



DOI: <https://doi.org/10.38035/ijam.v5i2>
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The Effect of Leadership Styles and Organisational Culture on Organisational Commitment and Their Impact on The Performance of Staff at The Secretariat ff The Regional People's Representative Council of Muaro Jambi Regency

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Abstract: Employee performance is a crucial factor in the success of public sector organizations. Although various studies have shown that leadership style and organizational culture influence employee performance, previous research findings have been inconsistent, particularly regarding the direct influence of leadership style on performance and the role of organizational commitment as a mediating variable. This study aims to analyze the influence of leadership style and organizational culture on employee performance through organizational commitment at the Muaro Jambi Regency DPRD Secretariat. The study employed a quantitative approach with a survey method through questionnaires distributed to employees. Data were analyzed using PLS-SEM to test the direct and indirect relationships between variables. The results showed that leadership style and organizational culture had a positive and significant effect on organizational commitment. Organizational culture and organizational commitment also had a positive and significant effect on employee performance. Conversely, leadership style did not have a significant direct effect on employee performance. However, organizational commitment was shown to mediate the influence of leadership style and organizational culture on employee performance. These findings indicate that improving employee performance is more effectively achieved through strengthening organizational culture and organizational commitment than through direct leadership style. The novelty of this research lies in the empirical evidence that organizational commitment acts as a mediating mechanism that explains why leadership style does not have a direct effect on employee performance in public sector organizations, especially in the Muaro Jambi Regency DPRD Secretariat.

Keywords: Leadership Style, Organizational Culture, Organizational Commitment, Employee Performance.

INTRODUCTION

Human Resource Management (HRM) is vital within organisations and companies for a variety of reasons. HRM ensures that employees receive the training and development necessary to enhance their skills and abilities, which in turn boosts productivity and efficiency. HRM establishes performance appraisal systems to monitor and evaluate employees' contributions, as well as to provide constructive feedback (Sedarmayanti, 2017).

Sedarmayanti (2017) emphasises that HRM is not merely about managing technical aspects such as payroll, training or recruitment, but also focuses on the human aspects and interpersonal relationships within the organisation. The aim is to create a productive and sustainable working environment that benefits both the organisation and its employees.

Human Resource Management plays a role in identifying staff development needs and designing appropriate training programmes to enhance their skills and knowledge. This helps to create more competent staff who are ready to face challenges in the workplace (Hasibuan, 2017). Effective Human Resource Management helps to improve staff productivity through good performance management; human resources (staff) are a key factor in the success of an institution or organisation in achieving its objectives. Management undertakes various initiatives to improve staff performance. The measurement of such performance can be assessed in terms of quantity and quality in accordance with established standards, whether these are tangible (where measurement tools or standards can be defined) or intangible (where measurement tools or standards cannot be defined), depending on the nature and process of the work carried out (Fadhli, 2021).

Leadership style plays a crucial role in determining staff performance within an organisation. A leader capable of applying the appropriate leadership style will be able to create a conducive working environment, foster harmonious relationships between superiors and subordinates, and motivate staff to work to their full potential. A participatory leadership style, for example, can enhance staff's sense of ownership and responsibility towards the tasks assigned to them, thereby encouraging them to deliver their best performance.

Organisational culture is a crucial element in shaping the character, identity and direction of an institution. A strong organisational culture fosters values, norms and behaviours that serve as a shared guide for all members of the organisation in carrying out their duties and responsibilities. With a positive organisational culture—such as one characterised by cooperation, innovation, discipline and a results-oriented approach—employees will feel more motivated and have a clear sense of direction in their work. This directly contributes to increased productivity, loyalty and work efficiency. Furthermore, a robust organisational culture can foster a sense of community, strengthen the company's identity and serve as a competitive differentiator in the marketplace. Therefore, building and maintaining a healthy organisational culture is crucial for an organisation's long-term success (Fahmi, 2017). Research conducted by (Aprilda et al., 2023) and (Citra Irma & Lutfi, 2019) demonstrates a direct positive influence of organisational culture on employee performance.

Furthermore, another factor that can influence employee performance and serve as a mediating variable is organisational commitment. According to (Fryson, 2024) in his research on the influence of organisational commitment on employee performance, the results indicate that the work environment influences employee performance. The Muaro Jambi Regency Regional Representative Council (DPRD) is a government organisation whose human resources consist of management and support staff, comprising civil servants and contract staff who play a vital role in the administration of government and the provision of public services. Overall, the data in the table shows that the performance of the Muaro Jambi Regency DPRD Secretariat during the period 2021–2025 has seen a positive improvement. The increase in the average achievement of work programmes indicates the organisation's efforts to improve staff effectiveness and the quality of the organisation's services. Nevertheless, there are still several

programmes whose implementation has not yet fully met the targets; therefore, enhanced supervision, performance evaluation and staff discipline training are required so that the organisation's performance can continue to improve to the fullest extent possible.

METHOD

The research object is the focus of a study, as it represents the target to be achieved to obtain answers or solutions to the problems at hand. The research object is the scientific target for obtaining data with specific aims and uses regarding an objective, valid and reliable matter (a specific variable) (Sugiyono, 2016). The object of this study is the staff at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council (DPRD). This study will examine the Secretariat of the Muaro Jambi Regency DPRD. The data in this study constitute a measure of value. Processed data is referred to as information. The criteria for good data include accuracy, relevance and being up to date (Sudirman, Osrita & Zahari, 2020). The types of data collected in this study are primary and secondary data, as outlined below:

1. Primary data is data generated by the researcher for the specific purpose of resolving the problem at hand. The data is collected by the researcher themselves directly from the primary source or the location where the research is conducted (Sugiyono, 2016). The research was conducted using a questionnaire. The method used to obtain primary data in this study was a survey, utilising a questionnaire—a structured list of questions—administered to staff at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council.
2. Secondary data is data that has been collected for purposes other than addressing the problem at hand (Sugiyono, 2016). This data can be obtained quickly. In this study, the sources of secondary data were literature, articles and journals.

Researchers also collected primary research data by conducting field studies, namely by gathering data directly from the source, whether oral or written. The data collection method used in this study was a questionnaire. A questionnaire is a list of pre-formulated written questions to be answered by respondents, usually with clearly defined response options. Questionnaires are an efficient data collection mechanism provided the research clearly identifies what is required and how to measure the research variables (Sugiyono, 2016).

RESULT AND DISCUSSION

In the PLS-SEM analysis, the values of the structural model in this study can be seen from the direct effects, also known as path coefficients. Path coefficients between constructs were then measured to assess the significance and strength of these relationships and to test the hypotheses.

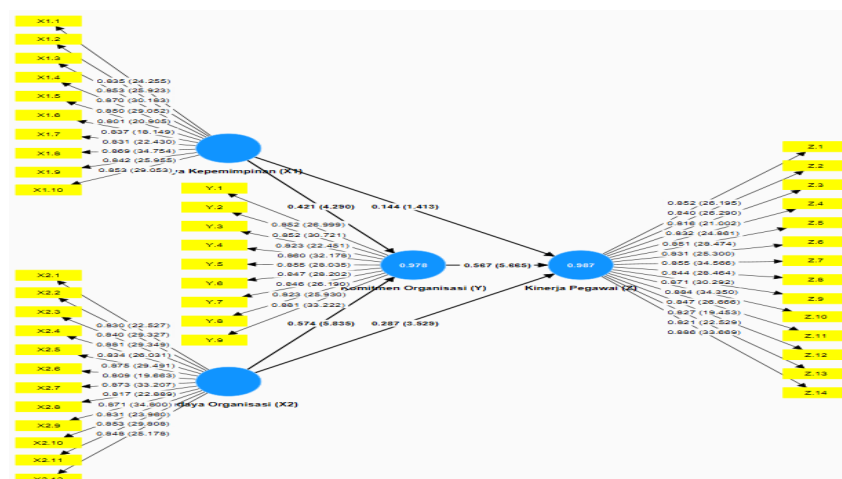


Figure 1. Bootstrapping

Table 1. Path Coefficient

Relationships Between Variables	Path Coefficient
Leadership style (X1) → Organisational commitment (Y)	0,421
Organisational culture (X2) → Organisational commitment (Y)	0,574
Leadership style (X1) → Employee performance (Z)	0,144
Organisational culture (X2) → Employee performance (Z)	0,287
Organisational commitment (Y) → Employee performance (Z)	0,567
Leadership style (X1) → Organisational commitment (Y) → Employee performance (Z)	0,238
Organisational culture (X2) → Organisational commitment (Y) → Employee performance (Z)	0,326

Source: Data analysis using PLS (2026)

Based on the results of the path coefficient analysis in Table 1, the path coefficient values can be interpreted to mean that a 1-unit increase in the independent variable will increase the dependent variable by an amount corresponding to the value of the path coefficient.

1. The path coefficient for leadership style (X1) on organisational commitment (Y) is 0.421, indicating that if leadership style increases by 1 unit, organisational commitment will increase by 0.421 units, assuming all other variables remain constant. This suggests that the better the leadership style adopted by managers, the greater the employees' organisational commitment will be.
2. The path coefficient value for organisational culture (X2) on organisational commitment (Y) is 0.574, indicating that if organisational culture increases by 1 unit, organisational commitment will increase by 0.574 units. These results show that organisational culture has a significant influence on increasing employees' organisational commitment.
3. The path coefficient for leadership style (X1) on employee performance (Z) is 0.144, indicating that if leadership style increases by 1 unit, employee performance will increase by 0.144 units. This effect is classified as low, but it still indicates a positive relationship between leadership style and employee performance.
4. The path coefficient value for organisational culture (X2) on employee performance (Z) is 0.287, indicating that if organisational culture increases by 1 unit, employee performance will increase by 0.287 units. This means that a good organisational culture is capable of improving the quality of employees' work.
5. The path coefficient value of organisational commitment (Y) on employee performance (Z), at 0.567, indicates that if organisational commitment increases by 1 unit, employee performance will increase by 0.567 units. These results show that organisational commitment is the variable with the greatest influence on improving employee performance.
6. About indirect effects, the path coefficient for leadership style (X1) on employee performance (Z) via organisational commitment (Y) is 0.238, indicating that if leadership style increases by 1 unit through an increase in organisational commitment, employee performance will increase by 0.238 units.
7. Furthermore, the path coefficient value of organisational culture (X2) on employee performance (Z) via organisational commitment (Y) is 0.326, indicating that if organisational culture increases by 1 unit via organisational commitment, employee performance will increase by 0.326 units. Overall, the results of the analysis show that organisational culture and organisational commitment have a greater influence on improving employee performance than leadership style does directly at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council.

Descriptive Testing of the First Hypothesis

To test the first hypothesis, the scale ranges shown in the following table were used in the results of this study:

Table 2. Results of the Description of Research Variables

No	Variabel	Hypothesis	Result	Decision
1	Leadership style (X1)	Good	Good	Hypothesis Accepted
2	Organisational culture (X2)	Good	Good	Hypothesis Accepted
3	Organisational commitment (Y)	High	High	Hypothesis Accepted
4	Employee performance (Z)	High	High	Hypothesis Accepted

Source: Processed data (2026)

Based on Table 2 regarding the descriptive results of the research variables, it can be seen that all variables in the study yielded results consistent with the proposed hypotheses. This indicates that the levels of leadership style, organisational culture, organisational commitment and staff performance at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council fall within the 'good' and 'high' categories; consequently, all descriptive hypotheses are accepted.

1. The leadership style variable (X1) yielded results in the 'good' category, in line with the proposed hypothesis. These results indicate that the leadership at the Muaro Jambi Regency DPRD Secretariat has been able to implement effective leadership within the organisation. Good leadership is reflected in the leaders' ability to provide direction, communicate effectively, motivate staff, and serve as role models for employees. This situation indicates that employees perceive a leadership style capable of supporting the performance of their duties and creating a conducive working environment.
2. The organisational culture variable (X2) also yielded a 'good' category result, in line with the research hypothesis. This indicates that the organisational culture implemented within the Muaro Jambi Regency DPRD Secretariat is functioning effectively. This organisational culture is evident in the values of cooperation, discipline and responsibility, as well as harmonious working relationships amongst staff. A sound organisational culture is capable of creating a comfortable working environment that supports staff in carrying out their duties effectively.
3. Furthermore, the organisational commitment variable (Y) yielded a 'high' result, consistent with the proposed hypothesis. This result indicates that staff possess high levels of loyalty, a sense of belonging, and responsibility towards the organisation. High organisational commitment reflects that staff have a desire to remain part of the organisation and strive to make their best contribution towards achieving its objectives. This condition is a key factor in supporting the organisation's success.
4. The employee performance variable (Z) also yielded a high-category result, thus confirming the research hypothesis. This indicates that employees at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council have been able to carry out their work effectively in accordance with the targets and responsibilities assigned to them. The high level of employee performance is evident from their ability to complete tasks on time, maintain the quality of their work, and demonstrate.

Overall, the results of the description of the research variables indicate that organisational conditions at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council are functioning well. A positive leadership style and organisational culture have fostered a high level of organisational commitment, thereby contributing to high staff performance. These results also indicate that the organisational environment has succeeded in

creating a positive working environment that supports the optimal achievement of organisational objectives.

Testing of Verificative Hypotheses

Next, to test hypotheses 2 to 8, the t-statistic and p-values were examined. The hypotheses in this study are accepted if the results comply with Thub's Rule, i.e. if the p-value is < 0.05 or the t-statistic is > 1.96 . To comprehensively determine the interrelationships between the research variables, the findings are explained as follows:

Table 3. Uji Hipotesis Verifikatif

Relationships between Variables	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Results</i>
Leadership style (X1) → Organisational commitment (Y)	4,290	0,000	Accepted
Organisational culture (X2) → Organisational commitment (Y)	5,835	0,000	Accepted
Leadership style (X1) → Employee performance (Z)	1,413	0,158	Rejected
Organisational culture (X2) → Employee performance (Z)	3,529	0,000	Accepted
Organisational commitment (Y) → Employee performance (Z)	5,665	0,000	Accepted
Leadership style (X1) → Organisational commitment (Y) → Employee performance (Z)	3,231	0,001	Accepted
Organisational culture (X2) → Organisational commitment (Y) → Employee performance (Z)	4,334	0,000	Accepted

Source: Data Processing using PLS (2026)

Based on the results of the confirmatory hypothesis testing in Table 4.20, the tests were conducted by examining the T-statistics and P-values. A hypothesis is accepted if the T-statistic is greater than 1.96 and the P-value is less than 0.05. The test results indicate that the majority of relationships between variables have a positive and significant influence.

1. The results of the second hypothesis test show that leadership style (X1) has a positive and significant effect on organisational commitment (Y). This can be seen from the Original Sample value of 0.421, which indicates a positive direction of influence. The T-statistic value of 4.290 is greater than 1.96 and the P-value of 0.000 is less than 0.05. Consequently, the first hypothesis is accepted. This means that if leadership style increases by 1 unit, organisational commitment will increase by 0.421 units. These results indicate that the better the leadership style applied by managers, the greater the employees' organisational commitment will be.
2. The results of the test for the third hypothesis show that organisational culture (X2) has a positive and significant effect on organisational commitment (Y). The Original Sample value of 0.574 indicates a positive relationship. The T-statistic value of 5.835 is greater than 1.96 and the P-value of 0.000 is less than 0.05. Consequently, the second hypothesis is accepted. This means that if organisational culture increases by 1 unit, organisational commitment will increase by 0.574 units. These results indicate that organisational culture has a considerable influence on increasing employees' organisational commitment.
3. The results of the fourth hypothesis test indicate that leadership style (X1) has a positive but non-significant effect on employee performance (Z). The Original Sample value of 0.144 indicates a positive direction of relationship. However, the T-statistic value of 1.413 is less than 1.96 and the P-value of 0.158 is greater than 0.05. Consequently, the third hypothesis is rejected. This means that an improvement in leadership style has not yet been able to exert a significant direct influence on an increase in employee performance.
4. The results of the test for the fifth hypothesis show that organisational culture (X2) has a positive and significant effect on employee performance (Z). This is evident from the Original Sample value of 0.287, indicating a positive relationship. The T-statistic value

of 3.529 is greater than 1.96, and the P-value of 0.000 is less than 0.05. Consequently, the fourth hypothesis is accepted. This means that if organisational culture increases by 1 unit, employee performance will increase by 0.287 units. These results indicate that a good organisational culture is capable of improving the quality of employee performance.

5. The results of the test for the sixth hypothesis show that organisational commitment (Y) has a positive and significant effect on employee performance (Z). The Original Sample value of 0.567 indicates a fairly strong positive effect. The T-statistic value of 5.665 is greater than 1.96 and the P-value of 0.000 is less than 0.05. Consequently, the fifth hypothesis is accepted. This means that if organisational commitment increases by 1 unit, employee performance will increase by 0.567 units. These results indicate that organisational commitment has the greatest influence on improving employee performance.
6. With regard to indirect effects, the results of the sixth hypothesis test indicate that leadership style (X1) has a positive and significant effect on employee performance (Z) via organisational commitment (Y). This is evident from the Original Sample value of 0.238, the T-statistic value of 3.231 (greater than 1.96), and the P-value of 0.001 (less than 0.05). Consequently, the sixth hypothesis is accepted. This means that organisational commitment mediates the effect of leadership style on employee performance.
7. The results of the test for the seventh hypothesis show that organisational culture (X2) has a positive and significant effect on employee performance (Z) via organisational commitment (Y). The Original Sample value of 0.326 indicates a positive direction of the relationship. The T-statistic of 4.334 is greater than 1.96 and the P-value of 0.000 is less than 0.05. Consequently, the seventh hypothesis is accepted. This implies that organisational commitment mediates the effect of organisational culture on employee performance.

Overall, the results of the confirmatory hypothesis testing show that organisational culture and organisational commitment have a more dominant influence on improving employee performance than leadership style does directly. Furthermore, organisational commitment has been shown to act as a mediating variable in the relationship between leadership style and organisational culture on employee performance at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council.

Discussion

An Overview of Leadership Style, Organisational Culture, Organisational Commitment and Staff Performance

Overall, the four research variables showed positive and high results. Good leadership style, organisational culture and organisational commitment have been shown to support high employee performance at the Muaro Jambi Regency DPRD Secretariat. Nevertheless, there are still several aspects that need improvement, such as the provision of feedback from management, enhancing trust amongst employees, ensuring a comfortable working environment, and aligning work outcomes with organisational targets so that the quality of employee performance can continue to improve to the fullest extent possible.

The Influence of Leadership Style on Organisational Commitment

It can be concluded that leadership style influences organisational commitment at the Muaro Jambi Regency DPRD Secretariat because leaders are able to provide guidance, motivation, communication, exemplary behaviour, and sound decision-making. Effective leadership fosters a sense of comfort, loyalty, and attachment among staff towards the organisation, thereby increasing their organisational commitment.

The Influence of Organisational Culture on Organisational Commitment

It can be concluded that organisational culture influences organisational commitment at the Muaro Jambi Regency DPRD Secretariat, as organisational culture fosters discipline, cooperation, responsibility and a comfortable working environment for staff. A positive organisational culture can enhance staff's sense of belonging, loyalty and attachment to the organisation, thereby increasing their organisational commitment.

The Influence of Leadership Style on Staff Performance

It can be concluded that the lack of influence of leadership style on staff performance at the Muaro Jambi Regency DPRD Secretariat is due to the fact that staff already possess the necessary work skills, experience, sense of responsibility, work culture and a sound organisational work system; consequently, staff performance is more influenced by internal staff factors and organisational culture than by the leadership style of their superiors directly.

The Influence of Organisational Culture on Employee Performance

It can be concluded that organisational culture influences employee performance at the Muaro Jambi Regency DPRD Secretariat because organisational culture fosters work discipline, responsibility, cooperation, communication and a conducive working environment. A positive organisational culture makes employees more motivated, productive and able to work effectively, thereby improving their performance.

The Effect of Organisational Commitment on Staff Performance

It can be concluded that organisational commitment influences staff performance at the Muaro Jambi Regency DPRD Secretariat, as organisational commitment enhances staff loyalty, a sense of responsibility, work motivation and attachment to the organisation. Staff with a high level of commitment will work more diligently, with greater discipline and productivity, thereby optimising their performance.

The Influence of Leadership Style on Employee Performance Through Organisational Commitment

It can be concluded that leadership style influences employee performance through organisational commitment at the Muaro Jambi Regency DPRD Secretariat, as good leadership is able to enhance employees' loyalty, motivation and sense of responsibility towards the organisation. High organisational commitment subsequently encourages employees to work in a more disciplined, productive and responsible manner, thereby improving employee performance.

The Influence of Organisational Culture on Employee Performance Through Organisational Commitment

It can be concluded that organisational culture influences employee performance through organisational commitment at the Secretariat of the Muaro Jambi Regency Regional People's Representative Council, as organisational culture fosters employees' loyalty, sense of belonging, responsibility and attachment to the organisation. High levels of organisational commitment subsequently encourage employees to work with greater discipline, productivity and accountability, thereby improving employee performance.

CONCLUSION

Conclusion

1. Based on the descriptive results, the leadership style variable (X1) achieved a total score of 2.421 with an average score of 242 and falls into the 'very good' category; the

organisational culture variable (X2) falls into the ‘good’ category with a total score of 2.934 and an score of 245; the organisational commitment variable (Y) was in the ‘high’ category with a total score of 2.200 and an average score of 244; and the staff performance variable (Z) was also in the ‘high’ category with a total score of 3.407 and an average score of 243.

2. Leadership style has a positive and significant effect on organisational commitment at the Muaro Jambi Regency DPRD Secretariat. This means that as leadership style improves, organisational commitment will increase.
3. Organisational culture has a positive and significant effect on organisational commitment at the Muaro Jambi Regency DPRD Secretariat. This means that as organisational culture improves, organisational commitment will increase.
4. Leadership style has no significant effect on staff performance at the Muaro Jambi Regency DPRD Secretariat. This means that an improvement in leadership style does not have a significant impact on staff performance.
5. Organisational culture has a positive and significant effect on staff performance at the Muaro Jambi Regency DPRD Secretariat. This means that an improvement in organisational culture leads to an increase in staff performance.
6. Organisational commitment has a positive and significant effect on staff performance at the Muaro Jambi Regency DPRD Secretariat. This means that as organisational commitment increases, staff performance will improve.
7. Leadership style has a positive and significant effect on staff performance via organisational commitment at the Muaro Jambi Regency DPRD Secretariat. This means that as leadership style improves, organisational commitment and staff performance will increase.
8. Organisational culture has a positive and significant effect on staff performance via organisational commitment at the Muaro Jambi Regency DPRD Secretariat. This means that as organisational culture improves, so too will organisational commitment and staff performance.

Research Limitations

This study has several limitations. First, the study was conducted only on employees of the Muaro Jambi Regency DPRD Secretariat, so the results cannot be generalized to other organizations. Second, the study only used leadership style, organizational culture, and organizational commitment to explain employee performance, while many other factors can influence performance. Third, the research data were obtained through a questionnaire, so respondents' answers were based on their individual perceptions.

Recommendation

Future research is recommended to involve a broader range of subjects to better generalize the results. Furthermore, researchers can add other variables that could potentially influence employee performance, such as work motivation, job satisfaction, competence, or the work environment. Future research could also employ different approaches or methods to obtain more comprehensive results regarding the factors influencing employee performance.

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