

An Analysis of the Effects of Leadership, Work Motivation, and Organizational Culture on Employee Performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency

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Abstract: This study examines the influence of leadership, work motivation, and organizational culture on employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. The research was conducted using a quantitative approach, with data collected through questionnaires distributed to employees of the sub-district office. Multiple linear regression analysis was employed to test the proposed hypotheses, supported by F-tests and t-tests using SPSS. The results indicate that leadership, work motivation, and organizational culture each have a positive and significant effect on employee performance. Simultaneously, these three variables also significantly influence employee performance. Effective leadership contributes to clear direction, motivation, and a supportive work environment, while high work motivation encourages employees to perform their duties responsibly and productively. In addition, a positive organizational culture fosters discipline, cooperation, and commitment among employees. The findings suggest that strengthening leadership quality, enhancing employee motivation, and continuously developing organizational culture are essential strategies for improving employee performance and the quality of public services at the sub-district level.

Keywords: *Leadership; Work Motivation; Organizational Culture; Employee Performance.*

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I. INTRODUCTION

Government institutions are required to improve employee performance in order to achieve effective and efficient public services, particularly at the sub-district office level, which plays a strategic role in local government administration. Employee performance is a key determinant of organizational success and is strongly influenced by the quality of human resources as the main drivers of organizational activities. Therefore, professional human resource management through effective leadership, strong work motivation, and a positive organizational culture is essential. In practice, however, public sector organizations still face various challenges, such as low discipline, limited responsibility, weak motivation, and suboptimal work performance, which ultimately affect the quality of public services. These conditions are also evident at the Pulau Laut Kepulauan Sub-District Office in Kotabaru Regency, where several employees have not fully demonstrated the expected level of discipline, accuracy, and timeliness in completing their duties.

Leadership, work motivation, and organizational culture are critical factors influencing employee performance. Effective leadership plays an important role in directing, guiding, and empowering employees to achieve organizational goals. Meanwhile, strong work motivation encourages employees to perform their duties responsibly and productively. In addition, a positive organizational culture creates a conducive working environment, enhances employee loyalty, and motivates employees to deliver high-quality public services. Given the nature of sub-district office responsibilities that involve direct interaction with the community, the implementation of a strong and supportive organizational culture is crucial to improving service quality and employee performance.

Based on these conditions, this study aims to analyze the influence of leadership, work motivation, and organizational culture on employee performance, both partially and simultaneously, at the Pulau Laut Kepulauan Sub-District Office in Kotabaru Regency. The findings of this study are expected to contribute theoretically to the development of

human resource management literature in the public sector and provide practical insights for government institutions in formulating strategies to enhance employee performance through effective leadership, sustained work motivation, and the strengthening of organizational culture.

II. LITERATURE REVIEW

A. Leadership

Leadership is defined as the ability to influence, direct, and guide individuals or groups in achieving organizational goals (Fahmi, 2016:122; Hasibuan, 2016:170). Garvin (2000) in Usahawan (2002:4) distinguishes leaders from managers, noting that managers are more action-oriented, emphasizing routine activities, consistency, and stability, whereas leaders focus on the future by setting visions, developing strategies, and driving change (Usahawan, 2002:9). Leadership is also understood as a two-way influence process between leaders and followers aimed at building commitment, compliance, and organizational culture (Lussier and Achua, 2001 in Usahawan, 2004:5; Yukl cited in Usahawan, 2004:4). Robbins (2015:432) defines leadership as the ability to influence a group toward the achievement of goals, whether through formal authority or personal influence, indicating that not all leaders are managers and vice versa. According to Yukl (2015:4), leadership involves providing direction, articulating vision, embodying values, and creating an environment that supports goal achievement. Manz and Sims (2001) in Usahawan (2004:4) identify several leadership types, including the strong man, transactor, visionary hero, and superleadership, which emphasizes follower empowerment. Furthermore, leadership behaviors include coercive, directive, transactional, empowering, and transformational styles (Usahawan, 2004:6). Transformational leadership, as described by Burns (1978), elevates leaders and followers to higher levels of morality and motivation and is characterized by charisma, intellectual stimulation, and individualized consideration (Bass, 1985 in Usahawan, 2004:8), making it highly relevant for addressing modern organizational challenges and improving employee performance.

B. Motivation

Motivation originates from the words motive or motion, meaning movement or an internal drive that initiates action, which may be planned, unplanned, or semi-planned (Hikmat, 2011:271). Motivation plays a crucial role in encouraging individuals to work enthusiastically and achieve optimal results, as it influences behavior in accordance with organizational goals (Hasibuan, 2014:141). Martoyo (2011:154) defines motivation as the effort of leaders to inspire and encourage employees to take action, while Sondang (2011:286) views motivation as an emotional drive that leads individuals to perform tasks optimally because they believe organizational success also fulfills personal interests. Koontz et al. (1986) emphasize that motivation varies across individuals and situations and may be enhanced through techniques such as financial rewards, positive reinforcement, and employee participation, with money serving as an important but context-dependent motivator (Patton, 1961). According to Mangkunegara (2013:75), indicators of motivation include opportunities for advancement, recognition, job security, fair treatment, favorable working

conditions, appropriate rewards, and salary satisfaction. Maslow's hierarchy of needs, as cited by Hasibuan (2014:153–155), explains that motivation is influenced by physiological, safety, social, esteem, and self-actualization needs. Furthermore, Herzberg's two-factor theory, cited by Hasibuan (2014:157), distinguishes between hygiene factors that prevent dissatisfaction and motivator factors such as achievement, recognition, responsibility, and advancement that enhance job satisfaction. George, cited in Hasibuan (2011:163), adds that fair wages, promotion opportunities, recognition, job security, and a supportive work environment influence motivation, while McClelland's theory highlights three dominant needs achievement, power, and affiliation as key drivers of work motivation.

C. Organizational Culture

Organizational culture originates from anthropological concepts and refers to shared philosophies, values, beliefs, norms, attitudes, and assumptions that bind members of a society or organization (Mangkunegara, 2013:120). In organizational contexts, culture functions as a distinguishing identity that guides behavior and supports the achievement of goals through shared meanings (Robbins, 2009:289). Schein (1992:12) defines organizational culture as “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration... to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” Organizational culture is relatively stable but can differ across organizations, serving functions such as social cohesion, motivation, behavioral guidance, and value creation. Robbins (2009:721) identifies seven core characteristics of organizational culture, including innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability, which emerge through interaction between leaders and members. Culture is descriptive in nature, reflecting how employees perceive their organization, and differs from job satisfaction, which is evaluative. Employees' behavior is also shaped by their social and cultural backgrounds (Suyadi, 2006:297), and organizational culture operates at visible and invisible levels through behaviors and shared values (Kotler and Heskett, 2002:4). Culture is developed through socialization, attitudes, and sometimes subcultures, and plays a strategic role in enhancing performance through commitment and flexibility. In public organizations, however, cultures of passivity and dependency on authority may dominate (Siagian, 2013:111). Experience, habits, and attitudes gradually shape organizational culture and performance, as repeated actions create familiarity and competence. Employees' attitudes toward their work environment influence their loyalty and performance, while situational factors and organizational culture can be shaped and managed more readily than individual personality (Wibowo, 2007:372).

D. Employee Performance

Performance or kinerja is commonly understood as work results or achievements. Rue and Byars in Pasolong (2007:175) define performance as the level of achievement of results, while Casio in Rivai (2011:14) views it as the accomplishment of employee goals in assigned tasks. Mangkunegara (2010:67) emphasizes that performance is the

quality and quantity of work achieved in carrying out responsibilities, and Sedarmayanti (2010:260) adds that it must be achieved legally and ethically. Performance therefore focuses on both outcomes and processes (Wibowo, 2007:2), encompassing what is done and how it is done, as also stated by Stolovitch and Keeps in Rivai (2014:14). Performance can be viewed from individual and organizational perspectives, which are closely interrelated (Pasolong, 2007:175; Sedarmayanti, 2009:263). Performance measurement evaluates success or failure in task execution and, in public organizations, includes indicators such as productivity, service quality, responsiveness, responsibility, and accountability (Dwiyanto in Pasolong, 2007:178). Individual performance is commonly assessed through quality, responsibility, timeliness, effectiveness, independence, and work commitment (Bernardin, 2003:75). Performance is influenced by competence, motivation, education, experience, and environmental factors (Sedarmayanti, 2010:33; Ranupandojo, 2004:71), which can be grouped into internal and external factors (Timple in Mangkunegara, 2013:15). Efforts to improve performance rely on education, work experience, professionalism, and motivation (Sinamo, 2007:289; Sedarmayanti, 2010:149), supported by organizational and managerial support (Simanjuntak, 2005:10–16). Performance appraisal is therefore essential as a systematic process of setting standards, evaluating actual performance, and providing feedback to enhance individual contribution and organizational productivity (Dessler, 2004:72; Gomes, 2001:135).

E. Thinking and Conceptual Framework

This study is developed from a theoretical framework that is implemented into a conceptual framework by synthesizing several relevant theories to provide clear operational direction in achieving the research objectives. The main purpose of the study is to examine employees' perceptions of organizational culture and achievement motivation in relation to employee performance; therefore, theories of performance appraisal, work motivation, organizational culture, and employee performance are applied. The conceptual framework is defined as a model that explains how theories relate to key factors identified as important research problems (Sugiyono, 2011:60), and it serves to facilitate understanding of the research issues and guide problem solving. Based on this conceptual framework, the research hypotheses propose that leadership, work motivation, and organizational culture individually influence employee performance, and that leadership, work motivation, and organizational culture simultaneously affect employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency.

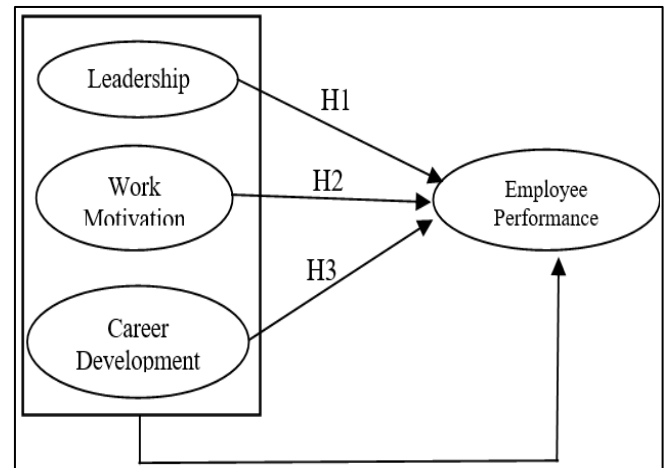


Fig 1 Conceptual Framework

F. Research Hypothesis

A hypothesis is a tentative assumption that needs to be tested for validity. Based on the conceptual framework above, this research hypothesis can be described as follows:

- H1: Leadership influences employee performance at the Pulau Laut Kepulauan District Office, Kotabaru Regency.
- H2: Work motivation influences employee performance at the Pulau Laut Kepulauan District Office, Kotabaru Regency.
- H3: Organizational culture influences employee performance at the Pulau Laut Kepulauan District Office, Kotabaru Regency.
- H4: Leadership, work motivation, and organizational culture simultaneously influence employee performance at the Pulau Laut Kepulauan District Office, Kotabaru Regency.

III. RESEARCH METHODS

A. Research Design

This study employs a descriptive quantitative research design aimed at providing an accurate depiction of the phenomena under investigation. The research is grounded in theoretical frameworks related to performance appraisal, work motivation, organizational culture, and employee performance, with data collected through a field survey using questionnaires and analyzed using statistical techniques to test hypotheses and interpret findings.

B. Research Location

The research was conducted at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency, located at Jl. Pendidikan, Tj. Lalak Utara, Pulau Laut Kepulauan, Kotabaru.

C. Population, Sample, and Sampling Technique

The population of this study consists of all active employees at the Pulau Laut Kepulauan Sub-District Office, totaling 31 employees in early 2020. Referring to Arikunto (2010), when the population is fewer than 100, the entire population may be used as the sample; therefore, all 31 employees were selected using a census or saturated sampling technique (Sugiyono, 2008).

D. Types and Sources of Data

This study uses quantitative data in the form of numerical scores derived from respondents' questionnaire answers, and qualitative data in the form of theories related to human resource management, performance appraisal, motivation, organizational culture, and employee performance. Data sources include primary data obtained directly from respondents through questionnaires and secondary data collected from institutional documents and publications of the Pulau Laut Kepulauan Sub-District Office.

E. Data Collection Techniques

Data were collected through direct observation, questionnaire distribution to employees, and documentation review, including organizational profiles, organizational structure, employee education levels, employment status, ranks, and grades.

F. Research Variables and Operational Definitions

The study examines leadership, work motivation, and organizational culture as independent variables, and employee performance as the dependent variable. Leadership is defined as the way a leader influences subordinates to work productively (Hasibuan, 2010:170), motivation reflects internal drives to achieve organizational goals (Mangkunegara, 2012:75), organizational culture is a shared system of meaning among members (Robbins, 2009:289), and employee performance refers to the successful execution of tasks in terms of quality, responsibility, timeliness, effectiveness, independence, and commitment (Bernardin, 2003:75).

G. Data Validity and Reliability

To ensure data quality, validity and reliability tests were conducted. Validity was tested using the Pearson Product Moment correlation, with items considered valid if $r > 0.3$ (Nunnally in Ghazali, 2009:42). Reliability was tested using Cronbach's Alpha, where instruments are considered reliable if $\alpha \geq 0.6$ (Ghozali, 2009:42).

H. Classical Assumption Tests

Before regression analysis, classical assumption tests were performed to ensure a Best Linear Unbiased Estimator (BLUE), including normality testing through residual distribution (Ghozali, 2009:163), multicollinearity testing using tolerance and VIF values (Ghozali, 2009:105), heteroscedasticity testing using scatterplots (Ghozali, 2009:139), and linearity testing using the test for linearity at a 0.05 significance level (Priyanto, 2009:36).

I. Data Analysis Technique

Hypotheses were tested using multiple linear regression analysis with SPSS software, expressed in the equation: $Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y represents employee performance, X1 leadership, X2 work motivation, and X3 organizational culture.

J. Hypothesis Testing

Hypothesis testing was conducted using the F-test to examine the simultaneous effect of independent variables on employee performance, and the t-test to assess the partial effect of each independent variable. Decisions were made based on a 5% significance level by comparing calculated values with critical values, determining whether the null hypotheses were accepted or rejected.

IV. RESEARCH RESULTS AND DISCUSSION

A. Analysis of Regression and Hypothesis Testing

➤ Regression Analysis

Hypothesis testing in this study aims to examine the effects of leadership, work motivation, and organizational culture on employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. Multiple linear regression analysis was employed using SPSS, as regression analysis is used to measure the strength and direction of relationships between dependent and independent variables (Ghozali, 2013:96). The regression results ($p < 0.05$) produced the equation: $Y = 0.365 + 0.418X_1 + 0.288X_2 + 0.275X_3 + e$, where Y represents employee performance, X1 leadership, X2 work motivation, and X3 organizational culture. The constant value (0.365) indicates employee performance when all independent variables are constant, while positive coefficients show that increases in leadership, motivation, and organizational culture lead to improvements in employee performance, assuming other variables remain constant.

➤ Results of Hypothesis Testing

➤ Simultaneous Test (F-Test)

The F-test was conducted to examine the simultaneous effect of leadership, work motivation, and organizational culture on employee performance. At a 95% confidence level ($\alpha = 0.05$), the calculated F-value of 71.646 exceeded the F-table value of 1.701, indicating that leadership, work motivation, and organizational culture jointly have a significant effect on employee performance. Thus, the hypothesis stating that these variables simultaneously influence employee performance is statistically accepted.

Table 1 Results of F-Count Calculation

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.195	3	75.065	71.646	.000 ^b
	Residual	28.289	27	1.048		
	Total	253.484	30			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Data processed with SPSS, 2025.

➤ *Partial Test (t-Test)*

The t-test results indicate that leadership ($t = 5.442$), work motivation ($t = 4.297$), and organizational culture ($t = 2.772$) each have a significant partial effect on employee performance, as all calculated t-values exceed the t-table value of 1.701 and

have significance levels below 0.05. These findings confirm that leadership, work motivation, and organizational culture individually influence employee performance at the Pulau Laut Kepulauan Sub-District Office.

Table 2 Results of Partial Multiple Regression Calculations

Variable	Unstandardized Coefficients B	Standardized Coefficients Beta	t count	Sig.t	t table	Description
Konstanta	0,365		0,161	0,873	1,701	Significant
Leadership (X1)	0,418	0,420	5,442	0,000	1,701	Significant
Work Motivation (X2)	0,288	0,416	4,297	0,000	1,701	Significant
Organizational Culture (X3)	0,275	0,274	2,772	0,010	1,701	Significant

Source: Data processed with SPSS, 2025.

➤ *Dominant Variable Test*

The dominant variable was identified by comparing standardized beta coefficients. Leadership (X1) has the highest beta value (0.420), indicating that it exerts the strongest influence on employee performance compared to work motivation and organizational culture. Therefore, the hypothesis stating that work motivation is the dominant factor is rejected, and leadership is statistically proven to be the most influential variable.

B. Discussion of Research Findings

➤ *The Effect of Leadership on Employee Performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency*

Based on the regression analysis results, leadership has a significant influence on employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. Leadership plays a vital role in determining direction, motivation, and employee morale, particularly through fairness, support, communication, and exemplary behavior. The frequency distribution analysis shows that most employees perceive the leadership style positively, especially in terms of understanding subordinates' conditions, fostering collaboration, and creating a conducive work environment. Effective leadership encourages harmonious working relationships, strengthens responsibility, and enhances work motivation, which ultimately improves performance. This finding is consistent with Robbins and Judge (2017), who state that leadership is a key factor in shaping work motivation and organizational culture, where supportive and trustworthy leaders create a positive work climate that enhances individual and team performance. Overall, the leadership approach at this office can be categorized as transformational and humanistic, contributing positively to employee discipline, motivation, and service effectiveness.

➤ *The Effect of Work Motivation on Employee Performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency*

The regression analysis indicates that work motivation has a significant positive effect on employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. Employees demonstrate responsibility, willingness to improve performance, timely task completion, and

voluntary correction of mistakes, reflecting strong intrinsic motivation. This finding supports previous studies by Akhsin Rustam Aji (2015), Darmawan (2002), and Salem (2011), which confirm that motivation significantly affects employee performance. Furthermore, Martoyo (2013:125) emphasizes that motivation fundamentally influences individual performance, as motivated employees exhibit higher loyalty, dedication, and work quality. In line with Keith Davis in Mangkunegara (2010b:67), motivation arises from employees' attitudes toward work situations and serves as a driving force to achieve organizational goals. Both intrinsic and extrinsic motivation—such as recognition, compensation, work environment, and career opportunities—have been effectively managed, aligning with Herzberg's motivation theory, which highlights the role of motivators and hygiene factors in enhancing job satisfaction and performance.

➤ *The Effect of Organizational Culture on Employee Performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency*

The regression results show that organizational culture does not have a significant direct effect on employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. This finding suggests that the existing organizational culture does not pose serious problems that hinder performance, although continuous development and improvement are still necessary. Robbins (2009:728) explains that organizational culture helps direct human resources toward achieving organizational vision and goals while strengthening teamwork and cohesion. Organizational culture shapes employee behavior by integrating core values and desired practices, enhancing consistency, coordination, motivation, and loyalty. However, culture must remain adaptive to environmental changes, as a static culture may become misaligned with organizational needs. For civil servants, alignment between individual attitudes and organizational culture is crucial, as adaptability and cultural fit significantly influence performance sustainability and future career development.

➤ *The Simultaneous Effect of Leadership, Work Motivation, and Organizational Culture on Employee Performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency*

The regression analysis confirms that leadership, work motivation, and organizational culture simultaneously have a significant effect on employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. Employee performance is a key indicator of public service effectiveness, and these three factors collectively shape work behavior and productivity. Leadership provides direction, motivation, and role modeling, consistent with Bass's (1990) transformational leadership theory, which emphasizes inspiration and support to enhance performance. Work motivation, supported by both intrinsic and extrinsic factors, encourages responsibility, discipline, and goal orientation, aligning with Herzberg's motivation theory. Meanwhile, a positive organizational culture fosters teamwork, discipline, and adherence to procedures, creating a professional and productive work environment. The synergy among leadership, motivation, and organizational culture forms a strong foundation for improving employee performance and delivering high-quality public services.

V. CONCLUSION

Based on the results of the study, it can be concluded that leadership, work motivation, and organizational culture have a significant influence on employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. Leadership plays an important role in directing and improving employee performance, while strong work motivation encourages employees to work more responsibly and optimally. In addition, a supportive organizational culture contributes positively to shaping productive work behavior. Simultaneously, leadership, work motivation, and organizational culture have a positive and significant effect on employee performance.

Based on these conclusions, several recommendations are proposed to improve employee performance at the Pulau Laut Kepulauan Sub-District Office, Kotabaru Regency. Although leadership has been implemented well, sub-district leaders are encouraged to continuously develop their leadership competencies through training, seminars, or workshops, particularly in transformational leadership, effective communication, conflict management, and strategic decision-making. Furthermore, employee work motivation should be enhanced through improvements in career development and promotion systems that are more objective and fair, as well as through the development of a reward system that can effectively motivate employees. Organizational culture should also be strengthened by improving cultural aspects that are still less optimal, reducing outdated values that are no longer relevant, and adapting to current organizational and employee needs. Finally, further research is recommended to explore other factors that may also influence employee performance.

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