

Organizational Culture as a Strategic Mechanism Linking HRM Practices, Transformational Leadership, and Organizational Performance

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ABSTRACT

Manufacturing is a key sector that supports sustainability across other sectors. The performance of manufacturing companies in Batam cannot be separated from the performance of their employees. Employee performance is also influenced by various factors, both internal and external to the Company. The main objective of this research is to scientifically examine the extent to which Organizational Culture, HRM Practices, and Transformational Leadership influence employee training and work discipline toward performance in management. This study employed a quantitative methodology and surveyed manufacturing companies in Batam. Manufacturing: Respondents in this study were 600 employees working in the manufacturing sector in Batam City. The study employs a quantitative design, collecting data from respondents via questionnaires distributed via Google Forms. The number of samples used was 600. The data were processed using SmartPLS 3, and the results indicate that HRM Practices and transformational leadership have a significant positive effect on organizational performance. HRM Practices and transformational leadership are mediated by organizational culture, which has a significant positive effect on organizational performance, as evidenced by employee performance.

Keywords: HRM Practices; Transformational Leadership; Organizational Culture; Organizational Performance



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INTRODUCTION

Human resources play a significant role in the industry; therefore, the quality of human resources must be enhanced. In order to survive the competition, a company must have an advantage. Therefore, a business's success is greatly influenced by employee performance. Employees who are given work responsibilities are expected to strive to their maximum in carrying out and completing the responsibilities given. Performance can be understood as the execution of work for which the employee is responsible (Permana & Rachmawati, 2022). The low performance of employees is one of the challenges in every company, including in industries engaged in manufacturing. Employees are an inseparable part of human resources; employee performance is a critical issue faced by company management. Positive employee performance will certainly have a positive impact on the

company as well. Employee performance is not only judged by the results but also evaluated from the process of fulfilling their responsibilities (Fransiska, 2021). Manufacturing is a key industry that supports sustainability in various sectors. This is because manufacturing is a major industry in terms of production volume and employment (Alden Nelson et al., 2023).

Batam is a city located in the Riau Islands province. Its location is on the international shipping route between Malaysia and Singapore. With its strategic location, Batam is a key driver of national growth. In 2021, Batam contributed 63.97% of the Gross Regional Domestic Product for the Riau Islands. This is supported by exports, which increased by 10.85%. Thus, Batam makes a substantial contribution to Indonesia's income, particularly through its manufacturing sector (Nelson et al., 2022). The performance of manufacturing companies in Batam is also inseparable from employee performance. Employee performance is influenced by multiple factors, both internal and external to the company (Ratnasari et al., 2022). Leadership ability has been identified as a factor that ensures employee comfort and satisfaction in the workplace (Alam et al., 2022). Leadership is grounded in the principles of respect, service, fairness, integrity, and community. Leadership theory views this phenomenon as a result of individual characteristics, including moral reasoning, and situational factors, including the moral context. An individual's activities are directed towards achieving organizational goals. Leadership is also defined as the behavior of an individual who directs the activities of a group of people (Sabir et al., 2023). Leadership style significantly influences employee performance. Leadership transforms potential into reality, a fundamental process that drives organizational success (Halim, 2021).

Based on field observations and the visible differences in the research phenomenon, the focus of this study is to explore the impact of organizational culture, HRM practices, and transformational leadership on employee training and work discipline towards performance. This study aims to investigate, from a scientific perspective, how organizational culture, HRM procedures, and transformational leadership affect employee work discipline and training in relation to management performance. Refers to the operational meaning or concrete way used to measure or observe a concept or variable in the context of research. It involves determining how the variable will be specifically measured or observed, allowing for consistent and replicable measurement or observation in a study. The operational definition of variables includes details about the instrument, scale, or method used to collect data related to that variable. In other words, the operational definition provides practical guidance on how an abstract concept is measured or observed within a specific research framework. Therefore, this study offers novelty by proposing an integrated framework that examines the simultaneous influence of organizational culture, HRM practices, and transformational leadership on employee training and work discipline and their impact on organizational performance in the manufacturing industry in Batam City. Although previous studies have investigated these variables independently, limited research has explored their interrelationships within a single comprehensive model, particularly in the context of Batam's manufacturing sector, which plays a strategic role in regional and national economic growth. By incorporating employee training and work discipline as intervening variables, this study provides a more holistic understanding of the mechanisms through which managerial and cultural factors contribute to organizational performance.

A combination of values, customs, beliefs, behaviors, and symbols that characterize an organization's core is collectively referred to as its organizational culture. This culture establishes behavioral patterns and offers guidance to members of the organization on how to engage with one another and navigate various challenges. Organizational culture can influence various aspects, including employee motivation, productivity, job satisfaction, and organizational success. It is important to note that organizational culture is not a static entity and can change over time, especially through changes in leadership, significant events, and organizational evolution. However, a deep understanding of organizational culture can help in achieving organizational goals and creating a healthy and productive work environment (Lubis & Hanum, 2020). Human Resource Management (HRM) practices encompass a range of policies, protocols, and initiatives that are put into effect by

an organization's HR department to effectively manage and enhance the capabilities of its workforce. The focus of these practices is to enhance employees' personal performance and their contribution to organizational goals. The effective implementation of HRM practices can help companies attract and retain talented employees, improve performance and productivity, and achieve business objectives. A holistic approach to human resource management as a whole contributes to creating a positive and sustainable work environment (Ploscaru et al., 2023).

Transformational leadership is a leadership style that focuses on inspiring, empowering, and changing team members and subordinates to help them reach their full potential. This leadership style is known for its ability to create positive change and motivate individuals to actively participate in achieving a shared vision. Transformational leadership has been found to be associated with various positive outcomes, including increased satisfaction, commitment, and performance of employees. It also fosters a culture of innovation and creativity, as followers are encouraged to think critically, challenge the status quo, and explore new ideas. Overall, transformational leadership plays a crucial role in driving organizational success by inspiring and motivating individuals to reach their full potential and achieve exceptional results (Hadi & Marpaung, 2023). Organizational performance pertains to the degree to which an entity attains its predetermined goals and objectives. The evaluation of organizational performance can be conducted using diverse indicators and metrics that are tailored to the organization's goals and specific context. It is crucial to assess organizational performance holistically, taking into account multiple dimensions. Typically, a combination of several metrics offers a more comprehensive understanding of the organization's level of achievement and long-term viability. Organizational performance serves as a reflection of the entity's capacity to successfully accomplish its established goals and objectives (Trisusanti et al., 2023).

Hypothesis Review and Research Model

The Relationship Between HRM Practices and Organizational Culture

It is necessary to describe the connection between organizational culture and HRM practices. This may involve how the implementation of certain HRM practices influences the values, norms, and behaviors within an organization. In order for HRM practices to function effectively, they require special attention. It is essential to understand HRM policies and practices in order to create effective policies and practices. HRM practices involve the process of monitoring, planning, organizing, staffing, mobilizing, acquiring, developing, rewarding, integrating, retaining, and separating employees to achieve organizational goals (A.N Firdaus, 2021). It is necessary to clearly explain the theoretical connection between organizational culture and HRM practices. This study is grounded in the Resource-Based View (RBV) and Social Exchange Theory (SET) as the grand theoretical foundations. According to RBV, organizational culture and HRM practices are strategic internal resources that can create sustainable competitive advantage when they are valuable, rare, inimitable, and well-organized. HRM practices function as managerial mechanisms that shape employee competencies and behaviors, while organizational culture provides shared values and norms that guide those behaviors.

From the perspective of Social Exchange Theory, effective HRM practices foster reciprocal relationships between employees and the organization. When employees perceive fair recruitment, training, performance appraisal, and reward systems, they respond with positive attitudes and behaviors aligned with organizational cultural values. Therefore, HRM practices not only manage human resources administratively but also reinforce and institutionalize organizational culture through structured policies and daily managerial actions. HRM practices involve the processes of planning, organizing, staffing, developing, rewarding, retaining, and separating employees to achieve organizational goals (A.N. Firdaus, 2021). However, their effectiveness depends on their alignment with organizational culture. A strong alignment between HRM practices and organizational culture strengthens employee commitment, work discipline, and overall organizational performance. Based on the information provided, we can formulate the following hypothesis:

H1: HRM practices have a significant beneficial influence on organizational culture.

HRM Practices Have a Significant Beneficial Influence on Organizational Culture.

The focus is on how the transformational leadership style can impact organizational culture. This involves the leader's ability to inspire, empower, and shape values that align with the organization's vision. Leaders play a critical role in organizations by influencing, mobilizing, and directing actions and behaviors towards specific goals on behalf of individuals or groups. Performance is closely tied to the leadership style within an organization (Natsir et al., 2022). One prevalent leadership style is transformational leadership. In this style, leaders can cultivate inspiration, creativity, motivation, and innovation among individuals, particularly subordinates, with the aim of achieving desired organizational goals and optimizing employee performance. Based on the theoretical analysis presented, it is proposed that employee performance and transformational leadership are positively correlated (Doni Mariyanto, 2019). The relationship between transformational leadership and organizational culture can be explained through Transformational Leadership Theory and Social Learning Theory as the underlying grand theoretical perspectives. Transformational leadership theory posits that leaders influence followers by articulating a compelling vision, providing intellectual stimulation, offering individualized consideration, and serving as role models. Through these mechanisms, leaders shape shared values, norms, and beliefs that eventually form and reinforce organizational culture.

From the perspective of Social Learning Theory, employees observe and internalize the behaviors, attitudes, and ethical standards demonstrated by leaders. When leaders consistently exhibit inspirational motivation, integrity, and innovation-oriented behavior, these characteristics become embedded within the organizational culture. Thus, transformational leaders do not merely direct tasks but actively construct cultural patterns that guide organizational behavior. Leaders play a crucial role in influencing and mobilizing individuals toward achieving collective goals (Natsir et al., 2022). Transformational leadership, in particular, fosters inspiration, creativity, motivation, and innovation among employees, thereby strengthening cultural alignment and enhancing performance outcomes. Prior studies suggest that transformational leadership is positively associated with employee performance (Doni Mariyanto, 2019). Therefore, theoretically and empirically, transformational leadership is expected to contribute significantly to the development of organizational culture and improved organizational performance. Based on the given explanation, we can formulate the following hypothesis:

H2: Transformational Leadership has a noteworthy positive effect on Organizational Culture.

The Relationship Between HRM Practices and Organizational Performance

The implementation of effective human resource management (HRM) practices has a significant impact on the overall performance of an organization. HRM practices cover various aspects, such as recruitment, training, performance management, compensation, and employee development. These steps are designed to attract and retain the best talent, improve employee skills, and create a conducive work culture. Well-managed HRM can drive productivity, increase job satisfaction, and motivate employees, which ultimately contribute to the achievement of organizational goals. Research shows a positive correlation between strategic HRM practices and organizational performance, confirming that targeted HRM plays a vital role in the success of a company (Walenta et al., 2024). The relationship between Human Resource Management (HRM) practices and organizational performance can be theoretically grounded in the Resource-Based View (RBV) and Ability–Motivation–Opportunity (AMO) Theory. According to RBV, human resources represent strategic assets that can generate sustainable competitive advantage when they are valuable, rare, inimitable, and effectively organized. In this perspective, well-designed HRM practices function as mechanisms to develop and leverage employee competencies as unique organizational resources. In addition, AMO Theory explains that organizational performance improves when employees possess the ability (developed through training and recruitment), motivation (enhanced through compensation and performance management), and opportunity (created through participative management and supportive work systems) to contribute effectively. Therefore, HRM practices such

as recruitment, training, performance appraisal, compensation, and employee development are not merely administrative functions but strategic tools that strengthen employees' capabilities and engagement. Effective implementation of HRM practices drives productivity, increases job satisfaction, and enhances employee commitment, which collectively contribute to improved organizational performance. Empirical research confirms a positive relationship between strategic HRM practices and organizational performance, highlighting the critical role of targeted HRM in achieving organizational success (Walenta et al., 2024). Based on the information provided, we can formulate the following hypothesis:

H3: HRM Practices exert a substantial positive impact on Organizational Performance.

The Relationship Between Transformational Leadership and Organizational Performance

This leadership style focuses on transforming individuals and organizations through a strong vision, encouraging innovation, and creating a positive work culture. Corporate culture, which includes values, norms, and customs, plays an important role in supporting transformational leadership. When the corporate culture is in line with the leader's vision, employees will be more easily motivated to innovate, develop new solutions, and contribute significantly to the company's competitive advantage (Suarna et al., 2023). This leadership style focuses on transforming individuals and organizations through a compelling vision, intellectual stimulation, and the development of a supportive work climate. The relationship between transformational leadership and organizational culture can be theoretically explained through Transformational Leadership Theory and Organizational Culture Theory (Schein's model). Transformational leaders act as cultural architects who embed their values, beliefs, and strategic vision into the organization through role modeling, communication, and reinforcement mechanisms. According to Organizational Culture Theory, leaders are primary agents in the formation and institutionalization of shared values and norms within organizations. When transformational leaders consistently promote innovation, collaboration, and long-term orientation, these values become internalized and reflected in the organizational culture. Furthermore, from the perspective of the Resource-Based View (RBV), a strong and aligned organizational culture represents an intangible strategic resource that can generate sustainable competitive advantage. When corporate culture aligns with the leader's vision, employees are more motivated to innovate, develop new solutions, and contribute meaningfully to organizational performance and competitiveness (Suarna et al., 2023). Based on the given explanation, we can formulate the following hypothesis:

H4: Transformational Leadership has a noteworthy positive effect on Organizational Performance.

Research shows that organizational culture has a significant positive relationship with the implementation of performance management practices, such as employee appraisal, training, and development. Effective HR practices are not only accepted by employees and managers but also strengthen the organizational culture as a basis for company growth (Zaki, 2021). With strategic HR management and a strong culture, organizations have a greater chance of improving their performance. The relationship between organizational culture and the implementation of performance management practices can be explained through Organizational Culture Theory and the Resource-Based View (RBV). Organizational culture provides shared values, norms, and behavioral expectations that guide how HRM practices such as employee appraisal, training, and development are designed, implemented, and accepted within the organization. A supportive culture enhances the legitimacy and effectiveness of HR systems by aligning them with collective beliefs and strategic objectives.

From the RBV perspective, both organizational culture and HRM practices represent intangible strategic resources that contribute to sustainable competitive advantage. When HR practices are consistent with cultural values, they reinforce employee commitment, improve capability development, and strengthen organizational cohesion. Empirical evidence indicates that organizational culture has a significant positive relationship with the implementation of performance management practices (Zaki, 2021). Therefore, the alignment between strategic HR management and a strong organizational culture increases the organization's capacity to enhance performance.

This alignment ensures that HR systems are not merely administrative tools but strategic mechanisms that translate cultural values into measurable organizational outcomes. Based on the information provided, we can formulate the following hypothesis:

H5: HRM Practices exert a substantial positive impact on Organizational Performance.

The relationship between Transformational Leadership significantly influences Organizational Performance through Organizational Culture

This exploration focuses on how transformational leadership can impact organizational performance through its influence on organizational culture. It also emphasizes the mediating role of organizational culture in connecting leadership style with organizational performance outcomes. The emergence of leadership styles is influenced by the important role of organizational culture. Leadership has been proven to have a positive influence on improving employee performance. The higher the quality of leadership, the better the perception of each member towards organizational culture (Farra, 2021). This study examines how transformational leadership influences organizational performance through the mediating role of organizational culture. Theoretically, this relationship can be explained through Transformational Leadership Theory, Organizational Culture Theory, and the Resource-Based View (RBV). Transformational Leadership Theory posits that leaders shape followers' values, beliefs, and behaviors by articulating a compelling vision, providing intellectual stimulation, and offering individualized consideration. Through these mechanisms, leaders gradually embed shared norms and expectations that form organizational culture. In line with Organizational Culture Theory, leaders are primary agents in creating, maintaining, and transforming culture within organizations. From the RBV perspective, organizational culture represents a valuable intangible resource that contributes to sustainable competitive advantage and improved organizational performance. Therefore, transformational leadership does not directly affect performance alone; rather, it strengthens organizational culture, which in turn enhances coordination, commitment, innovation, and ultimately organizational performance.

Empirical findings support the positive relationship between leadership quality and employee performance, as well as its influence on organizational culture (Farra, 2021). Thus, organizational culture functions as a mediating mechanism that translates leadership behaviors into measurable organizational performance outcomes. Based on the given explanation, we can formulate the following hypothesis:

H6: HRM Practices have a noteworthy positive effect on Organizational Performance mediated by Organizational Culture.

Transformational Leadership Has a Significant Positive Impact on Organizational Performance Through Corporate Culture

Transformational leadership plays a critical role in positively influencing organizational performance through the mediating factor of corporate culture. Transformational leaders inspire and motivate their employees to put aside personal interests and work towards higher levels of performance in the service of the organization. By fostering a positive and empowering corporate culture, these leaders create an environment of trust, collaboration, and innovation. This culture encourages employees to take ownership of their work, develop their skills, and contribute to the overall success of the organization. Extensive research consistently shows that transformational leadership has a positive impact on organizational culture, which in turn leads to improved organizational performance. The shared values, beliefs, and norms embedded in the corporate culture are consistent with the vision and goals of transformational leaders, resulting in greater employee retention, satisfaction, and engagement. This ultimately leads to higher productivity, creativity, and overall performance at the organizational level (Wati et al., 2020).

Transformational leadership plays a critical role in influencing organizational performance through the mediating role of organizational culture. This relationship can be theoretically grounded in Transformational Leadership Theory, Organizational Culture Theory, and the Resource-Based View (RBV). Transformational leaders inspire followers to transcend personal interests by articulating a compelling vision, providing intellectual stimulation, and fostering individualized consideration.

Through consistent behaviors and value reinforcement, leaders shape shared norms, beliefs, and expectations that gradually become embedded in the organizational culture. According to Organizational Culture Theory, leaders are key agents in creating and institutionalizing cultural values within organizations. When transformational leaders promote trust, collaboration, innovation, and long-term orientation, these values are internalized by employees and reflected in daily organizational practices.

From the RBV perspective, organizational culture represents an intangible strategic resource that enhances coordination, commitment, and adaptability, thereby contributing to sustainable competitive advantage. Thus, transformational leadership enhances performance not only directly but indirectly by strengthening a culture that supports employee engagement, retention, satisfaction, and productivity. Empirical evidence confirms that transformational leadership positively affects organizational culture, which subsequently improves organizational performance (Wati et al., 2020). Therefore, organizational culture functions as a mediating mechanism that translates leadership behaviors into improved organizational outcomes. Based on the provided explanation, we can formulate the following hypothesis:

H7: Transformational Leadership has a noteworthy positive effect on Organizational Performance mediated by Organizational Culture.

Based on the provided explanation, we can develop a theoretical framework that illustrates the causal relationship between HR practices, knowledge management, and talent management with the mediating influence of organizational culture, as depicted in Figure 1.

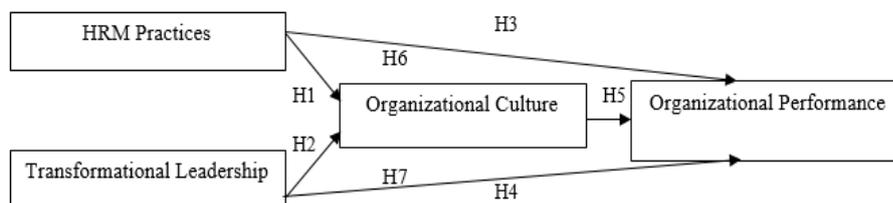


Figure 1. Research Framework

Source: Data Processed by Authors

METHOD

The population or target of this research is employees who work in the industrial sector of manufacturing in Batam City. In the article discussed by Yuswardi & Chrisjunianti (2022), it is explained that Batam City is a city that has high economic growth and is known as an industrial area, especially in the field of electronics manufacturing. This study utilized a quantitative method. Quantitative analysis involves using a random population or sample, which is then presented in statistical form (Maulia, 2023). Quantitative research can address specific problems through questions or statements. The study employed the SPSS application to process the data. SPSS is a statistical program application known for its high calculation capabilities. Using SmartPLS 4, the research hypothesis was empirically tested. The choice to utilize SmartPLS 4.0 stemmed from its capacity to produce outcomes that are more precise and uncomplicated, especially for intricate or substantial research models. Additionally, SmartPLS 4.0 eliminates the need for a normality test (Hustia et al., 2021). Gathering data through a questionnaire consisting of 34 questions distributed via Google Form is the technique used in this study. The research employs SmartPLS software to analyze the data. Validity and reliability tests will be conducted to assess the questions distributed through the questionnaire. Gathering data through a questionnaire consisting of 34 questions distributed via Google Form is the technique used in this study. The research employs SmartPLS software to analyze the data. Validity and reliability tests will be conducted to assess the questions distributed through the questionnaire. The study focused on employees working in the

manufacturing industry in Batam as the target population. The sample was obtained by randomly distributing Google Form questionnaires (Shinta & Siagian, 2020).

Table 1. Operational Definition of Variables and Questionnaire Items

Variable	Reference	Question Item	Code
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	As an employee, I am allowed to develop innovations by the company in carrying out my work	OC 1
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	I always try to behave cooperatively in a team to achieve company goals	OC 2
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	I can maintain stability in all company activities	OC 3
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	In this company, people devote all their abilities to work	OC 4
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	Members are open to other people	OC 5
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	The members are optimistic	OC 6
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	Always talk about work and the company seriously	OC 7
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	Meetings are held on time	OC 8
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	Employees feel safe in their jobs	OC 9
Organizational Culture	Maulana (2022), Oskar Sindi Nova (2015)	There is often competition and distrust between departments	OC 10
HRM Practices	Guest (2022), Elta Rosyana Maulani (2020)	The company provides career counseling for every employee	HP 1
HRM Practices	Guest (2022), Elta Rosyana Maulani (2020)	The company always provides support for career development	HP 2
HRM Practices	Guest (2022), Elta Rosyana Maulani (2020)	Companies sometimes provide work outside of each employee's responsibilities to help the company's goals	HP 3
HRM Practices	Guest (2022), Elta Rosyana Maulani (2020)	The company implements good employee health and safety practices	HP 4
HRM Practices	Guest (2022), Elta Rosyana Maulani (2020)	Our company carries out employee search procedures based on "the right person is selected for the right job."	HP 5

HRM Practices	Guest (2022), Elta Rosyana Maulani (2020)	The company motivates employees so they can provide ideas and suggestions to improve company performance	HP 6
HRM Practices	Guest (2022), Elta Rosyana Maulani (2020)	The company motivates employees so they can provide ideas and suggestions to improve company performance	HP 7
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	As an employee, I understand the clarity of the vision and mission of the company leadership	TL 1
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	Company leaders always provide opportunities for their subordinates for personal development	TL 2
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	Company leaders always provide guidance to their subordinates	TL 3
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	Company leaders need to trust and involve employees in teamwork	TL 4
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	Company leaders show respect by treating their employees	TL 5
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	Company leaders always instill a sense of pride in their employees	TL 6
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	Company leaders are always present at the workplace during official working hours	TL 7
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	My boss makes me proud to associate with him	TL 8
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	My boss always encourages each of his subordinates to progress and achieve	TL 9
Transformational Leadership	Kosasih A (2017), Lita et all (2018), Jauhar (2020)	My boss never gets tired of encouraging his subordinates to work more effectively and efficiently	TL 10
Organizational Performance	Dungga (2021)	As an employee, I am allowed to develop innovations by the company in carrying out my work	OP 1
Organizational Performance	Dungga (2021)	I always try to behave cooperatively in a team to achieve company goals	OP 2
Organizational Performance	Dungga (2021)	As an employee, I am able to complete work according to what is determined by the company	OP 3
Organizational Performance	Dungga (2021)	As an employee, I can increase the achievement of performance targets in accordance with those set by the company	OP 4
Organizational Performance	Dungga (2021)	I feel that my ability to achieve the desired results is important for the company	OP 5
Organizational Performance	Dungga (2021)	I feel that the opportunities that leaders have given me through the	OP 6

Organizational Performance	Dungga (2021)	environment are not good in relation to what I have done I feel that my ability to minimize the mistakes that occur while working at the company has a less significant impact	OP 7
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Source: Processed from various sources

RESULTS AND DISCUSSION

Respondent Profile

The Google Form questionnaire was distributed, resulting in the collection of responses from 600 participants. The demographic information of the respondents in the study is presented in the table.

Table 2. Demographic Respondents

Demographic	Frequency	Percentage (%)
Age		
< 20 years	49	8.2%
21 – 30 years	402	67%
31 – 40 years	129	21.5%
>41years	20	3.3%
Gender		
Female	302	50.3%
Male	298	49.7%
Marital Status		
Married	244	40.7%
Single	356	59.3%
Last Education		
Senior high school	293	48.8%
Diploma	71	11.8%
Bachelor	234	39%
Current Job		
Operators	103	17.2%
Technicians	91	15.2%
Staff Office	290	48.3%
Managers	39	6.5%
Assistant Manager	42	7%
Supervisors	103	17.2%
Job Status		
Permanent employees	393	65.5%
Contract employees	207	34.5%
Long Time Working		
< 2 years	241	40.2%
3 -5 years	234	39%
6 – 10 years	103	17.2%
>10 years	22	3.7%
The number of workers		
< 100 people	102	17%
100 – 500 people	293	48.8%
>500 people	205	34.2%
Company to work		
PT Infineon	180	30%
PT Excelitas	90	15%

PT Rubycon	90	15%
PT Sanipak	85	14.2%
PT Epson	75	12.5%
PT Satnusa	80	13.3%

Source: Result Of Data Processing

Based on the data collected, the majority of respondents were aged 21-30 years (67%). For gender, the majority of respondents were female (50.3%). Regarding marital status, the majority are also unmarried (59.3%). The majority of their final education was a senior high school (48.8%). The majority of respondents for the current work are Office staff (48.3%). The majority of respondents were permanent employees (65.5%). The majority of respondents who have worked in their current position for the longest time have work experience of <2 years (40.2%). The majority of respondents for the number of employees at work were 100-500 people (48.8%). And in manufacturing companies, the majority of respondents worked at PT Infineon (30%).

Common Method Variance (CMV)

Table 3. Total Variance Explained

Component	Initial Eigenvalues	Initial Eigenvalues	Initial Eigenvalues	Extraction Sums of Squared Loadings	Extraction Sums of Squared Loadings	Extraction Sums of Squared Loadings
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.264	39.013	39.013	13.264	39.013	39.013
2	1.587	4.668	43.682	1.587	4.668	43.682
3	1.087	3.198	46.880	1.087	3.198	46.880
4	.994	2.925	49.804			
5	.917	2.698	52.502			
6	.874	2.571	55.073			
7	.854	2.512	57.586			
8	.786	2.312	59.898			
9	.764	2.248	62.146			
10	.747	2.197	64.343			
11	.738	2.172	66.515			
12	.708	2.083	68.598			
13	.659	1.938	70.536			
14	.656	1.930	72.466			
15	.621	1.828	74.294			
16	.611	1.796	76.090			
17	.585	1.722	77.812			
18	.571	1.680	79.492			
19	.566	1.665	81.156			
20	.562	1.652	82.808			
21	.548	1.612	84.420			
22	.516	1.519	85.940			
23	.509	1.498	87.437			
24	.470	1.382	88.820			
25	.462	1.360	90.179			
26	.437	1.284	91.463			
27	.415	1.222	92.685			
28	.408	1.200	93.885			
29	.391	1.150	95.035			
30	.371	1.090	96.125			

31	.368	1.082	97.207
32	.346	1.017	98.224
33	.321	.945	99.170
34	.282	.830	100.000

Source: Primary data processed using Smart-PLS, 2024

The output results above show that the % of Variance value is 39.013%, which means that the data is free from Common Method Variance because it is less than 50%. So, the PLS analysis can be continued.

Outer Loading

The following are Outer Loadings based on processed data:

Table 4. Outer Loading

Variable	Outer Loading	Status
HRMP1 - HRM Practices	0.630	Valid
HRMP2 - HRM Practices	0.665	Valid
HRMP3 - HRM Practices	0.569	Valid
HRMP4 - HRM Practices	0.716	Valid
HRMP5 - HRM Practices	0.695	Valid
HRMP6 - HRM Practices	0.706	Valid
HRMP7 - HRM Practices	0.671	Valid
OC1 - Organizational Culture	0.639	Valid
OC2 - Organizational Culture	0.677	Valid
OC3 - Organizational Culture	0.666	Valid
OC4 - Organizational Culture	0.652	Valid
OC5 - Organizational Culture	0.653	Valid
OC6 - Organizational Culture	0.631	Valid
OC7 - Organizational Culture	0.678	Valid
OC8 - Organizational Culture	0.700	Valid
OC9 - Organizational Culture	0.654	Valid
OC10 - Organizational Culture	0.449	Invalid
OP1 - Organizational Performance	0.654	Valid
OP2 - Organizational Performance	0.704	Valid
OP3 - Organizational Performance	0.670	Valid
OP4 - Organizational Performance	0.719	Valid
OP5 - Organizational Performance	0.649	Valid
OP6 - Organizational Performance	0.607	Valid
OP7 - Organizational Performance	0.474	Invalid
TL1 - Transformational Leadership	0.661	Valid
TL2 - Transformational Leadership	0.673	Valid
TL3 - Transformational Leadership	0.707	Valid
TL4 - Transformational Leadership	0.660	Valid
TL5 - Transformational Leadership	0.689	Valid
TL6 - Transformational Leadership	0.640	Valid
TL7 - Transformational Leadership	0.666	Valid
TL8 - Transformational Leadership	0.666	Valid
TL9 - Transformational Leadership	0.693	Valid
TL10 - Transformational Leadership	0.643	Valid

Source: Primary data processed using Smart-PLS, 2024

Based on the results of Smart PLS data processing, the loading factor results above have shown that all indicators have met the rule of thumb criteria, namely exceeding the value of 0.5, so they are

declared valid and invalid at OC10 & OP7 (Ghozali, 2021). In the HRM Practices variable, the largest loading factor value is found in HRMP4 at 0.716. In the Organizational Culture variable, the largest loading factor value is found in OC8, amounting to 0.700. In the Organizational Performance variable, the largest loading factor value is found in OP4 at 0.719. In the Transformational Leadership variable, the largest loading factor value is found in TL3 at 0.707.

Reliability Analysis Test

Table 5. Results of validity and reliability

Variable	AVE	Cronbach's Alpha	Composite Reliability	Status
HRM Practices	0,666	0.790	0.848	Valid & Reliabel
Organizational Performance	0,644	0.762	0.830	Valid & Reliabel
Organizational Culture	0,643	0.840	0.875	Valid & Reliabel
Transformational Leadership	0,670	0.864	0.891	Valid & Reliabel

Source: Primary data processed using Smart-PLS, 2024

Based on the analysis results shown in the table, all examined variables—Human Resource Management Practices (HRM Practices), Organizational Performance, Organizational Culture, and Transformational Leadership are confirmed to be valid and reliable. This conclusion is supported by the AVE (Average Variance Extracted) value of each variable exceeding the minimum threshold of 0.5, with the highest AVE observed in the Transformational Leadership variable at 0.670. Additionally, the Cronbach's Alpha values for the four variables surpass the minimum standard of 0.7, reflecting strong internal consistency. The highest Cronbach's Alpha is found in Transformational Leadership (0.864), while the lowest is in Organizational Performance (0.762). Moreover, the Composite Reliability values for all variables demonstrate excellent reliability, with all values exceeding 0.7, signifying a high degree of reliability in the research instrument. Therefore, it can be concluded that all variables meet the necessary validity and reliability requirements for further analysis.

Table 6. Test Results of Determination Coefficient (R²)

Variable	R Square	R Square Adjusted
Organizational Performance	0.806	0.805
Organizational Culture	0.834	0.833

Source: Primary data processed using Smart-PLS, 2024

Menurut Hair et al. (2017), R Square (R²) and Adjusted R Square (Adjusted R²) are two important indicators in measuring the extent to which a regression model can explain variation in the dependent variable. Both play a major role in regression analysis, structural equation modeling (SEM), and partial least squares (PLS-SEM). R² shows how much influence the independent variables have on the dependent variable, with higher values indicating a more effective model. Classified the R² values: 0.67 as strong, 0.33 as moderate, and 0.19 as weak. In the analysis presented in Table 8, the R² values for Organizational Culture and Organizational Performance are 0.626 and 0.659, indicating fairly strong predictive ability.

Meanwhile, Adjusted R Square is a version of R² that is adjusted to take into account the number of independent variables and sample size. This adjustment reduces the potential for insignificant increases in R² by adding independent variables. Therefore, Adjusted R² provides a more accurate picture of how well the model explains the variance of the dependent variable, especially in models

with many independent variables. In general, Adjusted R^2 values tend to be lower than R^2 due to their more in-depth calculation.

Table 7. Direct Effect Test Result

Hypothesis	Relationship Between Variables	Sample Mean	T Statistics (STDEV)	P Values	Information
H1	HRM Practices -> Organizational Performance	0.191	3.283	0.001	Significant
H2	HRM Practices -> Organizational Culture	0.344	6.228	0.000	Significant
H3	Organizational Culture -> Organizational Performance	0.496	8.905	0.000	Significant
H4	Transformational Leadership -> Organizational Performance	0.245	4.362	0.000	Significant
H5	Transformational Leadership -> Organizational Culture	0.596	11.552	0.000	Significant

Source: Primary data processed using Smart-PLS, 2024

As indicated by Ghozali in 2021, the significance of the T-statistic value > 1.96 and P-Value < 0.05 , along with a positive sample mean value, was highlighted. This direct effect analysis aimed to assess the relationships between variables. The table illustrates the interplay among variables, revealing the following:

1. The analysis of hypothesis 1, focusing on the impact of HRM Practices on Organizational Performance, exhibited a sample mean value of 0.191. The T-statistics exceeded 1.96, specifically 3.283, with p-values above 0.05 at 0.001, signifying a significant influence of HRM Practices on Organizational Performance.
2. In hypothesis 2, examining the influence of HRM Practices on Organizational Culture, a sample mean value of 0.344 was observed. The T-statistics surpassed 1.96, reaching 6.228, and p-values were below 0.05 at 0.000, indicating a significant impact of HRM Practices on Organizational Culture.
3. Regarding hypothesis 3, exploring the influence of Organizational Culture on Organizational Performance, a sample mean value of 0.496 was noted. The T-statistics were above 1.96, specifically 8.905, with p-values below 0.05 at 0.000, highlighting a significant effect of Organizational Culture on Organizational Performance.
4. In hypothesis 4, investigating the influence of Transformational Leadership on Organizational Performance, a sample mean value of 0.245 was identified. The T-statistics exceeded 1.96, reaching 4.362, and p-values were below 0.05 at 0.000, indicating a substantial impact of Transformational Leadership on Organizational Performance.
5. Lastly, in hypothesis 5, examining the influence of Transformational Leadership on Organizational Culture, a sample mean value of 0.596 was observed. The T-statistic exceeded 1.96, specifically 11.552, with p-values below 0.05 at 0.000, underscoring a significant influence of Transformational Leadership on Organizational Culture.

Table 8. Indirect Effect Test Result

Hypothesis	Relationship Between Variables	Sample Mean	T Statistics (STDEV)	P Values	Information
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H6	HRM Practices -> Organizational Culture - > Organizational Performance	0.171	4.744	0.000	Significant
H7	Transformational Leadership -> Organizational Culture - > Organizational Performance	0.295	7.688	0.000	Significant

Source: Primary data processed using Smart-PLS, 2024

This is stated by the T statistic value > 1.96 and P-Value < 0.05 , as well as a positive sample mean value (Ghozali, 2021). This indirect effect test was carried out to determine the influence of variables. This table shows the relationship between variables that:

1. The results of testing hypothesis 6, namely the influence of HRM Practices on Organizational Performance through Organizational Culture, show a sample mean value of 0.171, T-statistics above 1.96, namely 4.744, and p-values above 0.05, namely 0.000, thus indicating that the impact of HRM Practices on Organizational Performance via Organizational Culture is substantial.
2. The findings from testing hypothesis 7, specifically the impact of Transformational Leadership on organizational performance through Organizational Culture, show a sample mean value of 0.295, T-statistics above 1.96, namely 7.688, and p-values below 0.05, namely 0.000, thus indicating that the influence of HRM Practices on Organizational Performance through Organizational Culture is significant.

Table 9. Test Results of Determination Coefficient (R2)

Community/AVE Average	Value GoF	Status
0.4305	0.5380	Strong

Source: Primary data processed using Smart-PLS, 2024

Average AVE (0.4305): This figure indicates that, on average, over 43% of the indicator's variance can be elucidated by the respective construct. A high AVE value indicates strong convergent validity of the construct. With a GoF value of 0.5380, the resultant model falls within the strong category based on the criteria.

The findings indicate that all proposed hypotheses are supported, suggesting meaningful relationships among HRM practices, transformational leadership, organizational culture, and organizational performance. Rather than merely demonstrating statistical associations, these results highlight important theoretical and managerial implications regarding how internal organizational mechanisms interact to enhance performance outcomes. First, HRM practices are found to positively influence organizational performance. This finding reinforces the Resource-Based View (RBV) perspective, which positions human resources as strategic assets capable of generating sustainable competitive advantage when effectively managed. HRM practices such as recruitment, training, performance appraisal, and compensation systems do more than fulfill administrative functions; they enhance employees' competencies, motivation, and engagement. When employees are equipped with the right skills and supported by fair systems, they are more capable of contributing to organizational objectives. Therefore, performance improvement is not incidental but emerges from systematic investment in human capital. Second, HRM practices significantly shape organizational culture. This relationship suggests that HR systems act as vehicles through which organizational values and norms are institutionalized. Recruitment policies communicate the type of individuals the organization values, training programs reinforce expected competencies and behaviors, and performance management systems signal what achievements are rewarded. In this sense, HRM practices function as cultural reinforcement mechanisms. Over time, consistent HR policies cultivate

shared understandings about acceptable behavior, collaboration, and innovation, thereby forming a cohesive organizational culture.

Third, organizational culture exerts a strong influence on organizational performance. From the perspective of Organizational Culture Theory, culture provides behavioral guidelines that reduce uncertainty and align individual actions with collective goals. A strong culture fosters commitment, coordination, and adaptability. When employees share common values and norms, they require less supervision and demonstrate greater intrinsic motivation. Consequently, performance improves not solely because of formal control systems, but because shared meaning drives consistent and goal-oriented behavior across the organization. Fourth, transformational leadership directly influences organizational performance. In line with Transformational Leadership Theory, leaders who articulate a compelling vision, provide intellectual stimulation, and offer individualized consideration inspire employees to exceed minimum expectations. Such leaders cultivate higher levels of commitment and discretionary effort, which translate into improved organizational outcomes. The influence of transformational leadership extends beyond task supervision; it shapes attitudes, motivation, and a sense of purpose within the workforce. Fifth, transformational leadership significantly shapes organizational culture. Leaders act as cultural architects by embedding values through communication, role modeling, and reinforcement. When leaders consistently promote trust, innovation, and collaboration, these principles become integrated into daily organizational practices. Thus, leadership behavior gradually evolves into shared cultural norms that guide employee conduct.

Furthermore, organizational culture plays a crucial mediating role in the model. In the relationship between HRM practices and organizational performance, culture functions as the mechanism that translates formal HR policies into sustained behavioral patterns. HR systems may introduce structures and incentives, but it is the internalized culture that ensures these systems are consistently enacted and supported by employees. Similarly, in the relationship between transformational leadership and organizational performance, organizational culture serves as the channel through which leadership influence becomes institutionalized. While leaders can directly motivate employees, long-term performance improvement depends on whether their vision and values are embedded within the organizational culture. When leadership-driven values become shared norms, the positive impact on performance becomes more stable and enduring. Overall, these findings suggest that organizational performance is not the result of isolated managerial practices. Instead, it emerges from the interaction between strategic HRM, effective transformational leadership, and a strong organizational culture that integrates and sustains these influences.

CONCLUSION

This study explores the direct relationship between several key factors that influence organizations, by testing three main hypotheses: first, how transformational leadership affects organizational culture; second, the influence of organizational culture on performance; and third, the impact of human resource management (HRM) practices on culture. Through a thorough analysis of the collected data, the researcher was able to identify the determinants of organizational performance. The findings indicate that HRM practices (as the dependent variable) can be influenced by variables such as organizational performance, organizational culture, and transformational leadership. In other words, the implementation of HRM practices in an organization is greatly influenced by the extent of organizational performance, the existing culture, and the leadership applied. These findings emphasize that in order to improve the effectiveness of HRM practices, it is important to strengthen organizational performance, the culture that is developing, and the transformational leadership style. The research findings highlight the significant role of organizational culture in influencing both HRM practices and transformational leadership. A strong and supportive organizational culture is crucial in creating a positive work environment and fostering effective HRM practices and inspirational transformational leadership. Additionally, the study reveals that both HRM practices and transformational leadership have a substantial impact on organizational performance. Effective

HRM practices contribute to enhanced employee motivation and engagement, while transformational leadership inspires employees to achieve better outcomes. However, it is crucial to highlight that these results are particular to the manufacturing industry in Batam and may not directly apply to other industries or geographical locations. Furthermore, there are other factors that can influence organizational performance, which should be considered in future research. To enhance organizational performance, manufacturing companies in Batam should prioritize the development of a strong organizational culture, the implementation of effective HRM practices, and the cultivation of inspirational transformational leadership. Moreover, in the hypothesis testing, it was observed that the variables of HRM practices, organizational leadership, organizational culture, and organizational performance did not demonstrate a significant impact on employee performance. Therefore, to enhance organizational performance in manufacturing companies in Batam, it is essential for the company to consider all aspects of employee performance. For future researchers, it is recommended to increase the sample size, conduct comprehensive literature reviews, and broaden the scope of research to include additional variables and objects of study in order to obtain more precise research outcomes. The theoretical implications of this study can be valuable for the coal mining industry by providing insights into the factors that influence the performance of mining companies. This clarity can aid in navigating business environment turbulence and selecting organizational characteristics that align with the desired outcomes. It is suggested that future research focus on social. This research was only carried out in Batam City, so it can only describe employees or workers in Batam City and cannot include employees or workers more broadly (outside Batam). And the technique for collecting data is by utilizing a Google Form questionnaire; there is a possibility of causing this to happen, respondents' misinterpretation of the questions in the questionnaire, and environmental issues within the coal mining industry in Indonesia or other countries.

From a theoretical perspective, this study contributes to the integration of Transformational Leadership Theory, Organizational Culture Theory, and the Resource-Based View (RBV). The findings support the argument that intangible organizational resources, such as leadership style and culture, serve as strategic assets that enhance competitive advantage. Furthermore, the mediating role of organizational culture enriches the understanding of how leadership and HRM practices are translated into sustainable performance outcomes. This integrative approach provides a more comprehensive framework for explaining organizational performance in emerging industrial contexts. Managerially, the findings suggest that manufacturing companies in Batam should not treat HRM practices, leadership development, and cultural initiatives as separate programs. Instead, organizations should develop integrated strategies that align transformational leadership behaviors with HRM systems and cultural values. Companies are encouraged to invest in leadership development programs, reinforce cultural values that support innovation and collaboration, and implement HRM practices that strengthen employee competence and motivation. By doing so, organizations can build a stable foundation for long-term performance improvement. Despite its contributions, this study has several limitations. First, the research was conducted exclusively within the manufacturing sector in Batam, which may limit the generalizability of the findings to other industries or geographical regions. Second, the study relied on self-reported questionnaire data collected through online forms, which may introduce response bias or misinterpretation of questions. Third, organizational performance may also be influenced by external environmental factors such as market dynamics, economic conditions, and technological change that were not included in the research model. Additionally, although the study focused on organizational-level performance, the findings related to employee performance were not consistently significant, suggesting that other mediating or moderating variables may play a role. Future research should consider expanding the sample size, incorporating multiple industries, and including additional variables such as organizational commitment, innovation capability, or environmental uncertainty to obtain a more comprehensive understanding.

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