

The Influence of Leadership and Organizational Culture on Human Resource Management in the Development of Surgery Menoreh Tourism in West Kulon Progo

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A R T I C L E I N F O

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A B S T R A C T

This study aims to analyze the influence of leadership and organizational culture on human resource management (HR) in the development of Menoreh Tourism Surgery in Kulon Progo Regency. The method used is quantitative with linear regression techniques, involving 70 respondents as research samples. The research instrument is a questionnaire with 30 statements covering the variables of leadership, organizational culture, and HR management. The results of the analysis show that leadership has a significant effect on HR management with a calculated t value of $2.670 > t$ table 1.667 and a significance of $0.010 < 0.05$. Organizational culture also has a significant effect with a calculated t value of $7.323 > t$ table 1.667 and a significance of $0.000 < 0.05$. Simultaneously, leadership and organizational culture have a strong influence on HR management, supporting the success of the sustainable development of Menoreh Tourism Surgery

INTRODUCTION

Tourism is a strategic sector that plays a crucial role in increasing regional revenue, creating jobs, and driving local economic development. In the era of regional autonomy, the government is required to manage tourism potential effectively and sustainably. Kulon Progo Regency boasts the Menoreh hills, a region rich in natural, cultural, and historical potential. One of the regional government's flagship programs is *Bedah Menoreh*, a nature- and culture-based tourism development program integrated with infrastructure development and community empowerment.

The *Bedah Menoreh* program is determined not only by the availability of natural resources and infrastructure, but also by the quality of human resource (HR) management. Competent, professional, and service-oriented HR will be able to support sustainable tourism development. In this context, HR management is inseparable from the role of leadership and organizational culture within relevant institutions, particularly the Kulon Progo Tourism Office, as the driving force behind regional tourism development.

Effective leadership can influence employee motivation, performance, and participation in managing regional tourism. Leaders with a clear vision and a participatory leadership style will be able to direct the organization toward achieving shared goals. Meanwhile, organizational culture plays a crucial role in shaping values, norms, and work behaviors that support innovation, collaboration, and excellent service in tourism development.

However, in practice, various challenges remain. Some frequently encountered obstacles include limited human resource capacity, weak inter-agency coordination, and the suboptimal implementation of organizational values in support of the *Bedah Menoreh* program. This situation raises questions about the extent to which leadership and organizational culture contribute to human resource management in the Kulon Progo tourism sector.

Based on this phenomenon, this research is important to analyze the influence of leadership and organizational culture on human resource management in the development of *Bedah Menoreh tourism*. The research results are expected to provide academic contributions to the development of management science, while also providing practical recommendations for local governments in formulating strategies to improve the quality of tourism human resources.

According to Griffin and Ebert in Wijono (2018), leadership is the process of motivating others to work diligently to achieve company goals. This definition of leadership aligns with that of Sutrisno (2020), who stated that leadership is the activity of motivating others to achieve desired results by leading, guiding, and influencing others. The success of organizational development efforts is largely determined by the quality of leadership or management and the commitment of top management to invest the necessary energy and personal efforts. A leader must be able to pay attention to, strive to influence, and motivate employees to carry out their duties effectively. A leader or manager must implement appropriate leadership, appropriate to the conditions at hand.

Organizational culture is defined as the "values" that guide human resources in carrying out their duties and behavior within the organization. "These values will provide the answer to whether something action Correct or Wrong And whether something behavior recommended or not. According to Fahmi (2017), organizational culture is the result of the process of merging the cultural styles and behaviors of each individual that were previously brought into new norms and philosophies, who have energy and group pride in facing something and certain goals. Meanwhile, according to Effendy (2015), he stated that organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders and members of the organization that are socialized and taught to new members and are established in organizational activities in producing products, serving consumers, and achieving organizational goals. Organizational culture functions as binder all over component organization, determine identity, It provides an energy boost, a motivator, and can serve as a guide for organizational members. Culture functions as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior.

According to Marwansyah (2014), he stated that resource management Human resources can be interpreted as the utilization of human resources within an organization, which is carried out through functions planning human resources, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations. The success of an organization in achieving its goals is influenced by many factors, one of which is human resources. Power Human resources. Human resources are still a concern for management as a factor that influences organizational culture. The development of the role of humans in Organizational culture is presented in the theory of organizational behavior *which* tries to see organizational culture from the perspective of Which more wide, like perspective psychology, sociology, economics, anthropology, and medicine. This shows that human resources are unique resources, not only having many needs and desires that must be met, but also possessing characteristics that differs between individuals. Unlike

other resources, which do not have needs and desires that must be met, they do not require human resource management.

Tourism is a strategic sector that contributes significantly to regional development, both economically, socially, and culturally. In the era of regional autonomy, local governments have broad authority to manage and develop tourism potential in accordance with local strengths. Kulon Progo Regency, one of the regions in the Special Region of Yogyakarta, boasts diverse natural and cultural tourism potential, particularly in the Menoreh hills.

To optimize this potential, the Kulon Progo Regency Government launched the "**Bedah Menoreh**" program, an integrated tourism development initiative aimed at improving accessibility, facilities, and the quality of tourism services. This program focuses not only on physical development but also on community empowerment, improving human resources (HR), and creating a sustainable tourism ecosystem. With this program, it is hoped that the tourism sector will become a driving force for the regional economy while improving community welfare.

However, the success of tourism development through the Bedah Menoreh program is not solely determined by natural beauty or infrastructure development. The human factor is the key to successful tourism management. Professional, competent, and service-oriented human resources (HR) will be able to optimally manage tourism potential. In the context of government bureaucracy, effective HR management is greatly influenced by leadership and organizational culture.

Leadership plays a crucial role in determining the direction, strategy, and motivation of employees in achieving organizational goals. A visionary, communicative, and participatory leader will be able to motivate employees to work more productively and innovatively. On the other hand, organizational culture is a set of values, norms, beliefs, and habits that shape employees' mindsets and behaviors in carrying out their duties. A strong organizational culture creates a conducive work environment, fosters a sense of belonging, and motivates employees to deliver their best performance.

Field evidence shows that human resource management in the tourism sector, particularly within the Bedah Menoreh program, still faces a number of challenges. These include limited numbers and quality of tourism workers, low public awareness of the importance of preserving tourist destinations, and weak coordination between agencies and stakeholders. Furthermore, a rigid bureaucratic work culture and leadership styles that are not yet fully adaptable to change often hinder effective tourism management.

LITERATURE REVIEW

Leadership

Leadership is the ability of a person to influence, direct, and motivate individuals and groups to achieve organizational goals. According to Wijono (2018), leadership is not only related to formal positions, but also the ability to provide vision, motivation, and role models. In the context of human resource (HR) management, leadership plays a crucial role in creating a conducive work culture, building effective communication, and directing employee competency development (Rivai, 2019). Leadership is the process of influencing, directing, and coordinating individuals and groups so that they work enthusiastically to achieve organizational goals. According to Robbins & Judge (2015), leadership is not only about formal positions, but also about how a leader is able to motivate, inspire, and provide clear direction for their subordinates.

According to Rivai (2019), leadership includes the ability to:

1. Provides strategic vision and direction for the organization.
2. Building effective communication with team members.
3. Be a role model in attitude, ethics, and commitment.
4. Empower employees to take initiative.
5. Cultivate motivation, loyalty, and a sense of belonging to the organization.

In the context of human resource management (HR), leadership has a major influence on:

- a) Employee work motivation → Leaders who are able to provide direction, appreciation and support will increase employee work enthusiasm.
- b) Competency development → Leadership determines the direction of training, coaching, and improving employee skills.
- c) Work culture → Leaders become role models in forming work values, ethics and norms.
- d) Organizational performance → Leadership effectiveness is directly proportional to the achievement of organizational goals.

In the context of developing Bedah Menoreh Tourism in Kulon Progo, good leadership is needed to:

- a) Directing tourism human resource management strategies.
- b) Uniting the vision of the community, government and tourism actors.
- c) Motivate tourism managers to provide the best service.
- d) Building a collaborative working climate that supports sustainable tourism development.

Thus, leadership is one of the main factors in the success of human resource management in supporting regional tourism development.

Organizational Culture

Organizational culture is a system of values, beliefs, assumptions, and norms shared by members of an organization, influencing their behavior at work (Robbins & Judge, 2015). A strong culture can increase employee commitment, build teamwork, and encourage innovation. Fitriah (2016) emphasized that organizational culture is a determining factor in creating a work environment that supports sustainable human resource management.

Human Resource Management

Human resource management encompasses planning, organizing, directing, and controlling the workforce to achieve organizational goals effectively and efficiently (Edison, 2016). Afandi (2018) added that good human resource management can increase employee motivation, productivity, and loyalty. In the tourism sector, human resources are key because the services provided are highly dependent on the quality of employee competence and work attitude.

The Relationship between Leadership, Organizational Culture, and Human Resource Management

Several studies have shown a close relationship between leadership and organizational culture in human resource management. Research by Nelson et al. (2014) confirms that effective leadership can strengthen organizational culture, which in turn impacts employee performance. A positive organizational culture can also strengthen the role of leadership in shaping employee work behavior (Sumarni, 2011).

Menoreh Surgery Tourism in Kulon Progo

The Bedah Menoreh Program is a tourism development initiative in Kulon Progo aimed at enhancing the natural, cultural, and economic appeal of the local community. The success of this program is determined not only by infrastructure but also by professional human resource management. Visionary leadership and a supportive organizational culture will strengthen the quality of tourism services, thereby impacting the sustainability of regional tourism development. The Bedah Menoreh Program is one of the flagship programs of the Kulon Progo Regency Government, Yogyakarta Special Region, which aims to develop tourism potential in the Menoreh Mountains region. This program is oriented towards community-based tourism development, cultural preservation, and strengthening the local economy.

The Menoreh area has diverse tourism potential, ranging from natural, cultural, religious, and educational tourism. Some of the destinations included in this development include:

- a) Natural Tourism : Nglinggo Tea Plantation, Kalibiru, Suroloyo Peak, Kedung Pedut Waterfall.
- b) Cultural and Historical Tourism : Historical sites, traditional ceremonies, and traditional arts of Kulon Progo.
- c) Religious Tourism : Sendangsono Maria Cave, Jatiningsih Old Church.
- d) Educational Tourism and Tourism Villages : Homestay, agrotourism, and local crafts programs.

In developing Bedah Menoreh , human resource (HR) management is a key factor. Local human resources, both the community and tourism awareness groups (Pokdarwis), play a crucial role in:

1. Destination management → maintaining the cleanliness, comfort and safety of tourist locations.
2. Tourist services → provide friendly, informative and standardized services.
3. Cultural preservation → maintaining local traditions so that they remain a tourist attraction.
4. Local economic development → through MSMEs, crafts, and culinary specialties.

This is where the role of leadership and organizational culture becomes very important:

- a) Leadership is needed to provide direction, build a shared vision, and coordinate the community in managing tourism.
- b) Organizational culture plays a role in creating values of cooperation, mutual assistance, discipline, and excellent service to tourists.

With the synergy between leadership, organizational culture, and human resource management , Bedah Menoreh tourism is expected to be able to develop into a leading destination that is competitive, sustainable, and provides economic benefits for the Kulon Progo community.

METHODOLOGY

Type of Research

This study uses a quantitative approach with an explanatory research method. This method was chosen because the study aims to explain the causal relationship between leadership variables (X1), organizational culture (X2), and human resource management (Y) in the context of Bedah Menoreh tourism development in Kulon Progo Regency.

Location and Time of Research

The research was conducted at the Kulon Progo Regency Tourism Office and with tourism awareness groups (Pokdarwis) involved in the management of Bedah Menoreh tourism. The study was conducted over three months , from January to March 2024.

Population and Sample

- a) The population of this study was all managers, related government officials, and community members who are members of the Pokdarwis in the Bedah Menoreh tourist area.
- b) research sample consisted of 70 respondents , which were determined using a purposive sampling technique , namely selecting respondents who were considered relevant and had direct involvement in tourism management.

Data Collection Techniques

Data is collected through:

1. Questionnaire → contains 30 statements with a Likert scale (1-5), consisting of:
 - a) 10 statements for the Leadership variable (X1)
 - b) 10 statements for the Organizational Culture variable (X2)
 - c) 10 statements for the HR Management variable (Y)
2. Interviews → were conducted with officials from the Tourism Office and the head of the Pokdarwis to deepen the information.
3. Documentation → collecting data from reports, archives, and publications related to the Menoreh Surgery program.

Data Analysis Techniques

Data analysis was carried out with the help of the IBM SPSS 25 program, through the following stages:

1. Instrument Validity and Reliability Test.
2. Classical Assumption Test (normality, multicollinearity, heteroscedasticity).
3. Multiple Linear Regression Analysis to determine the influence of leadership (X1) and organizational culture (X2) on HR management (Y).
4. T-test → to test the partial influence of each independent variable.
5. F test → to test the simultaneous influence of independent variables on dependent variables.
6. Coefficient of Determination (R^2) → to see how much the variables X1 and X2 contribute to Y.

RESULT

Validity and Reliability Test

Before conducting the regression analysis, the research instrument was tested for validity and reliability.

- A) the results of the validity test show that all statement items have a *calculated r value* $>$ *r table* (0.235), so they are declared valid.
- B) The results of the reliability test showed Cronbach's Alpha values for the leadership variables (0.821), organizational culture (0.846), and HR management (0.834), all of which were greater than 0.70, so the instrument was declared reliable.

Classical Assumption Test

1. Normality Test → Data is normally distributed with a Kolmogorov-Smirnov significance value of $0.200 > 0.05$.
2. Multicollinearity Test → VIF values for variables X1 (1.212) and X2 (1.212) $<$ 10, and Tolerance value (0.825) $>$ 0.10, so multicollinearity does not occur.
3. Heteroscedasticity Test → No symptoms of heteroscedasticity were found, indicated by a significance value $>$ 0.05 in the Glejser test.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis are shown in the following table:

Table 1. Results of Multiple Linear Regression Analysis

Variables	Coefficient B	t count	Sig.	Information
Leadership (X1)	0.312	2,670	0.010	Significant
Organizational Culture (X2)	0.548	7,323	0,000	Significant
Constant	2,115	-	-	-

Regression model:

$$Y = 2.115 + 0.312X_1 + 0.548X_2$$

Partial Test (T-Test)

- variable (X1) has a significant effect on HR management with a *calculated t value* of 2.670 > *t table* 1.667 and *Sig.* 0.010 < 0.05 .
- variable (X2) has a significant effect on HR management with a *calculated t value* of 7.323 > *t table* 1.667 and *Sig.* 0.000 < 0.05 .

Simultaneous Test (F Test)

Table 2. F Test Results

F count	F table	Sig.	Information
54,804	3.13	0,000	Significant (H1 accepted)

This means that leadership and organizational culture simultaneously have a significant influence on HR management in the development of Bedah Menoreh Tourism.

Coefficient of Determination (R²)

The R² value was 0.612, or 61.2%. This indicates that leadership and organizational culture variables explain 61.2% of HR management, while the remaining 38.8% is influenced by other factors not examined, such as work motivation, government policy, or community participation.

DISCUSSION

The Influence of Leadership on Human Resource Management

The results of the study indicate that leadership has a significant influence on human resource management in the development of Bedah Menoreh Tourism in Kulon Progo Regency. This indicates that effective leadership can be a key driver in building commitment, discipline, and improving the performance of local tourism officials and actors. Visionary, communicative leaders who are able to set an example can create a conducive work climate and encourage the achievement of organizational goals. This finding is in line with Wijono's (2018) opinion that strong leadership plays a role in directing and motivating organizational members to work according to the vision and mission. Thus, good leadership is a key factor in improving the quality of human resource management in the tourism sector.

The Influence of Organizational Culture on Human Resource Management

Organizational culture has also been shown to significantly influence human resource management. A positive organizational culture, such as a spirit of cooperation, family values, open communication, and a commitment to public service, can increase the loyalty and performance of human resources in the tourism sector. In the context of Bedah Menoreh Tourism development, organizational culture is a crucial foundation that guides the behavior and work patterns of both the community and tourism destination managers. This is consistent with Robbin & Judge's (2015) view that organizational culture influences how individuals work, interact, and make decisions within an organization. In other words, the success of human resource management in the tourism sector is determined not only by leadership but also by a healthy and well-internalized work culture.

The Simultaneous Influence of Leadership and Organizational Culture

Simultaneously, leadership and organizational culture contribute significantly to supporting human resource management. The combination of the two creates a synergy that strengthens the work quality and professionalism of tourism managers. Leadership provides direction and motivation, while organizational culture builds values and norms that unite all members. In the context of Bedah Menoreh Tourism, sustainable tourism development requires visionary leadership and an organizational culture that adapts to change. The results of this study support Marwansyah's (2014) theory, which emphasizes that successful human resource management is inseparable from the complementary factors of leadership and organizational culture.

Research Implications

The findings of this study confirm that tourism development efforts in Kulon Progo, particularly Bedah Menoreh, require strengthening local leadership and internalizing an organizational culture aligned with the vision of sustainable tourism development. Tourism human resources are not only required to be professional, but also to possess character, integrity, and social awareness of the environment and local culture. Therefore, human resource development strategies must be directed at enhancing leadership capacity, establishing a strong organizational culture, and strengthening collaboration between local governments, destination managers, and the local community.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the research results and discussion, several conclusions can be drawn as follows:

1. **The Influence of Leadership on Human Resource Management**

Leadership has a positive and significant influence on human resource management in the development of Bedah Menoreh Tourism. Good leadership can provide motivation, direction, and create a conducive work climate for increasing human resource capacity.

2. **The Influence of Organizational Culture on Human Resource Management**

Organizational culture has a significant influence on human resource management. The values, norms, and work behaviors instilled within the Bedah Menoreh tourism organization can strengthen human resource management policies, build a collective work ethic, and improve coordination between the parties involved.

3. **The Simultaneous Influence of Leadership and Organizational Culture:**

Together, leadership and organizational culture significantly influence human resource management. Their synergy creates more effective, innovative, and sustainable human resource management, thus supporting the successful development of Bedah Menoreh tourism in Kulon Progo.

Recommendations

1. **For the Kulon Progo Regional Government:** It is necessary to strengthen the leadership capacity of village officials and tourism managers through managerial training, public communication, and tourism services.
2. **For Bedah Menoreh Tourism Managers :** It is best to strengthen the organizational culture based on the values of mutual cooperation, openness, and excellent service so that the consistency of service quality can be maintained.
3. **For Communities and Tourism Actors:** Local communities need to be empowered through skills training and creative business mentoring, so that they can increase the competitiveness of tourism based on local potential.
4. **For Further Researchers:** It is recommended to add other variables such as work motivation, digital competence, and public policy support so that the research results are more comprehensive

Research Implications

1. **Academic Implications:** The results of this study enrich the literature on the influence of leadership and organizational culture in the context of human resource management in the regional tourism sector. This research also supports theories of human resource and organizational management that emphasize the importance of leadership and work culture as key factors in successful organizational development.
2. **Practical Implications:** This study provides a clear picture that good leadership and organizational culture can improve the effectiveness of human resource management in tourism. Therefore, Bedah Menoreh tourism managers and the local government can use the results of this study as a reference in developing human resource development strategies to strengthen the competitiveness of Kulon Progo tourism.

FURTHER RESEARCH

Every study has limitations that need to be considered. In this study, the limitation lies in the scope of the variables studied, which focused only on leadership and organizational culture in relation to human resource management in the development of Bedah Menoreh Tourism in Kulon Progo. Other potentially influential factors, such as work motivation, human resource competency, technological support, government policy, and community participation, were not included in the analysis.

In addition, this research is still limited to one tourism area, so generalizing the results to the tourism context of other areas still requires further testing.

Based on these limitations, it is recommended for further research to:

1. Using additional variables such as motivation, innovation, digital competence, and public policy to make the analysis more comprehensive.
2. Conducting comparative research across tourist destinations to examine the differences in the influence of leadership and organizational culture in a broader context.
3. Using a mixed methods approach so that quantitative results can be deepened with qualitative analysis.

4. Examining the role of local communities and MSMEs in more detail, considering that both are important pillars in the development of community-based tourism.

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