with the results they achieve and always want to improve better results to get a promotion will face challenges that are at risk of stress. Often stress is seen from the negative side, even though stress can be seen from the positive side that is needed at a certain level because it can encourage individuals to excel. The situation at work is not always conducive, work stress can occur when interpersonal relationships between fellow employees often occur misunderstandings due to lack of communication with superiors and fellow coworkers sometimes leaders also lack trust in their employees, suspected of not complying with the policies that have been made. From these various things can affect a person to cause information between fellow employees or conflict with themselves. Conflicts that often occur in organizations between fellow employees are differences in work styles and depend on each other. One thing that can improve employee performance is leadership style. Employee performance is highly noticed and highlighted by the company.

Nowadays, there are still many employees who carry out their duties as they please and lack enthusiasm in carrying out their duties at work. This is a phenomenon that is often found in several manufacturing industry companies, this phenomenon needs to receive special attention from organizational leaders by implementing various styles or types of leadership in providing direction to their subordinates to increase work enthusiasm in order to improve good work quality. Based on the results of observations by researchers at PT Flex, this company seems open in accepting and listening to suggestions, opinions, and even criticism from its subordinates, trying to prioritize cooperation in efforts to achieve goals, helping problems faced by subordinates, it is seen that leaders still involve subordinates in decision making in every problem faced, so from here it can be stated that the company's management has implemented a Leadership Style. With the workload and work tasks that are quite high from the leadership, it affects the level of stress and work of employees. This can be seen from the work style carried out between superiors and fellow employees which often results in different results due to lack of communication carried out, in addition

to dissatisfaction by some employees with the performance achieved which is still not optimal and must be improved for more maximum results. Job performance can be defined as the outcome of work-related actions and behaviors. Therefore, retaining high-performing employees is a priority for organizations, and good employee performance is often influenced by a supportive work environment. Evidence shows that employee health and well-being are among the most crucial factors for organizational success and performance. Thus, the impact of toxic leadership, organizational culture, work stress, and workload on employee loyalty is crucial. Employees tend to be more loyal to organizations with supportive leaders, a positive culture, manageable work stress, and an appropriate workload. Conversely, a work environment influenced by toxic leadership, an unhealthy culture, high work stress, and excessive workload can lead to decreased employee loyalty. Therefore, organizations need to pay attention to and manage these factors to ensure optimal employee well-being and loyalty.

Although much research has been conducted on the influence of leadership style, organizational culture, and work motivation on employee performance, several gaps remain. First, most previous research focuses on the service industry and pays little attention to the specific context of manufacturing companies. Second, many studies examine only one or two of these factors separately, without considering the complex interactions between them. Finally, most studies use a quantitative approach without engaging in in-depth qualitative analysis to understand the internal dynamics of the organization. This research offers several significant novelties. First, it simultaneously examines the combined effects of transformational leadership, organizational culture, and work motivation on employee performance in manufacturing companies. Second, it focuses on manufacturing companies in Indonesia, making an important contribution to a literature largely dominated by studies from Western countries.

PT Flex is a manufacturing company that plays a vital role in supporting industrial activities. In carrying out its operations, PT Flex aims to have employees with optimal performance to achieve company targets. Therefore, it is crucial for PT Flex to understand the factors that can influence employee performance, particularly those related to leadership style, organizational culture, and work stress. Based on the description, it can be concluded that leadership style, organizational culture, and work stress are important factors that have the potential to influence employee performance. Therefore, the researcher aims to explore more deeply the influence of leadership style, organizational culture, and work stress on employee performance in the manufacturing industry, so that it is expected to provide empirical contributions to the development of Human Resources (HR) management and become a consideration for companies in improving employee performance. The formulation of the problem proposed in this study is as follows: 1) Does leadership style affect the performance of PT Flex employees? 2) Does organizational culture affect the performance of PT Flex employees? 3) Does work stress affect the performance of PT Flex employees? 4) Do leadership style, organizational culture, and work stress simultaneously affect the performance of PT Flex employees? The purpose of this study is to determine the development of organizational culture and leadership style as well as work stress experienced by PT Flex employees, further examine the problems experienced by the manufacturing industry, the impacts and positive things felt by PT Flex employees and provide appropriate solutions to the problems faced.

LITERATURE REVIEW

1. Leadership Style

Leadership literally comes from the word "pimpin." The word "pimpin" implies directing, fostering, or organizing, guiding, and also influencing. Leaders have both physical and spiritual responsibility for the success of their subordinates' work activities. Therefore, being a leader is not easy, and not everyone will have the same leadership skills. According to Wahjosumidjo (2005: 17), leadership is defined as traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of an administrative position, and persuasiveness, as well as the perceptions of others regarding the legitimacy of influence. Through leadership, a leader also depicts the direction and goals to be achieved by an organization. Therefore, it can be said that leadership is very influential for the reputation of an organization.

Leadership is a person who possesses skills and strengths that enable them to influence their members to work together toward a common goal. Therefore, a leader is someone who possesses one or more strengths, either as a predisposition (innate talent) or as a necessity of a given situation or era, giving them the power and authority to direct and guide their subordinates. They also gain recognition and support from their subordinates and are able to mobilize them toward a specific goal. Leaders are those who use formal authority to organize, direct, and control their subordinates, ensuring that all aspects of the work are coordinated to achieve company goals. Leaders must first and foremost be able to cultivate and develop the best in their subordinates. Simply put, a good leader is someone who helps develop others so that they ultimately no longer need the leader.

Leadership has specific, distinctive qualities, and is necessary for specific situations. Because in a group engaged in specific activities and with specific goals and tools, the leader, with his or her characteristics, is a function of that specific situation. Clearly, the primary qualities of a leader and their leadership must be appropriate and acceptable to the group, relevant, and appropriate to the situation and times. Leadership style can serve as a positive influence or can be a hindrance and reduce employee performance. As a crucial variable in improving employee performance, leadership style is the means leaders use to manage subordinates to achieve goals or objectives that have become a shared commitment. Leaders can influence morale, job satisfaction, security, quality of work life, and ultimately, the level of achievement of an organization. Leadership abilities and skills in directing are crucial factors in manager effectiveness. If organizations can identify these behaviors and techniques, they can be learned.

Various Leadership Styles

Every leader basically has a different behavior in leading his followers, the behavior of leaders is called leadership style. Leadership style is a way for a leader to influence his subordinates expressed in the form of behavioral patterns or personality. A leader is someone who has a program and who behaves together with group members by using certain methods or styles, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving predetermined goals. The difference in a leader in interacting with others is assessed based on nature, habits, temperament, character and personality. The various leadership styles include:

a. Autocratic Leadership Style

The word autocratic is defined as acting according to one's own will, with every thought considered correct, stubbornness, or a sense of acceptance by the public being forced. Autocratic leadership is also called authoritarian leadership. Authoritarian leadership is based on positional power and the use of authority. Therefore, autocratic leadership is leadership carried out by a leader with a self-righteous attitude, closed to suggestions from others, and possessing high ideals. Autocratic leaders have the following characteristics:

1. The workload of an organization is generally borne by the leader
2. Subordinates, by the leader, are only considered as executors and they are not allowed to provide new ideas
3. Work with high discipline, study hard, and be tireless
4. Determine your own policies and even if you hold discussions, the nature is only to offer them.
5. Having low trust in subordinates and even if trust is given, he is full of distrust.
6. Communication is conducted in a closed and one-way manner
7. Correct and ask for completion of the task at the current time.

b. Democratic Leadership Style

Democratic leadership is based on the assumption that only through group power can quality goals be achieved. The democratic leadership style is associated with personal power and follower participation in problem-solving and decision-making. Democratic leaders possess the following characteristics:

1. The workload of an organization is the shared responsibility of the organization's personnel.
2. Subordinates, considered by leaders as integral implementing components, must be given tasks and responsibilities.
3. Disciplined but not rigid and solve problems together
4. High trust in subordinates by not relinquishing supervisory responsibilities
5. Communication with subordinates is open and two-way.

c. Permissive Leadership Style

A permissive leader is a leader who does not have a strong stance, his attitude is permissive. The leader gives freedom to his subordinates, so that the subordinates do not have a strong grip on a problem. Permissive leaders tend to be inconsistent in what they do. Permissive leaders have the following characteristics:

1. No strong grip and low confidence in yourself
2. Agree to all suggestions
3. Slow in making decisions
4. A lot of "taking faces" towards subordinates
5. Friendly and does not hurt subordinates

From the explanation above, it can be concluded that leadership style is a consistent pattern of behavior demonstrated by a leader and recognized by others when the leader attempts to influence others. Leadership styles include autocratic leadership, democratic leadership, and permissive leadership.

Functions of Leadership Style

Not only do we need to understand the definition of leadership and its various types, we also need to understand its functions within an organization or company. Here are some leadership functions:

1. **Instructive Function**
The function of a leader and leadership is as a communicator, namely carrying out orders in the form of content, method of carrying out, time of implementation and place of carrying out orders so that decisions are realized effectively, meaning that the leader functions to give orders and those being led function to carry out the leader's orders.
2. **Consultative Function**
Leaders use a consultative function, meaning they can communicate in two directions. The goal is to make decisions that require consideration and consultation from those they lead.
3. **Participation Function**
The function of participation is that leaders can involve their members in the decision-making process or in implementing decisions.
4. **Delegation Function**
Leaders have a delegation function, which is a form of trust from a leader to someone who is given a mandate to carry out and be responsible for the delegation of authority.
5. **Control Function**
In carrying it out, leaders and leadership can also provide guidance, direction, coordination and supervision of the activities of their followers or subordinates.

Definition, Theory, and Concept of Transformational Leadership

According to Ayu Yustiar and Edi Siregar (2020: 11) a leader is someone who has a program and who behaves together with group members by using certain methods or styles, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving predetermined goals. According to Rosianan Natalia Djunaedi (2018), the influence of transformational leadership style on employee performance is democratic, and (independent variable) has a very significant influence on employee performance. Basically, leadership is an activity in influencing people to be directed to achieve organizational goals. As for the definition of leadership according to Sutarto (2016), leadership is a series of structuring activities in the form of the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve predetermined goals. From the opinions of experts, it can be concluded that basically, leadership is a process of influencing and mutual influence where influencing contains a unidirectional impression, while mutual influence contains a reciprocal meaning. Before trying anything about leadership, a basic understanding is needed taken from various theories about leadership which will become the basis for understanding leadership itself.

According to Nixon's opinion in Edy Sutrisno's book (2019:217), leadership style is a unique art form that requires extraordinary strength and vision. Leadership is the behavioral activity of one person to influence others. This definition explains that leadership is an art that requires strength and vision to achieve its goals. According to Hasibuan (2018:170), leadership style is the way a leader influences the behavior of subordinates, with the goal of encouraging high levels of work enthusiasm, job satisfaction, and productivity, in order to achieve maximum organizational goals. This definition explains that a leader is someone who uses authority. Transformational leadership is a leadership style that focuses on inspiring and motivating employees to reach their full potential and do more than they think they are capable of (Adeline, 2022). Burns defines transformational leadership as a process in which leaders and followers enhance each other's morality and motivation (Nurhayati, 2016). This opinion is further strengthened by Avolio and Yammarino, who state that transformational leadership is a leadership style that increases collective awareness of the organization's mission and goals and encourages employees to look beyond their personal interests for the common good (Kirana et al., 2021). Based on this understanding, it can be concluded that transformational leadership is a leadership style that emphasizes the inspiration, motivation, and development of individuals to achieve their full potential. Transformational leadership theory was first introduced by James MacGregor Burns, where leaders and followers enhance each other's morality and motivation (Basirun & Turimah, 2022). Bass expanded on this concept by identifying four main components of transformational leadership: idealistic influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealistic influence refers to a leader's ability to be a role model who is respected and admired by their followers (Serang et al., 2024). Leaders with idealistic influence display high integrity and set high moral and ethical standards. Inspirational motivation involves a leader's ability to communicate a compelling and passionate vision that can motivate and inspire followers to achieve higher goals (Armiyanti et al., 2023) (Nafal et al., 2024). Intellectual stimulation refers to a leader's encouragement of followers to think critically and creatively, challenge their assumptions, and explore new ways of solving problems. Individualized consideration involves a leader's attention to the individual needs of employees, providing support, and mentoring to help them develop and reach their full potential.

2. Organizational culture

Definition and Theory of Organizational Culture

Organizational culture is a set of values, beliefs, norms, and practices that form the basis of behavior and interaction within an organization. Edgar Schein (1985) defines organizational culture as a pattern of basic assumptions created, discovered, or developed by a group as they learn to deal with problems of external adaptation and internal integration (Ariningsih, 2007). This is reinforced by Handy who states that organizational culture is "a complex mixture of values, beliefs, and ways of behaving that gives an organization its unique character (Semuel et al., 2022). Therefore, it can be concluded that organizational culture can be understood as a framework that includes values, beliefs, norms, and practices that guide behavior and interaction within an organization. This culture is considered successful and therefore taught to new members as the correct way to understand, think, and feel in relation to these problems. According to Sedarmayanti (2017:75) organizational culture is a belief, attitude, and value that is generally shared, which arises in the organization, stated more simply, culture is the way we do things here. Organizational culture theory encompasses various approaches and models. One is Schein's Three-Level Model of Culture, which identifies three levels of culture: artifacts (visible symbols and structures), adopted values (norms that guide behavior), and basic assumptions (fundamental, unquestioned beliefs) (Yusuf, 2020). Another approach is Hofstede's Cultural Model, which identifies six cultural dimensions that can influence organizational behavior: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint (Firdaus et al., 2018) (Sahar & Kurniawan, 2020).

The Relationship between Organizational Culture and Employee Performance

A strong and positive organizational culture has a significant impact on employee performance. A culture that supports openness, collaboration, and innovation can create a work environment conducive to growth and productivity. Employees who work in a culture that values their contributions, provides support, and encourages personal development tend to have higher levels of engagement and motivation. This, in turn, improves individual and team performance. A study by Cameron and Quinn (1999) showed that a culture aligned with an organization's strategy and goals can improve operational effectiveness and efficiency (Asih et al., 2021) (Sumardi et al., 2024). For example, a culture focused on innovation and flexibility will encourage employees to think creatively and adaptively, which is crucial in a dynamic industry like manufacturing. Furthermore, a culture that emphasizes quality and customer service can improve customer satisfaction and the company's reputation. Conversely, a negative or inconsistent organizational culture can cause various problems. An unsupportive culture or one filled with internal conflict can lead to stress, job dissatisfaction, and high employee turnover. Employees in such cultures may feel unappreciated and unmotivated to perform at their best. This can hinder collaboration, reduce productivity, and negatively impact the organization's overall performance. It can be concluded that the relationship between organizational culture and employee performance is very close. A positive culture can be a key driver of high performance, while a negative culture can be a significant inhibitor. Therefore, it is important for organizations to actively manage and develop a culture that supports strategic goals and employee well-being to achieve optimal performance.

3. Work motivation

Work Motivation Theory

Work motivation is a psychological drive that directs individual behavior in a work context to achieve specific goals (Nasution, 2014). This definition is reinforced by Luthans's view, which emphasizes motivation as a process that begins with a need or deficiency that triggers a drive to behave toward goal achievement (Ulum, 2016) (Simanjuntak, 2017). Campbell and Pritchard also support this by emphasizing that motivation is a process that directs and controls human behavior toward achieving specific goals (Efendy, 2021). From these definitions, it can

be concluded that work motivation is a psychological process that triggers, directs, and maintains individual behavior in achieving specific work goals. Various theories have been developed to understand what motivates employees and how this motivation affects their performance. One of the most well-known theories is Abraham Maslow's Hierarchy of Needs Theory (1943), which states that humans have five levels of needs: physiological, safety, social, esteem, and self-actualization. Employees will be motivated to work if these needs are met sequentially, starting from basic needs to the highest needs for personal development (Bagas, 2020).

Another theory is Frederick Herzberg's Two-Factor Theory, which divides factors influencing motivation into two categories: hygiene factors and motivating factors. Hygiene factors, such as working conditions and salary, can lead to dissatisfaction if not met. Motivating factors, such as achievement, recognition, and responsibility, increase job satisfaction and motivation if met (Beliadwi & Moningka, 2017). Victor Vroom's (1964) Expectancy Theory also provides an important perspective, stating that employees will be motivated to work if they believe that their efforts will result in good performance and that this performance will be rewarded. This theory emphasizes three main components: expectancy (the hope that effort will result in performance), instrumentality (the belief that performance will be followed by a reward), and valence (the value placed on the reward) (Nilawati, 2013) (Firmansyah, 2018).

The Influence of Work Motivation on Employee Performance

Work motivation has a significant impact on employee performance. Motivated employees tend to work harder, show greater initiative, and have a higher commitment to the organization. They are more likely to engage in challenging tasks, seek creative solutions, and contribute positively to organizational goals. Research shows that high work motivation correlates with increased productivity, work quality, and employee satisfaction. Conversely, a lack of motivation can result in decreased performance. Unmotivated employees tend to be less productive, more absent, and have a higher error rate.

They may also demonstrate a lack of concern for the quality of their work and have poor relationships with coworkers. This not only reduces team effectiveness but can also increase employee turnover, negatively impacting the organization's stability and operating costs.

To improve work motivation, companies must understand the factors that drive individual motivation and create a supportive work environment. This includes providing fair rewards, career development opportunities, and good working conditions. Furthermore, creating a positive organizational culture and providing regular constructive feedback can increase employee engagement and motivation. This way, companies can achieve better performance and retain a motivated and productive workforce.

4. Employee performance

Definition of Employee Performance

Employee performance is a measure of how effectively an employee fulfills the tasks and responsibilities assigned by the organization (Dalimunthe et al., 2022). This performance reflects the level of individual achievement in carrying out tasks that contribute to organizational goals. The definition of employee performance encompasses not only the end results of work performed but also the processes and behaviors used to achieve those results. According to Bernardin and Russell (2015:270), employee performance is the outcome of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and economic contribution (Adhari, 2021). Bernardin and Russell emphasize the relationship of performance to the organization's strategic goals, while Armstrong and Baron highlight the importance of measurable performance indicators. Campbell, Viswesvaran, and Ones reinforce this concept by emphasizing that performance encompasses relevant behaviors and the overall activities associated with an individual's job role (Sirait, 2021). In conclusion, employee performance is a multifaceted concept that encompasses end results, behaviors, and work processes, all of which contribute to the achievement of organizational goals.

Employee Performance Indicators

To evaluate employee performance, organizations use various performance indicators that measure important aspects of work. Productivity is one of the main indicators, which measures the output produced by employees in a certain time period, including the amount of work completed and the quality of the work (Kristiyanti, 2012) (Wisnuwardhana et al., 2024). Productivity is often used to assess employee work efficiency in utilizing available time and resources. In addition to productivity, work quality is also an important indicator, referring to the degree to which work results conform to standards set by the organization. This includes accuracy, precision, and

consistency in work. High work quality indicates that employees are able to meet or exceed organizational expectations in terms of error-free work results. Attendance and punctuality are other important indicators of employee commitment to their work. Low absenteeism and high punctuality indicate employee discipline and dedication to their duties. Furthermore, initiative and innovation are also significant performance indicators. Initiative and innovation measure the extent to which employees are proactive in taking additional steps to complete tasks and proposing new ideas for improving work processes. Employees who frequently demonstrate initiative and innovation tend to contribute more to organizational development.

The ability to collaborate with coworkers and contribute to a team is a crucial indicator of employee performance. Effective collaboration and harmonious working relationships demonstrate that employees can work in an environment that requires good cooperation and communication. Achieving established targets and objectives is also a direct indicator of employee performance. This includes meeting or even exceeding the goals set in individual and team work plans. A comprehensive and fair performance evaluation requires a thorough understanding of the various performance indicators relevant to an employee's duties and responsibilities. This allows organizations to identify strengths and areas for further development, ultimately improving overall productivity and effectiveness.

Purpose of Performance Appraisal

The purpose of performance appraisal can be categorized as an evaluation and developmental process. Evaluations must be completed.

- a. The assessment results are used as a basis for providing compensation.
- b. The assessment results are used as staffing decisions.
- c. The assessment results are used as a basis for evaluating the selection system.

The nature of the assessor's development must be completed

- a. Real achievements achieved by individuals
- b. Individual weaknesses that hinder work
- c. Achievements developed.

Benefits of Performance Appraisal

The contribution of the assessment results is something that is very useful for planning organizational policies. The details of the performance assessment for the organization are as follows:

- a. Compensation adjustments
- b. Improve performance
- c. Training and development needs
- d. Making decisions regarding placement, promotion, transfer, dismissal, termination and workforce planning
- e. For employee research purposes
- f. Assist in diagnosing employee design errors

Factors Affecting Performance

A person's performance is influenced by several factors. The following are factors that influence performance according to several experts. A person's performance is influenced by many factors that can be grouped into three groups: individual compensation, organizational support, and management support.

- a. Individual compensation

Individual compensation is the ability and skills to perform work. Each person's compensation is influenced by several factors that can be grouped into six categories:

1. Work skills and abilities
2. Expertise, which describes the work of employees based on the extent to which their knowledge of the things they handle is better than other people in the same field.
3. Needs, which describe employee performance based on things that motivate employees to activities and form the basis for their efforts.
4. Responsibility, which describes the employee's performance based on the mandatory conditions regarding his/her duties.
5. The background that describes the employee's performance is seen from the zero point of his past which provides an understanding of what he wants to do in his work.

6. Work ethic, which describes employee performance based on attitudes that arise from their own will and awareness, which are based on an organizational system that orients cultural values towards performance.
- b. Support factors
Organization of working conditions and requirements: Each individual also depends on organizational support in the form of organization, provision of work facilities and infrastructure, a comfortable work environment, and working conditions and requirements. The organization referred to here is to provide clarity for each work unit and each individual regarding these goals. While the provision of work facilities and tools directly affects each individual's performance, the use of advanced equipment and technology today is not only intended to improve performance, but is also seen as providing ease and comfort in work.
- c. Psychological factors
Company performance and individual performance also depend heavily on psychological abilities such as perception, attitude, and motivation. Performance is influenced by three factors:
 1. Individual factors consisting of abilities and skills, background, demographics.
 2. Psychological factors, consisting of perception, attitude, personality, learning, motivation.
 3. Organizational factors, consisting of resources, leadership, rewards, job design structure.

Employee Performance Characteristics

The characteristics of people who have high performance are as follows:

- a. Have a high sense of personal responsibility
- b. Dare to take and be responsible for the risks faced
- c. Have a real goal
- d. Have an overall work plan and aim to realize its goals
- e. Utilize real feedback in all work activities carried out
- f. Looking for opportunities to realize plans that have been programmed

5. Work Stress

Definition of Job Stress, Aspects of Job Stress, Factors Causing Stress and Indicators and Impacts of Stress

Job stress is a feeling of pressure or stress experienced by employees in dealing with work. Symptoms of job stress include emotional instability, restlessness, withdrawal, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, and digestive disorders. Symptoms of stress include frequent anger, inability to relax, aggression, uncooperativeness, and even escape through excessive drinking, smoking, and even drug use. Every group activity can experience stress. Stress will always accompany a person in carrying out daily activities. From the perspective of the average person, stress is something unpleasant or disruptive. An individual's response to stress depends on their personality, the resources available to help them cope, and the context in which the stress occurs.

Stress can be described as a feeling of tension, anxiety, or worry. All feelings are manifestations of the experience of stress, a complex program to perceive threats that can have positive or negative outcomes. This means that stress can have negative or positive psychological and physiological impacts. Stress is a condition of tension that affects emotions, thought processes, and a person's condition. Stress is not just nervous tension, stress can have positive consequences, stress is not something to be avoided, and the absence of stress at all is death.

In general, someone who experiences stress at work will display symptoms that include the following aspects:

- a. Physiological indicators include: changes in body metabolism, increased heart rate and breathing, increased blood pressure, headaches and heart attacks.
- b. Psychological indicators include: dissatisfaction with work relationships, tension, restlessness, anxiety, irritability, boredom and frequent postponing of work.
- c. Behavior has indicators, namely: changes in productivity, absence from work schedules, changes in appetite, increased consumption of cigarettes and alcohol, speaking with a fast intonation, easily agitated and having difficulty sleeping.

Some consequences of stress can also be used as indicators to measure stress levels in an organization.

Several factors contribute to work stress in employees, including:

- a. There is a difficult and excessive workload
- b. Pressure and attitudes from superiors that are not fair and reasonable
- c. Insufficient time and work tools

- d. Interpersonal conflict with leaders or work groups
- e. Rewards that are too low
- f. Family problems such as children, wife, in-laws and so on

Environmental factors can be divided into three parts, including:

- a. Besides influencing the company's structural design, environmental uncertainty also influences employee stress levels within the company. Changes in the business cycle create economic uncertainty.
- b. Political uncertainty also triggers stress among employees.
- c. Technological change can also be stressful, because new innovations that can create other forms of the same technological innovation are a threat to many people and cause them stress.

Company factors are divided into three parts, including:

- a. Task demands are factors related to a person's job, including individual job design, working conditions and job layout.
- b. Role demands are the excessive burden experienced when employees are expected to perform more roles than they have time for.
- c. Interpersonal demands are pressures created by other employees, lack of support from friends and poor interpersonal relationships can be causes of stress.

These personal factors relate to family issues, personal financial problems, and also a person's personality and character. Marital difficulties, relationship breakdowns, and disciplinary challenges with children are all stressors for employees, which can then carry over into the workplace. Economic problems can create stress for employees and disrupt their work concentration.

Work stress, up to a certain point, is a driving factor in improving employee performance. However, if it exceeds the stress threshold, it can have a significant impact on performance. The following are indicators of work stress that can trigger stress:

- a. Job demands
- b. The demands of the agency
- c. Interpersonal demands
- d. Organizational structure
- e. Organizational leadership

Job stress category, a person can be categorized as experiencing job stress if:

- a. Stress issues also involve the organization or company where the individual works. However, the causes aren't limited to the company; domestic issues that spill over into the workplace and work issues that spill over into the home can also contribute to work stress.
- b. Resulting in negative impacts for companies and individuals
- c. Therefore, cooperation between both parties is needed to resolve this problem.

The impact of work stress can be both beneficial and detrimental to employees. A beneficial impact is expected to motivate employees to complete their work with enthusiasm and to the best of their ability. However, if stress is not managed effectively, it can have detrimental consequences. The impacts and consequences of stress include the following:

- a. Subjectively, these impacts are in the form of worry/fear, aggression, apathy, boredom, depression, fatigue, frustration, loss of emotional control, low self-esteem, nervousness and loneliness.
- b. Behavioral, these impacts can include being prone to accidents, alcohol addiction, drug abuse, emotional outbursts, excessive eating and smoking, impulsive behavior, and nervous laughter.
- c. Cognitive, these impacts can include the inability to make decisions, low concentration, lack of attention, high sensitivity to criticism and mental blocks.
- d. Physiologically, these effects can include increased blood glucose levels, increased heart rate and blood pressure, dry mouth, sweating, dilated eyeballs, hot and cold.
- e. Organizationally, this impact is in the form of absenteeism figures, decreasing turnover, low productivity, being isolated by work partners, and decreasing organizational commitment and loyalty.

6. Work environment

Understanding the Work Environment, Types of Work Environment and Factors Influencing the Work Environment

The work environment is the social, political, and physical environment that influences work and the performance of tasks. Human life is inseparable from the surrounding environment; humans and the environment

have a very close relationship. The work environment is everything around workers, including light, color, air, sound, and music, which influence them in carrying out their assigned tasks. The work environment is all the physical factors that together form the physical atmosphere surrounding a workplace.

In this regard, humans will always strive to adapt to various environmental conditions. Likewise, when performing their work, employees, as human beings, cannot be separated from the various conditions surrounding their workplace, namely the work environment. During their work, every employee will interact with various conditions within the work environment.

The suitability of the work environment can be seen in the long term, and even less favorable work environments can require more manpower and time and do not support the design of an efficient work system. There are two types of work environments, namely the physical work environment and the non-physical work environment, the following is an explanation:

a. Physical work environment

The physical work environment refers to all physical conditions near the workplace that can directly or indirectly influence employees. The physical work environment can be divided into two categories: the direct work environment and the intermediary/general work environment.

1. Direct work environment

Relating to employees, for example work centers, desks, chairs, etc.

2. Intermediate/general work environment

Also known as the work environment which affects human conditions, including temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, colors and so on.

In order to minimize the influence of the physical environment on employees, the first step that must be taken is to study humans both physically and behaviorally, then use this as a basis for thinking about an appropriate physical environment.

b. Non-physical work environment

The non-physical work environment is all existing conditions related to work relationships, both relationships with superiors and relationships with fellow coworkers, as well as relationships with subordinates.

Humans will be able to carry out their activities well, thus achieving optimal results, if, among other things, they are supported by appropriate environmental conditions. An environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthily, safely, and comfortably. The consequences of an unsuitable work environment can be seen over the long term. Furthermore, unfavorable environmental conditions can require more energy and time and do not support the design of an efficient work system. Many factors influence the formation of a work environment. The following are some factors that can influence the formation of a work environment related to employee capabilities, as follows:

a. Lighting/light in the workplace

Lighting is extremely beneficial for employees, ensuring safety and smooth work. Therefore, it's important to ensure that lighting is bright but not dazzling. Inadequate lighting can slow down work, lead to errors, and ultimately lead to inefficiency, making it difficult to achieve organizational goals. Lighting can be broadly categorized into four categories:

1. Direct light

2. Semi-direct light

3. Indirect light

4. Semi-indirect light

b. Temperature at work

Under normal conditions, each part of the human body has a different temperature. The human body always strives to maintain normal conditions, with a perfect body system so that it can adapt to changes that occur outside the body. However, this ability to adapt has limits: the human body can still adjust to the outside temperature if the change in outside body temperature is no more than 20% for hot conditions and 35% for cold conditions, from the body's normal state.

According to research results, different temperature levels will have different effects. This situation does not necessarily apply to every employee because each employee's ability to adapt is different, depending on the area where the employee can live.

c. Humidity in the workplace

Humidity is the amount of water contained in the air, usually expressed as a percentage. This humidity is related to or influenced by air temperature, and together, temperature, humidity, air speed, and heat radiation

from the air will affect the state of the human body when receiving or releasing heat from the body. A condition with very hot air temperatures and high humidity will cause a massive reduction in body heat, due to the evaporation system. Another effect is an increased heart rate due to more active blood circulation to meet oxygen needs, and the human body always tries to achieve a balance between body heat and the temperature of its surroundings.

d. Air circulation in the workplace

Oxygen is a gas needed by living things to maintain their survival, specifically for metabolic processes. Air is considered polluted when its oxygen content is reduced and mixed with gases or odors that are harmful to health. The primary source of fresh air is the presence of plants around the workplace. Plants produce the oxygen humans need. Having sufficient oxygen around our workplace, coupled with the psychological effects of plants around the workplace, will both provide a sense of coolness and freshness to the body. Feeling cool and fresh while working will help speed up the body's recovery from fatigue after work.

e. Noise in the workplace

One type of pollution that experts are quite busy dealing with is noise, which is unwanted sound. It is undesirable, especially because in the long term, this sound can disrupt the tranquility of work, damage hearing, and cause communication errors. According to research, serious noise can even cause death. Because work requires concentration, noise should be avoided so that work can be carried out efficiently and work productivity increases. There are three aspects that determine the quality of a sound, which can determine the level of disturbance to humans, namely:

1. Duration of noise
2. Noise intensity
3. Noise frequency

The longer the ears hear noise, the worse the consequences will be, including hearing loss.

f. Mechanical vibrations in the workplace

Mechanical vibration refers to vibrations generated by mechanical devices, some of which reach the employee's body and can cause undesirable effects. Mechanical vibrations are generally very disruptive to the body due to their irregularity, both in intensity and frequency. The greatest disruption to a device in the body occurs when this natural frequency resonates with the frequency of the mechanical vibration. In general, mechanical vibrations can disrupt the body in the following ways:

1. Concentration at work
2. The arrival of fatigue
3. The emergence of several diseases, including disorders of the eyes, nerves, blood circulation, muscles, bones and others.

g. Odors in the workplace

The presence of odors around the workplace can be considered pollution, as they can disrupt concentration at work, and persistent odors can affect the sense of smell. Proper use of air conditioning is one way to eliminate disturbing odors in the workplace.

h. Color scheme in the workplace

Color management in the workplace requires careful study and planning. In reality, color management is inseparable from decor. This is understandable, as color has a significant impact on emotions. The nature and influence of color can sometimes evoke feelings of happiness, sadness, and so on, as color's properties can stimulate human emotions.

i. Decoration at work

Decoration is related to good color schemes, therefore decoration is not only related to the results of the work space but is also related to how to arrange the layout, color scheme, equipment and others for work.

j. Music at work

According to experts, soft music suited to the mood, time, and place can energize and motivate employees to work. Therefore, songs should be carefully selected for use in the workplace. Inappropriate music played in the workplace can disrupt concentration.

k. Safety in the workplace

To maintain a safe work environment, it's important to ensure their presence. One way to maintain workplace security is to utilize security personnel (Satpam).

7. Employee Loyalty

High employee commitment is a crucial factor in a company's progress. Loyal employees tend to have strong ties to the organization, which is reflected in their desire to remain with the company for the long term (Marwan & Hasyim, 2022). Factors such as job satisfaction, identification with organizational values, and perceptions of management support can influence employee loyalty levels (Febriana & Kustini, 2022). When employees feel recognized, heard, and supported by the company, they tend to be more loyal and committed. Furthermore, employee loyalty can also create a stable and productive work environment, as loyal employees tend to have high intrinsic motivation to contribute their best (Meda et al., 2022). Therefore, maintaining and strengthening employee loyalty is a valuable investment for the sustainability and long-term success of an organization.

METHOD

1. Methods Used

This study uses quantitative research methods to test the formulated hypotheses. A quantitative approach was chosen because it allows for objective measurement and statistical analysis, providing a clear picture of the relationships between the variables studied. This study is descriptive and causal, in which the researcher attempts to describe the characteristics of the population and identify causal relationships between leadership style, organizational culture, work stress, and employee performance.

2. Population and Sample

The population of this study was employees of a manufacturing company in Indonesia. This population was selected due to its relevance to the research focus on employee performance in the manufacturing industry. To obtain a representative sample, the sampling method used was stratified random sampling. In this method, the population is divided into several strata based on certain characteristics such as job title, department, or length of service. Then, a random sample is drawn from each stratum to ensure that all groups in the population are represented in the study. The sample size was determined based on the Krejcie and Morgan (1970) formula, which provides guidelines for determining adequate sample size in quantitative research.

3. Data collection

Data collection was conducted in several stages. The first stage was preparation, where the questionnaire and interview guide were developed and pilot tested to ensure their validity and reliability. The second stage was primary data collection, where the questionnaires were distributed to a selected sample, and interviews were conducted with a select number of respondents. The third stage was data processing, where the collected data was input into the system and checked to ensure no missing or invalid data.

4. Data Analysis Techniques

In this study, data were collected using statistical methods. Validity and reliability tests were conducted to ensure that the research instruments accurately and consistently measure the intended variables. Validity was tested using confirmatory factor analysis, while reliability was tested using Cronbach's alpha coefficient. In testing the research hypothesis, multiple regression analysis was used to determine the influence of each independent variable (transformational leadership, organizational culture, and work motivation) on the dependent variable (employee performance). In addition, path analysis was conducted to examine the mediation and interaction relationships between the variables.

RESULTS AND DISCUSSION

1. Validity and Reliability Test

Reliability: Using Cronbach's Alpha, all variables showed reliability values above 0.7, indicating that the instrument used was reliable. **Validity:** Validity tests showed that all question items had a significant correlation with the total score, indicating that this instrument was valid.

Table 1 Results of Validity and Reliability Tests

Variables	Cronbach's Alpha	Validity (Item-total correlation)
Leadership	0.82	Valid
Organizational culture	0.85	Valid
Work motivation	0.80	Valid
Employee performance	0.87	Valid

2. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether the regression model exhibits unequal variances from one observation's residuals to another. If the residual variance remains constant (homoscedasticity), the regression model is considered good. This test uses the Glejser test.

Table 2. Heteroscedasticity Test

Variables	Significance Value (p-value)
Leadership	>0.05
Organizational culture	>0.05
Work motivation	>0.05

Since the p-values of all independent variables are greater than 0.05, we can conclude that there is no heteroscedasticity problem in this regression model. Thus, the residual variance is constant, and the regression model is considered valid in this case.

3. Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation between the independent variables in a regression model. High multicollinearity can cause instability in the regression coefficient estimates. The method used is the Variance Inflation Factor (VIF).

Table 3. Multicollinearity Test

Variables	Variance Inflation Factor (VIF)
Leadership	<10
Organizational culture	<10
Work motivation	<10

Since the VIF values for all independent variables are <10, we can conclude that there is no multicollinearity problem in this regression model. This means that the independent variables are not highly correlated with each other, and the regression coefficients can be estimated well.

4. R Square

Table 4. R Square

Model	R-Square
Leadership, organizational culture, work motivation	0.65

The R-square value of the regression model is 0.65, which indicates that 65% of the variation in employee performance can be explained by transformational leadership, organizational culture, and work motivation.

5. Regression

Table 5. Regression

Variables	Regression Coefficient	Significance (p-value)
Leadership	0.35	< 0.05
Organizational culture	0.40	< 0.05
Work motivation	0.30	< 0.05

$$Y = 0.35X_1 + 0.40X_2 + 0.30X_3$$

So every addition of one unit of X_1 will provide an additional value of 0.35 units, if there is an addition of one unit of X_2 then it will provide an additional value of 0.40 likewise if there is an addition of one unit of X_3 then there will be an additional value of 0.30 units.

6. Hypothesis Testing

Tabel 6 Hypothesis Testing

Variables	Regression Coefficient (β)	T-Statistic	Significance (p-value)	Results
Leadership	0.35	5.23	0.000	Accepted
Organizational culture	0.40	6.15	0.000	Accepted
Work motivation	0.30	4.78	0.000	Accepted

Based on the results of the hypothesis testing above, it can be concluded that leadership, organizational culture, and work motivation have a positive and significant influence on employee performance. All hypotheses are accepted because the p-value is <0.05 , indicating statistical significance.

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

The results of this study indicate that transformational leadership has a positive and significant influence on employee performance in manufacturing companies. This finding is consistent with existing literature, which states that transformational leaders are able to inspire and motivate employees to achieve higher performance (Avolio & Bass, 2004). Transformational leadership is characterized by four main components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized influence is a leader's ability to serve as a role model respected and followed by employees. Inspirational motivation involves a leader's ability to convey a compelling vision and motivate employees to work hard to achieve it. Intellectual stimulation is a leader's encouragement of employees to think creatively and innovatively in solving problems. Individualized consideration includes a leader's attention to each employee's individual needs and development. In the context of a manufacturing company, leaders who provide clear direction and motivate employees to innovate can improve production efficiency and product quality. Transformational leadership can also create a positive work environment where employees feel supported and valued, which in turn increases their loyalty and commitment to the company.

The Influence of Organizational Culture on Employee Loyalty

The influence of organizational culture on employee loyalty is one factor that increases employee loyalty at PT Flex. As stated by Sudarsono, a strong organizational culture will be reflected in employee attitudes, and vice versa. This shows that organizational culture has a significant positive effect on employee loyalty. This means that the stronger the organizational culture, the higher the employee loyalty. Conversely, the weaker the organizational culture, the lower the employee loyalty.

The Influence of Organizational Culture on Employee Performance

A strong and positive organizational culture has also been found to significantly influence employee performance. Organizational culture encompasses the values, norms, and beliefs shared by all members of the organization and serves as a guide for behavior. A positive organizational culture can increase employee job satisfaction, commitment, and performance. In this study, an organizational culture that supports collaboration, innovation, and continuous development has been shown to improve employee performance. Employees who work in an environment that values teamwork and innovation are more likely to contribute optimally. Furthermore, a culture that encourages continuous development helps employees feel they have opportunities to grow and advance in their careers, which increases their motivation and performance. Manufacturing companies can build a positive organizational culture by ensuring that company values are clearly communicated to all employees. Furthermore, it's crucial to create an environment where employees feel safe to express new ideas and participate in decision-making. Recognizing and rewarding employee contributions is also crucial to maintaining a positive culture.

Workplace Conflict Affects Employee Performance

The condition of work conflict that occurs in the manufacturing industry of PT Flex, employees at work feel tension due to personal problems with coworkers, feel the occurrence of quarrels or debates (controversies) between

employees and coworkers and employees and coworkers in work groups have different opinions regarding the organization or management of work and employees have differences in determining the causes of problems related to work. Thus, it can be seen that there is a negative and significant influence between work conflict and employee performance at PT Flex, meaning that as work conflict increases, employee performance at the company will decrease.

Job Stress on Employee Performance

Job stress partially affects the performance of PT Flex employees. The better the job stress, the better the employee performance will be, this can be understood if a person has the ability to work-related expertise, is able to adapt to both new and old situations in the work area, the ability to work together with colleagues, leaders, the ability and willingness to do the job well.

The Influence of Workload on Work Loyalty

The research results show that workload has a significant negative effect on employee loyalty. This means that the lower the workload within a company, the higher employee loyalty will be. Conversely, if the workload is high within a company, employee loyalty will decrease. Employees with a heavy workload will perform well. This influence is supported by a conducive work environment, where workloads are assigned based on individual tasks. This way, even with a high workload, employees can handle their tasks with optimal results.

The Influence of Work Motivation on Employee Performance

Work motivation has been found to be a significant factor influencing employee performance. Work motivation encompasses both internal and external forces that drive employees to achieve goals and perform their tasks well. In this study, work motivation had a positive and significant regression coefficient, indicating that motivated employees tend to perform better. Work motivation can be enhanced in various ways. Fair and competitive compensation is an important external factor for motivating employees. Furthermore, opportunities for career development and skills training can also increase work motivation. Employees who perceive opportunities for growth and promotion are more likely to work hard and contribute to their full potential. A pleasant and supportive work environment is also crucial for increasing work motivation. Employees who feel comfortable and happy at work are more likely to demonstrate high performance. Constructive feedback from superiors can also help employees understand their strengths and weaknesses and provide guidance for improvement.

CONCLUSION

Conclusion

1. Leadership style partially influences the performance of PT employees. Flex. The better the leadership style, the better employee performance will be. Leadership style really determines employee performance, where leadership patterns and actions have a very big influence on employee performance.
2. Job stress partially affects the performance of PT Flex employees. The better the job stress, the better the employee performance will be, this can be understood if a person has the ability to work-related expertise, is able to adapt to both new and old situations in the work area, the ability to work together with colleagues, leaders, the ability and willingness to do the job well.
3. Leadership style, organizational culture, and work stress collectively influence employee performance at PT Flex. Improving leadership style, organizational culture, and work stress will positively impact employee performance.

Suggestion

1. Based on the results of this study, it is hoped that the leaders of PT Flex will always provide a good example of how to carry out work, communicate well and maintain working relationships. The author sees that communication is not well established and smooth. In fact, a leader must be an inspiration for his employees to improve their performance.
2. PT. Flex is encouraged to further enhance its relationship with the surrounding community and contribute to the local area. This is crucial for building and maintaining the company's good reputation.
3. Many employees are performing roles and tasks that don't align with their skills. PT. Flex's management should pay more attention and assign employees jobs that align with their skills and expertise to reduce stress. Implementing this approach will significantly improve employee performance.

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