

The Influence of Transforsimaonal Leadership, Work Motivation and Organizational Culture on Employee Performance

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ABSTRACT

The purpose of the document titled "The Influence of Transformational Leadership, Work Motivation, and Organizational Culture on Employee Performance" is to investigate and understand how these three factors—transformational leadership, work motivation, and organizational culture—collectively and individually impact employee performance within an organization. This approach involves the collection, critical analysis, and presentation of data and findings from various other studies to understand the relationship between the variables under investigation. Transformational Leadership and Employee Performance: Transformational leadership was found to have a positive impact on employee performance.

INTRODUCTION

In an organization, human resources (HR) are the most important thing that is considered achieve the company's goals and objectives. Determining the position of an employee is one of the things that must be carried out in order to achieve the goals or objectives of the organization because it affects the quality of work produced by that person. A manager must consider the strategies that must be applied in order to achieve the company's target goals by having good quality employee performance, which of course will have a positive impact on the company. A leader must be able to align his employees based on the abilities and skills that each employee has. the success of a company or organization is determined by a leader in ideas, behavior and how a leader is able to motivate his. employees in making the best decisions and actions for the company in leading the organization to achieve its goals. Providing good work results is not something that can be achieved by employees easily, because there are internal and external elements that contribute to the ability of individual employees to work well. Of course, self-motivation is very important for employees to fulfill their duties as employees in various ways.

A person's work motivation does not come easily, it can also come from leaders who give it to other employees directly or indirectly. For example, the culture of an organization can be shaped by a leader through the management of a business. If a person has a desire to work well, then he will be motivated to do it. The achievement of a job is superior to the work of others. Under these conditions, motivation has the capacity to make a significant contribution to company goals. (Rosmiyati & Haziroh, 2024)stated that motivation is the ability of workers to work well in order to achieve aspirations and organizational goals simultaneously.

Organizational culture is a very important core in an organization, in regulating the behavior of members providing guidance and explaining the applicable norms include a set of behavioral guidelines or rules that are recognized and obeyed by a person or group within an organization. An organization is an entity formed by an individual or group of people with the intention of achieving a common goal. The existence of organizations can be found in various forms and scales, ranging from commercial business entities, government, and non-profit institutions, to volunteer groups. Organizational culture according to (Rivai, 2020) is a set of standards and values adopted and upheld by the company in relation to the environment in which it operates. Performance will improve if personal and company values are aligned. Employee perceptions shape organizational culture, which in turn shapes patterns of expectations, values, and beliefs.

LITERATURE REVIEW

Employee Performance

Performance, also called work performance, is the result of individual efforts in terms of carrying out their work which can be measured from the obligations carried out by employees. Performance is the result produced by a company within a certain period of time, regardless of whether the company is profit or non- profit oriented. Performance according to Armstrong and Baron is

the result of work that contributes financially, is highly correlated with the organization's strategic goals, and ensures customer happiness. Baron and Armstrong (cited in Fahmi, 2012: 226). Meanwhile, based on Bastian's perception (see Fahmi, 2012: 226). argues that effectiveness shows how well a program, activity or policy is carried out to achieve the goals, objectives, vision. and mission presented in the company's strategic plan.

When both the quantity and quality of work can be completed within the specified timeframe without exceeding the limit, it is considered good employee performance. Conversely, if the work is completed outside the predetermined timeframe to achieve the target and the quality is not in accordance with company procedures, then it is considered low employee performance (Sucipto, 2024) Performance is what determines how much a person contributes to the organization. Improving individual and group performance is a key component in efforts to raise the performance of an organization. (Sucipto, 2024) There are several things that employee performance is said to be good, namely:

1. Commitment, employees to their duties and responsibilities within the company is one of the indicators of good performance. Loyalty is the ability and willingness to follow instructions, carry them out and practice them with full responsibility and knowledge.
2. Work Performance: The quantity and quality of an employee's work can be used as a performance standard. In general, a worker's aptitude, experience, and capacity to complete his or her work have an impact on how well he or she performs in the workplace.
3. Discipline, which is the extent to which staff members are able to follow guidelines and orders.
4. Creativity is the ability of employees to express themselves creatively and reach their maximum potential so that tasks can be completed in a timely manner.

Performance according to Mainer is the extent to which a person successfully completes his duties. Based on the perspectives of various performance experts, it can be concluded that employee performance is very closely related to the results of individual work in a company or company. The output of this work can be in the form of timeliness, quantity, or quality. Of course, the performance of an employee is different from other employees in the agency based on the elements that influence it. When workers are satisfied with work, they can do their best and deliver the best results. This is an example of the reciprocity that staff members give to the business. In addition to ensuring job satisfaction, employers must arouse employee enthusiasm for their work in order to maximize productivity. The factors that affect performance according to Kasmir (2016: 189-193) A person's ability and expertise is his skill or ability to carry out a particular task. More abilities and skills will allow you to complete your tasks accurately and efficiently.

1. Because good leadership provides direction to all employee efforts in achieving company goals, the leadership factor is an important role to elevate employee performance, this condition also shows how important leadership is in motivating groups to achieve their goals.

2. Information Good work results are given to someone who has information in their field.
3. Motivation in the workplace in addition to leadership, motivation is another factor that affects performance, according to semedamaryanti (2010:188) transformational leadership can increase work motivation and employee performance, so motivation and performance are closely related.
4. Work design in other words, a well-designed task will facilitate flawless task execution.
5. Personality: Everyone is unique, and those with high moral standards will take their work seriously.

Transformational Leadership

Transformational leadership is described by (Bass et al., 2003) as leadership that fosters and elevates the interests of employees, generates understanding and acceptance of the goals and mission of the organization, and motivates staff members to see and go beyond themselves for the benefit of the company. According to (Silas et al., 2019) leadership is basically the act of fostering a sense of devotion to organizational goals and giving trust to subordinates to carry out these tasks. (Mutiah & Suryani, 2024) transformational leadership is leadership that motivates people to go beyond what is asked of them and inspires them to feel pride, loyalty, trust, and respect for their leaders.

Work Motivation

The process of motivating someone to carry out a series of jobs that have a direction towards achieving specific goals is known as work motivation. Therefore, motivation can drive a person to achieve their goals. Employees are motivated to complete tasks and achieve their goals when they can be motivated and there are several related to employee work motivation (Alhusaini, 2024)

1. Give gifts that have significance to the employee.
2. Verification of planned assignments
3. Establish rules that can be enforced.
4. Link rewards to productivity.
5. Look for factors that can reduce the impact of rewards and make sure there are enough rewards available.

Since everyone has different interests and goals, motivation is a challenging subject in organizations. (Hutagalung, 2022). There are two aspects to the incentive variable, specifically:

- a) Intrinsic motivation or one's innate desire is one of the factors that influence employee motivation. These driving forces can include things like one's career path, problems encountered at work, successes achieved there, and the need for recognition.
- b) External motivation: this component usually has to do with the physical and mental environment of the task. encouraging work environment, reasonable or low salary, good working relationships with coworkers, effective supervision, and relevant administrative regulations. (Hutagalung, 2022)

Organizational Culture.

According to Dilain and Amnuai (2014; 508) Organizational culture, is a set of assumptions and fundamental beliefs shared by organizational members as a result of learning how to integrate internal problems and adapt to external problems. Organizations develop their culture by learning experiences, passing on the results of adaptation, and evidence of the values they uphold-values that have proven to provide benefits. (Wawan Sam Adinata STIE Pasundan Bandung, n.d.) According to based on the organizational culture approach, four categories of organizational culture can be classified:

1. A culture of apathy, where employees place little emphasis on interpersonal interaction or job completion. Politics and manipulation are the basis for rewards.
2. Caring culture that emphasizes interpersonal relationships over performance. Instead of task performance, rewards are given based on team harmony and cohesion.
3. An exploitative culture that values performance at the expense of others will be severely penalized and result in a lack of job security.
4. Integrative culture: characterized by high levels of work performance and attention to people. There are a number of opinions related to the function of organizational culture, namely: Stephen P. Robbins in his book.

Organizational Behavior divides 5 functions of organizational culture, namely:

1. Assist in deciding on boundaries.
2. Provide a sense of identity to the members of the organization.
3. Encourage a commitment that goes beyond one's personal passions.
4. strengthening the stability of the social system as a mechanism that acts as a social glue to bring groups together.
5. exercising control over and providing reasons that direct and shape staff attitudes and actions. Scein wrote Organizational Culture and Leadership in his book.

Scein, in his book Organizational Culture and Leadership, divides the functions of organizational culture according to the stage of development, namely;

1. The growth stage of an organization is its initial phase.
2. Mature and middle-aged stages of the organization.
3. gives its staff a sense of identity within the organization.
4. Encourage group dedication.
5. promotes the stability of the social system and shapes behavior by making managers aware of its presence.

The results of the study show that there are 7 main overall characteristics that are the essence of organizational culture," according to (Efi Nofriantri, 2023) These are:

1. Originality and Capitalizing on Opportunities How much staff members are encouraged to be innovative and open to new opportunities.
2. Pay attention to the intricacies. How much analysis, precision and focus on detail is expected of employees.
3. Results Orientation: The extent to which management prioritizes results over the strategies and tactics used to achieve related goals. Personal

Concentration The extent to which managers make decisions based on the opinions of their employees.

4. Team Orientation how much the workforce is organized in teams as opposed to individual workers

Table 1. Organizational culture

No.	Research Name	Research Title	Transformational Leadership On performance employee	Work Motivation on Performance Employees	Organizational Culture on Performance Employees	Other Dependent variables
1.	Nofiantari, Karnadi and Pramesthi (2023)	The influence of organizational culture, work motivation and transformation leadership style on ASN job satisfaction and ASN performance in the district livestock and fisheries office Situbondo		+	+	Job Satisfaction
2.	Zahratulfarhan (2022)	Factors affecting Employee Performance, Leadership, Motivation and Work Environment (literature review of research methodology Business)		+	+	Leadership
3.	Rivai A (2020)	Leadership Influence Transformational and Organizational Culture on Employee Performance	+		+	
4.	Sucipto, Nuranisa, Astuti, and Haryadi (2024)	The Influence of Organizational Culture and Work Motivation on Employee Performance (Case Study Pt Nikomas Gemilang)		+	+	
5	Komang Dwi Puspita Ni	Influence of Transformational Leadership Style,		+	+	Transformational Leadership

	Wayan Mujiat (2023)	Work Motivation and Organizational Culture on Employee Performance and Village Credit Institutions (LPD) Pakraman Village Padangsambian				Style
6	Mutiara, Badia Perizade, Septia Riski Yuliani Syapril (2022)	The Effect of Transformational Leadership and Organizational Culture on Employee Performance of the Service Unit of the Regional Public Company (Perumdsa) Tirta Musi Palembang with Work Motivation as an Intervening Variable	+		+	
7	Adi Rahmat Bambang, Setria Feri, Supeno (2020)	The Effect of Transformational Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable Study at PT Champion Kurnia Djaja Tecnologie		+	+	Style transformational leadership
8	Mutiara Badia Perizade, Septia Riski, Yuliani (2022)	The Effect of Transformational Leadership and Organizational Culture on Employee Performance of the Service Unit of the Regional Public Corporation (Perumda) Tirta Musi Palembang with Work Motivation as an Intervening Variable.	+	+	+	
9	Ignatius Soni Kurniawan, Chandra Agung Kusuma1, (2023)	The Effect of Interinsic Motivation Transformational Leadership and Organizational culture on	+		+	Intrinsic motivation

		Performance Putra Baru Swalayan's employees Kutowinanngun.				
10	Pioni, Ayu and Puja (2023)	Influence of Transformational Leadership and Organizational Culture on Employee Performance at the District Education Office Gianyar	+	+		
11.	Zulaspan Tupti (2023)	The Effect of Transformational Leadership and Organizational Culture on Employee Performance Mediated by Organizational Commitment	+	+		
12	Ni Wayan Mujiarti, Komang Dewi Puspita (2023)	The Effect of Transformational Leadership Style, MDesa Pakraman Work Motivation and Organizational Culture on Employee Performance at Padangsembian Village Credit Institution (LPD)		+	+	Transformational leadership style
13	Ferryal Abadi, Wini Nursolihat (2022)	The Effect of Organizational Culture, Transformational Leadership on Employee Performance and Job Satisfaction Mediated by Motivation Work	+	+	+	Job satisfaction
14	Windijarto, Cintya Krisna Inggira Suryanto (2021)	The Effect of Organizational Culture and Transformational Leadership on Millennial Generation Employee Performance with	+	+	+	

		Work Motivation as an Intervening Variable				
15	Hary Sulaksono, Eli Evi Susanti, and Tamriatin Hidayah (2022)	The Influence of Transformational Leadership, Work Motivation Organizational Culture and Self Efficacy on Employee Performance (Study at the Indonesian Red Cross Regency) Jember)	+	+	+	
16	Sahat Simbolo (2022)	Analysis of the Effect of Transforational Leadership, Work Motivation, Job Satisfaction on Employee Performance at PT. Mega Bintang Mas Indonesia Medan	+	+		Job Satisfaction
17	Nadhifa Salsabila1, Rojuaniah (2023))	The Effect of Transformational Leadership Organizational Culture Work Discipline and Organizational Commitment on Company Employee Performance Contractor	+		+	Work Discipline
18	Ni Wayan Mujiati, Ni Wayan Anik Sugianti (2022)	The Role of Work Motivation in Mediating Transformational Leadership and Work Discipline on Performance Denpasar City Inspector Employee	+	+		Work Discipline
19	Sri Sukmawati,	The Role of Organizational				-

	Arta Rudisman Putra, Welly Desriyanti and Irma Numala Dewi (2022)	Culture, Motivation and Transformational Leadership Style on Employee Performance with Satisfaction as an Intervening Variable at PT Dover Production Division Chenical.	+		+	Leadership Style - Job Satisfaction
20	Pratama, Hafidz and Noviyati (2022)	Analysis of Transformational Leadership Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction in Generation Z Workers.	+	+	+	Job Satisfaction

METHODOLOGY

This scientific article was written using the Systematic Literature Review (SLR) approach. Systematic literature review is a method that collects, then critically analyzes by presenting data and findings from various other studies. This condition can be seen in the relationship of influence between variables from journals, Google Scholar, and other systematic media. With this data collected using Publis or Peris, ResearchGet, and Google Scholar. As stated by (Limakrisna & Ali, 2013) Information Sources Secondary data sources are used to collect research data. Supporting materials such as papers, journals, notes, data from research institutions, and data from related institutions can be used to collect secondary data.

RESEARCH RESULT AND DISCUSSION

The effect of Transformational Leadership on employee performance

An effective leader must encourage good work performance from their staff. Leadership can inspire workers to try harder and have a significant impact (Putra & Dewi, 2019). Using transformative leadership is one of the approaches. Employees under transformational leadership are able to put aside their personal interests for the success of the group. Employee performance contributes to a positive influence by transformational leadership, according to previous research conducted by Atmayana & Indrawati (2016). Employee performance contributes positively by transformative leadership, according to (Bana, n.d.216)

Transformative leadership has the power to inspire others to grow and deliver work that exceeds expectations. Visionary leaders are leaders who present an idealized vision, communicate a realizable vision, and apply an optimistic leadership style. Vision, strategy, and organizational culture can all be changed through transformational leadership. Employee performance is positively influenced by transformational leadership (Putra & Dewi, 2019). Lazy

employees can gain inspiration to work from this leadership. A leader with transformational leadership can contribute a profound and optimal influence to his followers, motivating them to go beyond their own interests (Sugianti & Mujiati, 2022), transformational leadership elevates employee performance. The study conducted by (Sugianti & Mujiati, 2022) also revealed that

The Effect of Work Motivation on Employee Performance

The drive to work is known as work motivation (Agnes Aprila & Made ArthaWibawa, 2020a). Workplace motivation, according to (Reschiwati et al., 2020), is the capacity that individuals have to elevate their performance in certain "activities". Among the methods businesses can use to elevate employee performance and prepare their workforce for future growth are by offering incentives. Previous research by (Puyri & Pasaribu, 2020) showed that employee performance is positively influenced by work motivation. Employee performance is positively influenced by work motivation according to (Hersona & Sidharta, 2017).

One of the things that can elevate worker performance is motivation. Performance will increase in proportion to employee motivation. Employee motivation to work successfully depends on receiving significant internal or external support, according to (Agnes Aprila & Made ArthaWibawa, 2020b). considering the relationship between employee performance and work motivation. According to Susanto (Sugianti & Mujiati, 2022), employee performance is positively influenced by work motivation. According to (Luh et al., 2020), employee performance is influenced by work motivation. Employee performance is positively influenced by work motivation, according to research by According to research by I (Luh et al., 2020), employee performance is influenced by work motivation.

Effect of Organizational Culture on Employee Performance

Research conducted in 2012 by Sari et al., in 2018 by Kusuma & Rahardja, and in 2019 by Tirtayasa showed that work culture contributed to the influence on worker performance. This corporate culture has the power to influence employee compliance with work duties and loyalty to the company. Therefore, corporate culture affects how well employees perform. Furthermore, this study shows that there is still room for improvement with a positive corporate culture. According to Wahyuningsih et al. (2019), organizational culture is a corporate strategy system that influences organizational decision making, including policies, the establishment of human resource programs, and leadership development. society, because it will have a positive impact and provide several advantages in a business when supported by an appropriate culture.

According to (Bin Saeed et al., 2019), employee performance can be significantly improved through corporate culture. To varying degrees, corporate culture components such as goal setting, teamwork, change management, and cultural strengths elevate employee performance. According to (Lolowang et al., 2019) a positive organizational culture influences a healthy work environment, which in turn can improve workplace discipline - a goal shared by all members of the organization. Based on several studies conducted by Gajendran & Brewer

(2007), Cools et al. (2010) concluded that improving corporate culture will have a positive impact on employee performance over time.

Transformational Leadership, Work Motivation and Organizational Culture simultaneously affect Employee Performance.

According to the study, increasing the functionality of transformational leadership style will elevate employee performance. The results of this study reinforce the definition of transformational leadership (Megantara, 2019) which is defined as leadership that instills a sense of urgency and purpose in followers or subordinates, thus enabling, inspiring, and transforming them. The results of this study are corroborated in research conducted in 2016 by Masadeh et al., which found that transformational leadership style elevates employee performance.

According to Susanto's (Sugianti & Mujiati, 2022), when employees receive encouragement, whether the encouragement comes from within or from outside, such as the company, they will be more likely to carry out their duties properly. Good performance will ultimately be affected by the stimulus or encouragement, and vice versa. The studies of (Megantara, 2019) show a positive relationship between work motivation and employee performance.

The research findings show that improving organizational culture in the workplace will increase worker productivity. This condition is consistent with the research findings of (Puspita Sari et al., 2021) which found that corporate culture contributes a significant and positive influence on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Employee performance is strongly influenced by transformational leadership, because the achievement of good performance has a close relationship with transformational leadership, in that condition transformational leadership can encourage employees or someone to achieve company goals and objectives, good leadership shows a positive influence on employee performance on the other hand organizational culture also contributes a positive influence on employee performance where this organizational culture has a relationship with perception, If the organizational culture of an organization is right for someone, it creates good performance as well because of the encouragement for employees to get a career at work and be motivated to pursue better, in line with work motivation contributes a positive influence on employee performance that employees who pursue well according to the mission and vision of the organization and can achieve company goals are one of the ways to elevate employee performance, overall transformational leadership, work motivation and organizational culture contribute simultaneously to employee performance.

ADVANCED RESEARCH

Future research could explore the interactive effects of transformational leadership, organizational culture, and work motivation on employee performance across different organizational structures and industries. Investigating how digital transformation and remote work impact these

relationships could provide valuable insights into modern leadership effectiveness. Additionally, incorporating psychological factors such as employee engagement, resilience, and emotional intelligence as mediating variables may offer a more comprehensive understanding of performance drivers. Employing advanced methodologies like meta-analysis or machine learning could enhance predictive accuracy, while cross-cultural studies could reveal variations in leadership effectiveness and motivational strategies across diverse work environments.

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