



# Organizational Culture and Leadership Style as Determining Factors of Employee Performance at the Regional Disaster Management Agency (BPBD) of the Special Region of Yogyakarta

Yuliana Sabilla Widya Iswara\*<sup>1</sup> , Puspa Eka Ayu febriana<sup>2</sup> 

<sup>1,2</sup>Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia  
:sabilla.wi@gmail.com, :puspafbr21@gmail.com,

**Abstract.** This conceptual study explores how organizational culture and leadership style influence employee performance in high-risk public organizations. Design/methodology/approach: Based on Social Exchange Theory, this article synthesizes recent public sector literature to identify direct pathways from organizational culture and leadership style to employee performance, isolating the most relevant cultural and leadership signals related to operational reliability. Findings: The synthesis shows that inclusive cultural norms aligned with the mission, combined with empowering leadership characterized by clear direction, constructive feedback, and daily support, are associated with faster, more accurate, and more reliable performance. This effect is most pronounced in contexts requiring intensive cross-unit coordination and timely decision-making. Practical implications: Organizations can institutionalize social norms that enhance fairness, participation, and cooperation by modifying perceptions of leadership to emphasize clarity and inclusivity, and by coaching to reduce variability in frontline speed, accuracy, and consistency. Originality/value: This research proposes a focused, theory-driven framework for testing in high-risk public organizations (e.g., emergency management agencies) and examines three factors (organizational culture, leadership style, and employee performance). It is relevant to the design of a policy that focuses on enhancing employees' performances.

**Keywords:** organizational culture; leadership style; employee performance; Social Exchange Theory.

## 1 Introduction

Employee performance is a key indicator of organizational success in both the private and public sectors. According to [1], employee performance is the result of work, both in quality and quantity, achieved by individuals in carrying out tasks in accordance with their assigned responsibilities. In public organizations, employee performance is even more critical because it directly affects the quality of services provided to the community. This is very pertinent to the Regional Disaster Management Agency (BPBD), which is heavily involved in pre-disaster, post-disaster, and disaster recovery. The speed, accuracy, and readiness of BPBD personnel are

© The Author(s) 2026

S. Hadi et al. (eds.), *Proceedings of the 1st International Conference on Business, Economic, and Social Sustainability (ICOBES 2025)*, Advances in Economics, Business and Management Research 384,

[https://doi.org/10.2991/978-94-6239-626-5\\_61](https://doi.org/10.2991/978-94-6239-626-5_61)

decisive factors in the organization's success; therefore, increasing employee performance is not only an internal necessity but also a public demand.

Previous studies have shown that organizational factors influence employee performance. Organizational culture and motivation have been found to affect public sector performance [2] significantly, and organizational culture and commitment are seen as positively contributing to employee performance [3]. Also finds a significant correlation between leadership style and employee productivity. These results suggest that organizational culture and leadership structure are the two sides of the coin for high performance. One significant variable at play is that of organizational culture.[4] defines organizational culture as a set of basic assumptions learned by a group as it adapts to its external environment and integrates internally, which are then taught to new members as the correct way to understand, think, and feel. Empirical research also supports this: [5] found that consistency, involvement, flexibility, and mission are positively associated with performance; [6] indicated that strong culture enhanced commitment and performance; and [7] demonstrated the influence of clan and market cultures on administrative performance. Leadership is another critical factor.[8] who stated that leadership style, including work context, affects performance;[3] shows that the right leadership style improves morale and productivity; and[9] emphasizes that inclusive leadership supported by a positive culture improves public sector performance.

At BPBD DIY, recent operational symptoms have emerged: slower task completion between units and less responsive reactions to rapidly changing field conditions; a more selective flow of proposals with unequal access to contribute; narrowed dialogue and exchange of ideas; a shift from the previous climate of cooperation towards a stronger focus on individual units; and a strong emphasis on procedural order amid suboptimal feedback channels. These conditions reduce initiative, work comfort, and the pace of operational improvement, while the uneven availability of operational facilities can hamper rapid coordination and field standards. If these symptoms persist, risks include delayed coordination in rapid-response tasks, reduced quality of assistance to affected citizens, and a program that depends on inter-unit collaboration for effectiveness. Although recent internal adjustments aim to create more orderly, secure, and accountable operations, many employees experience slower cross-functional coordination and reduced flow of ideas. These changes highlight the challenges of adapting to new coordination routines and limited feedback channels despite procedural improvements. Hence, this research examines organizational culture and leadership style in high-risk public organizations' involvement in employees' performance in addressing responses aimed at rebuilding coordination, improving the timeliness of decisions, and re-improving reliability.

## 1.1 Social Exchange Theory

This proposition argues that Ehuman beings interact in ways that help provide the maximum benefits at the lowest cost in any relationship. Thus, relationships among actors within an organization operate on principles reciprocity, trust, and mutual gain that generate feelings of commitment and emotional attachment toward others.[10]

This study is based on social exchange theory, which explains how social behavior is formed through the exchange of material and non-material resources between individuals and groups in social relationships. According to this view, interactions are initiated whenever people try to maximize rewards while minimizing costs across all their relationships. As a consequence, the relationships among members of the organization are shaped by principles of reciprocity, trust, and mutual advantage, which, in turn, lead to commitment and emotional ties between the parties.[11][12]

This theoretical foundation renders Social Exchange Theory applicable to explaining a wide range of social and organizational phenomena. In consumer behaviour, for instance, this theory has been applied to explain why relationship marketing, collaborative consumption, and brand experiences can lead to increased customer engagement and loyalty, because perceived value emanating from social exchange tends to generate higher repurchase intentions. In the tourism sector, the Social Exchange Theory may also help explain the role of Interorganizational commitment and trust in the continuation of partnerships, particularly amid the complex issues organizations face as they grow into a new business environment. From a community-building perspective, this theory reminds us that social ties and perceived mutual interests can motivate public participation, and that positive transactions play a crucial role in maintaining unswerving public support. In education, this theory can be used to interpret the effects of hierarchical structures on academic innovation, indicating that fair recognition and marketing of expertise between academia and industry can lead to more adaptive and cooperative curriculum development. Also, in the context of organizations and work, the Social Exchange Theory provides insights into leader-member relations regarding green initiatives. For instance, studies have shown that workplace monitoring technology is detrimental to social relationship quality, though these effects can be mitigated when leaders provide constructive feedback and cultivate relationships.

In the context of this study, Social Exchange Theory provides an appropriate framework for explaining the relationships among organizational culture, leadership style, and employee performance, especially in public-sector organizations such as Regional Disaster Management Agencies. Interactions between leaders and employees in such organizations are based on the reciprocal exchange of support, recognition, and mutual trust, which underpin productive and sustainable working relationships. Authentic leadership, characterized by moral integrity and emotional honesty, has been shown to increase employee trust and strengthen positive social relationships, especially during crises such as the COVID-19 pandemic. This trust serves as an important mediator between leadership and organizational Sustainability, ultimately increasing employee motivation and commitment. Empowering leadership also improves employee performance by strengthening perceived organizational support and affective commitment, so that employees feel more trusted and motivated to exceed performance expectations. In high-risk organizations such as disaster management agencies, social exchange logic suggests that when organizations provide support, a sense of security, and development opportunities through strong cultural norms and effective leadership practices, employees respond with loyalty, dedication, and optimal contributions to performance. Social Exchange Theory is also consistent with the principles of crisis leadership, which require leaders to provide clear direction, maintain

calm, and build two-way trust amid uncertainty. Leaders who build a sense of fairness and cooperation enhance working relationships in the system. Recent work in other industries also supports the finding that social exchange is a basis for adequate safety and collaboration cultures; the transitivity of leadership's emphasis on safety with employee morale has been found to increase team-member trust and safety performance.

In General, Social Exchange Theory offers a robust theoretical base for explaining how organizational culture and leadership styles influence employee performance. Within the Yogyakarta Special Region Disaster Management Agency, this theory underscores that trust-based working relationships, supported by positive reciprocity and a culture akin to one's own, as well as daily leadership behavior, would enhance resilience at the individual level by motivating and dedicating individuals to execute disaster management tasks professionally and fairly.[13][14][15][16][17]

## 1.2 Organizational culture

Organizational culture in the government sector, particularly among Indonesian civil servants (ASN) and civil service employees (PNS), can be understood as a set of core values and behavioral principles that guide the performance of official duties and responsibilities. This culture not only regulates how employees interact in the workplace but also reflects the identity and public service orientation expected of every state official.

In the Indonesian bureaucracy, the concept of organizational culture has been institutionalized through the BerAKHLAK values, which stand for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. These values are designed to transform a bureaucracy that was once known for being hierarchical, procedural, and rigid into one that is more innovative, participatory, and responsive to the needs of the community[18].

The practice of BerAKHLAK has contributed to improving ASN's work culture. For instance, a study in Banyumas Regency reveals that work culture, discipline, and organizational commitment have significant effects on civil servants' preparedness to possess ICD values [19]. However, resistance to change and problems with organizational culture adaptation persist in practice. This is reflected in the city of Sorong, as shown in the study by [18], where service-oriented and accountability values are still at a low level of implementation.

Along with institutional factors, society's social, ethnic, and religious values also significantly impact the public sector's organizational culture. Research [20] on West Pasaman Regency shows that this value can be a blessing for solidifying work ethic and traditions, but can also create bias or inequality unless well managed. The Ministry of Religion is often cited as a successful example of internalizing work culture values through spiritual and ethical approaches across all aspects of public service, emphasizing the integration of moral values and professionalism [21].

Although efforts to strengthen organizational culture in various institutions have been made, national implementation still faces obstacles. An evaluation by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) shows that the level of adoption of work culture policies in most government institutions still

ranges from 45% to 66%, indicating that the internalization of these values in everyday bureaucracy is not yet optimal[7].

To address this issue, several strategies have been recommended, including strengthening leadership commitment, improving employee capacity through training, establishing a transparent monitoring system, and ensuring effective organizational communication. These actions are predicted to intensify public service orientation, professionalism, and trust in the government. Overall, organizational culture in government bureaucracies results from dynamic interactions among institutional values, individual commitment, and external cultural influences.

Leadership styles in the government sector, particularly those involving the State Civil Apparatus (ASN) and Civil Servants (PNS), are strategic factors that directly and indirectly influence organizational performance, professionalism, and the quality of public services. In the context of Indonesian bureaucracy, leadership is understood not only as the ability to direct or control subordinates, but also as the art of empowering, motivating, and fostering a sense of collective responsibility to achieve organizational goals.

In sum, the organizational culture in government bureaucracy is a product of the interplay among institutional values, both within and between individuals, and external cultural imperatives. Therefore, managing organizational culture requires an evaluative and adaptive approach to support the main objectives of public organizations: integrity, professionalism, and service-oriented towards the public interest[22].

### **1.3 Leadership Style**

Government leadership style, especially in the form of State Civil Apparatus (ASN) and Civil Servants (PNS), is a strategic factor that directly and indirectly affects an organization's performance, professionalism, and public service quality. In Indonesian bureaucracies, leaders were acknowledged not only for their ability to give direction to their teams or simply for pushing for results, but also for their ability to empower, motivate, build capacity, and foster participation and collective responsibility toward organizational purposes. Leaders in government institutions are expected not only to carry out administrative functions but also to be moral role models, sources of inspiration, and drivers of change towards effective, transparent, and accountable governance.

One of the most relevant leadership approaches in modern bureaucracy is transformational leadership. This style emphasizes the importance of vision, idealism, and the ability to build positive emotional relationships between leaders and employees. Transformational leaders inspire subordinates through idealistic influence, stimulate critical thinking through intellectual stimulation, give individual consideration to employee needs, and create inspirational motivation to drive performance beyond expectations. Several studies in Indonesian government institutions, such as in Jember Regency, show that transformational leadership has a significant impact on improving the professionalism, work ethic, and performance of civil servants[23]. Transformational leadership also strengthens organizational commitment by building trust, loyalty, and employees' willingness to contribute optimally to public service tasks.

In addition to transformational leadership, democratic leadership also plays an important role in government dynamics. Leadership of this kind focuses on involvement, transparency, open communication, and shared decision-making so that all organizational members feel responsible for the collective outcome. A study conducted in North Maluku province found that employees' perceptions, such as perceptions of justice, solidarity, and involvement in strategic decision-making, can be improved when democratic leadership is applied [24]. Considering this, democratic leadership has the potential to enhance trust between leaders and followers and contribute to satisfactory working contexts that can serve as tools to reinforce discipline and accountability, alongside collaboration among departments in public organizations.

In addition, findings from the Waropen Regency Secretariat indicate that supportive and communicative leadership plays an important role in fostering a harmonious work environment, increasing work motivation, and encouraging optimal performance among civil servants (ASN)[25]. Leaders who recognise the psychological needs of their subordinates, offer moral support, and encourage inter personal relationships have been found to enhance the morale and productivity of ASN. It is also leadership that is called for in the complex terrain of public bureaucracy to navigate political dynamics with a measure of neutrality, transparency, and policy effectiveness [26]. Government leaders often operate under pressure to balance political pressures with professional obligations, which requires strong ethical competence and mature managerial skills to maintain organizational integrity and credibility.

In today's era of globalization and digital disruption, there is a growing need for adaptive, agile, visionary, and principled leadership models. Leadership of this nature ensures not only stability and continuity for the organization, but also prepares it to cope with rapid changes in technology, society, and governance [27]. Leaders capable of strategic thinking, innovation management, and who are ready to adjust to change can direct government institutions toward effective governance that produces results.

A comprehensive investigation has revealed that appropriate leadership styles (transformational, democratic, and adaptive) can enhance civil servants' performance, influence organizational culture, and improve the quality of public service delivery [28]. The type of leadership fosters more people-centered, teamwork-driven, and results-oriented organizations while reinforcing fundamental values that define civil service, such as integrity, professionalism, and a sense of service.

Therefore, strengthening humane, participatory, and principled leadership capacity is a vital prerequisite for realizing an adaptive, responsive, and competitive modern bureaucracy. Leadership is not merely a structural position; it is an instrument of change that determines the direction, energy, and Sustainability of the apparatus's performance in realizing clean, effective governance and providing high-quality public services.

#### **1.4 Employee Performance**

Employee performance in a government enterprise, specifically the State Civil Apparatus (ASN) and Civil Servants (PNS), is a multidimensional concept with interrelated factors derived from related aspects and can be influenced by multiple

factors. Performance of an employee in an Indonesian government institution is usually evaluated using a structured assessment with a framework scalable through Employee Performance Target (SKP), which rates target clarity and expected work performance covering integrity, discipline, and service system consistency [29]

This system is implemented based on Permenpan-RB Number 14 Tahun 2017 which is intended to make the determination process more transparent, accountable and objective [29][30]. Some research showed that work ability, discipline and organizational commitment significantly affect the ASN performance, in addition uses of technology at appraise have adopted a web-based management information system to facilitate the process assessment [31]. However, there are obstacles, including the fact that appraisers are subjective and that performance indicators may not be well-defined. By focusing on capacity development, training, and competence development programs, civil servants have a significant role in being more adaptive to the needs of the organization and in providing better public services [32]

Work environment and pay have been shown as independent predictors of job satisfaction, contributing to increased employee performance. Nevertheless, despite the presence of official guidelines and a standardized assessment system, various issues persist, including poor documentation and suboptimal management practices that undermine the effectiveness of the ASN performance assessment system [33].

If you want to get the best system government workers deserve, then the overall capacity of our public servants must be increased across the board through a combination of regulatory compliance, human resource development, and ICT support. This approach is essential to ensure that the ASN performance appraisal and management system is not only administrative in nature but also capable of fostering a professional, accountable organizational culture oriented toward high-quality public service.

## 2 Methodology

This study adopts a conceptual approach to refine the theoretical construct and to produce an integrated interpretation of the existing public-sector human resource literature. A conceptual review was used to identify gaps and to formulate a framework for empirical validation at the Regional Disaster Management Agency (BPBD) of the Special Region of Yogyakarta (DIY), while aligning sources with the study objectives. The resulting framework defines the following core relationships: (1) Do organizational culture and leadership style positively influence employee performance in high-risk and time-sensitive public institutions? (2) Among these two prerequisites, which dimensions of organizational culture and leadership behavior are most closely related to improved employee performance? (3) How can the proposed culture–leadership–performance relationship be operationalized into appropriate measurable indicators for further empirical testing (e.g., timeliness of coordination, speed of decision-making, and reliability of frontline execution)?

### **3. Results & Discussion**

#### **3.1 The Influence of Organizational Culture on Employee Performance**

Organizational culture is a system of values, beliefs, and norms that members share to make decisions about achieving an organization's mission. Research has extensively found that organizational culture influences employees' performance across different workplaces [34]. In foreign-invested logistics service companies, organizational culture elements such as employee beliefs, leadership styles, and corporate values positively contribute to employee performance. A clear culture has been shown to improve organizational Sustainability and operational efficiency.

The nature of organizational culture directly impacts employee performance.[35] demonstrates that clan culture and adhocracy culture are positively associated with task performance and contextual performance, with national culture moderating these effects to enhance their effects. This suggests that the impact of organisational culture, with regard not only to internal beliefs but also to broader social and cultural norms surrounding an organisation, is nuanced.

Research by [36] shows that high-performance work systems supported by organizational culture improve organizational performance across cultures. Here, organizational culture serves as a foundation for developing adaptive and results-oriented human resource management practices.

Consistent with this perspective,[37] argue that a learning-focused culture fosters higher levels of organizational effectiveness. Employee engagement plays a mediating role between learning culture and performance improvement, meaning that an innovation-friendly culture and co-creation are the cradle for employees to attend to organizational goals.

Elsewhere, [38] reports that a supportive organizational culture can reduce work/life conflict and increase individual performance, particularly among those in the information technology and banking sectors with strong leadership support. These findings highlight the role of organizational culture in creating a work-life balance that supports employee productivity.

According to [39], employee competence and perceptions of leadership behavior are the main factors shaping organizational culture. These considerations affect all organisational cultures clan, adhocracy, market, and hierarchy in both the public sector and private companies; they also directly improve performance.

[40] Also, the report explains that OCB (organizational citizenship behaviour) accounts for some variance in non-mandatory job performance outside formally prescribed work roles, which contributes to organizational effectiveness.

#### **3.2 The Influence of Leadership Style on Employee Performance**

Leaders' behaviors significantly impact employee performance in complex, multifaceted ways, as the organizational environment and explanatory variables largely determine their effectiveness. Transformational leadership, which guides a leader to exhibit exemplary behavior and to motivate and encourage employees' critical thinking, has been found to positively affect employee performance by fostering an innovative climate and intrinsic motivation [41]. This kind of leadership model is

highly effective during crises such as COVID-19 and enhances not only performance but also employees' psychological well-being [42]. However, the direct effect of transformational leadership on performance is often insignificant unless mediated by other factors, such as organizational dynamism and organizational learning processes[43].

On the other hand, transactional leadership, which emphasizes structure, supervision, and rewards for performance, also has a positive impact on productivity, especially in stable work environments such as the banking sector in Sierra Leone[44]. The same positive effects were observed among Pakistani workers, in which followers' perceptions of transactional leadership and performance strengthened when their relationship was moderated by entrepreneurial orientation [45].

It is also worth noting that *laissez-faire* management, which is commonly considered ineffective due to its limited supervision, can yield high performance when practiced with intrinsically motivated, competent employees who can work independently [41]. In this vein, leadership behaviors from the interpersonal relationship perspective, as well as human resource motivation, were found to affect employee performance in organizational configuration studies in China positively [46]

Finally, although it is often linked to weaker effects, authoritarian leadership can yield beneficial outcomes a ripe context, suggesting the relevance of hybrid forms capable of responding to organisational needs and characteristics [47]. Further, results of the meta-analysis on adaptive performance support the belief that leadership needs to be contextual: Transformational leadership and self-leadership both help employees better adapting themselves to changes in their work environment [48].

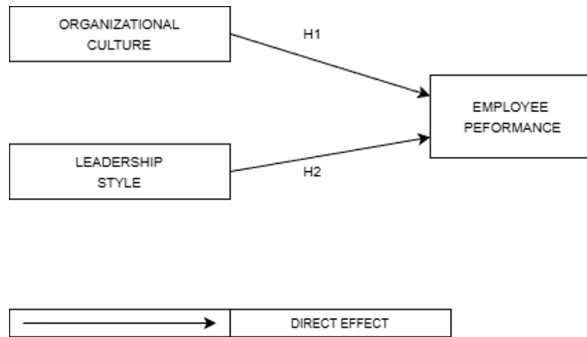
Effective leadership is primarily based on the congruence of leader behavior, organizational goals, employee needs, and situational requirements. This underscores the importance of adaptive, flexible leadership across diverse organizational contexts [48]. Second, the quality of leadership enhances organizational performance and well-being, as ethical, human-oriented values, such as noble leadership for organizational success, are stressed [49].

In the context of modern work, including remote and hybrid work systems, traditional leadership styles such as transformational leadership remain relevant but must now be complemented by e-leadership. This approach emphasizes trust and digital competence in managing virtual teams.[50]. Additionally, professional development leadership that integrates professional norms with organizational goals has been shown to improve public sector performance by building a shared understanding of professional quality standards[51].

Moreover, empowering leadership also significantly affects contextual performance through mechanisms of organizational support and increased employee commitment [17]. In disrupted situations, such as a pandemic, a leader needs to be adaptable, as leadership effectiveness depends on the ability to match behaviour to employee needs and the changing work environment [52]. The vision is further communicated through effective leadership by the counties' Leadership Teams, which results in administrative support, commitment to, and performance of the vision [53].

Overall, these findings indicate that leadership style plays a crucial role in determining employee performance. Leaders who align their leadership style with organizational needs and employee characteristics are more effective at creating a conducive work environment, motivating subordinates, and driving optimal

achievement of organizational goals. Therefore, the better the leadership style in an organization, the higher the employee performance.



**Figure 1.** Conceptual framework

Figure 1. This conceptual framework was developed from discussions and the integration of previous studies. This framework states that organizational culture and leadership style positively influence employee performance in high-risk public operations. Based on Social Exchange Theory (SET), this framework assumes that inclusive cultural norms aligned with the mission, as well as clear and empowering day-to-day leadership, strengthen reciprocity, trust, and perceived support, leading to greater cooperation, initiative, and timely task execution. Therefore, this model highlights the direct effects of organizational culture and leadership style on employee performance, emphasizing the exchange mechanisms driven by culture and leadership as pathways that transform daily organizational practices into reliable performance in the public sector.

## 4 Conclusion

This theoretical paper outlines how organizational culture and leadership styles shape employee performance in high-risk public organizations through exchange mechanisms described by SET. This underlying framework holds that fair and inclusive cultural norms and transparent and empowering daily leadership reinforce reciprocity, trust, and perceived support as determinants of more stable cooperation, greater initiative, and timely task execution as sustainable performance behaviors. In terms of concepts, shared expectations and reinforcing collectively effective routines are mechanisms in which both organizational culture and leadership style march together to directly impact performance, supplemented by directing/ managing an employee under stress with guidance and constructive discipline that lead to sustainable, disciplined execution. By attending to the cultural and leadership-driven signals of operational reliability, a more nuanced understanding of performance dynamics in disaster management organizations is provided.

Theoretical contribution: This study makes a theoretical contribution to public sector performance research by applying the SET lens to demonstrate how culture and leadership are translated into performance through exchange signals (fairness, voice,

support) and exchange outcomes (cooperation, initiative, timeliness) in high-risk, time-pressing contexts. This work combines the LMX and OMX rationalizations in a single, light conceptual model with two antecedents and one consequence.

**Practical implications** The findings call for institutional leaders and policymakers to embed cultural routines that embody fairness, voice, and collaboration, and to modify leadership behaviors toward clarity, inclusion, and constructive feedback. These actions enhance employees' perceptions of organizational support and reciprocity, which, in turn, enhance the regularity, completeness, and reliability of services. Moreover, this model should be tested empirically, e.g., using partial least squares-structural equation modeling (PLS-SEM), with PBPBD DIY personnel to examine the direct effects and boundary conditions (i.e., operational risk intensity, peak workload, and role dependence).

## References

- [1] Y. A. Alarabiat and S. Eyupoglu, 'Is Silence Golden? The Influence of Employee Silence on the Transactional Leadership and Job Satisfaction Relationship', *Sustainability*, vol. 14, no. 22, p. 15205, Jan. 2022, doi: 10.3390/su142215205.
- [2] M. Aslan, F. Yaman, A. Aksu, and H. Güngör, 'Task performance and job satisfaction under the effect of remote working: Call center evidence', no. Query date: 2025-10-23 19:22:48, 2022, [Online]. Available: <https://acikerisim.gelisim.edu.tr/bitstreams/18dc9fef-0eb0-429c-8baf-97c46271d5cd/download>
- [3] Anggada Abim Pramudya, Muhammad Rouf Purnama, Nannes Sri Andarbeni, Putri Nurjayanti, and M. Isa Anshori, 'Implementasi Budaya Kerja Dan Gaya Kepemimpinan Terhadap Peningkatan Kinerja Karyawan', *SAMMAJIVA*, vol. 1, no. 4, pp. 24–40, Oct. 2023, doi: 10.47861/sammajiva.v1i4.505.
- [4] A. Abawa and H. Obse, 'Organizational culture and organizational performance: does job satisfaction mediate the relationship?', *Cogent Business & Management*, no. Query date: 2025-10-23 19:22:48, 2024, doi: 10.1080/23311975.2024.2324127.
- [5] B. Firjatullah and L. Hakim, 'Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Komunikasi, Informatika, Statistik dan Persandian Kota Surakarta', vol. 8, Apr. 2024.
- [6] N. L. Adi Sujito and V. Firdaus, 'Analysis Of Discipline, Organizational Culture and Public Service Performance', *ijler*, vol. 17, Oct. 2022, doi: 10.21070/ijler.v17i0.867.
- [7] A. Z. Fikriah, H. Situmorang, I. Sary, S. Ritonga, and A. Harahap, 'The Relationship Between Organizational Culture and Administrative Management Performance in the Public Service Sector in Labuhanbatu Regency', *International Journal of Education*, vol. 5, no. 2, 2025.
- [8] A. Hartadi, 'Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Pegawai', *JEKO*, vol. 2, no. 1, pp. 14–19, May 2023, doi: 10.57151/jeko.v2i1.156.
- [9] M. Wimbo Wiyono, L. Kustiani, and B. Supriadi, 'The Value of Inclusive Leadership, Corporate Culture, and Employee Performance in the Public Sector in Lumajang Regency of Indonesia', *IJRSS*, vol. 05, no. 05, pp. 109–121, 2024, doi: 10.47505/IJRSS.2024.5.10.
- [10] V. K. Hidayat and G. Wang, 'A Comprehensive Cybersecurity Maturity Study for Nonbank Financial Institution', *Journal of System and Management Sciences*, vol. 13, no. 5, pp. 525–543, 2023, doi: 10.33168/JSMS.2023.0534.
- [11] jang, 'Predicting Community Support for Park Development Using Social Exchange Theory', *Sustainability*, vol. 17, no. 2, pp. 473–473, Jan. 2025, doi: 10.3390/su17020473.
- [12] T. H. Hassan *et al.*, 'Hierarchical Seniority vs. Innovation in Hospitality and Tourism Sustainability Education: A Social Exchange Theory Perspective', *Sustainability*, vol. 17, no. 18, p. 8100, Jan. 2025, doi: 10.3390/su17188100.

- [13] chase Thiel, 'Trouble with big brother: Counterproductive consequences of electronic monitoring through the erosion of leader-member social exchange', *Journal of Organizational Behavior*, Sept. 2023, doi: 10.1002/job.2748.
- [14] R. Du and Q. Du, 'Leadership in Crisis: Strategies for Turning Challenges into Opportunities', *International Journal of Global Economics and Management*, vol. 6, no. 3, pp. 68–72, Apr. 2025, doi: 10.62051/ijgem.v6n3.10.
- [15] E. Slil, K. Iyiola, A. Alzubi, and H. Y. Aljuhmani, 'Impact of Safety Leadership and Employee Morale on Safety Performance: The Moderating Role of Harmonious Safety Passion', *Buildings*, vol. 15, no. 2, p. 186, Jan. 2025, doi: 10.3390/buildings15020186.
- [16] M. S. Iqbal, Z. A. Rahim, and S. A. Hussain, 'Digital Disruption and COVID-19: A Review on the Paradigm Shift in Pakistan', *Journal of Advanced Research in Applied Sciences and Engineering Technology*, vol. 24, no. 1, pp. 28–36, 2021, doi: 10.37934/araset.24.1.2836.
- [17] C. F. Pazetto, 'Empowering leadership for contextual performance: serial mediation of organizational support and commitment', *International Journal of Productivity and Performance Management*, May 2023, doi: 10.1108/ijppm-04-2022-0195.
- [18] A. Rafika, Hasniati, and M. A. Ibrahim, 'Adaptation of Organizational Culture in the Implementation of ASN BerAKHLAK Core Values in the Sorong City Government', *KSS*, vol. 10, no. 18, pp. 975–985, Sept. 2025, doi: 10.18502/kss.v10i18.19519.
- [19] A. D. Nurhalim, 'THE ROLE OF ORGANIZATIONAL CULTURE IN REALIZING THE PERFORMANCE OF AN ORGANIZATION', *Primanomics : Jurnal Ekonomi & Bisnis*, vol. 20, no. 3, pp. 17–29, Aug. 2022, doi: 10.31253/pe.v20i3.1194.
- [20] S. R. Sihombing and K. Ikhwan, 'Refleksi Penelitian Budaya Kerja Pada Instansi Pemerintahan', *JIMAS*, vol. 2, no. 2, pp. 130–146, May 2023, doi: 10.55606/jimas.v2i2.267.
- [21] T. Raharjanto, 'Application Of Organizational Culture In Improving The Performance Of The State Civil Apparatus In Pekanbaru City', *IJD*, vol. 4, no. 3, Sept. 2022, doi: 10.37950/ijd.v4i3.315.
- [22] Ishiqa Ramadhany Putri and Ningrum Fauziah Yusuf, 'Pengaruh Budaya Organisasi dalam Menciptakan Perkembangan Organisasi', *J. Administrasi Publik*, vol. 18, no. 1, pp. 143–154, June 2022, doi: 10.52316/jap.v18i1.82.
- [23] D. Gusriani, D. Komardi, and H. Panjaitan, 'Leadership Style, Commitment, and Work Motivation on Job Satisfaction and Teacher Performance at the Vocational School of Multi Mekanik Masmur Pekanbaru', *Journal of Applied Business and ...*, no. Query date: 2025-10-23 19:22:48, 2022, [Online]. Available: <https://www.e-jabt.org/index.php/JABT/article/view/95>
- [24] I. Hajjali, A. Kessi, B. Budiandriani, and ..., 'Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance', ... *Management*, no. Query date: 2025-10-23 19:22:48, 2022, [Online]. Available: <https://goldenratio.id/index.php/grhrm/article/view/160>
- [25] M. Jamaludin and D. Subiyanto, 'The influence of leadership style, organizational culture, and job satisfaction on employee performance', *Al-Kharaj: Jurnal Ekonomi ...*, no. Query date: 2025-10-23 19:22:48, 2023, [Online]. Available: <https://journal.laaroiba.com/index.php/alkharaj/article/view/1892>
- [26] F. O. Koranteng, F. Iddris, G. Dwomoh, and ..., 'Assessing the moderating role of organizational culture in the relationship between organizational leadership and organizational efficiency in the banking sector', *Evidence-based HRM ...*, no. Query date: 2025-10-23 19:22:48, 2022, [Online]. Available: <https://www.emerald.com/ebhrm/article-abstract/10/3/330/98791>
- [27] S. Nabella, Y. Rivaldo, R. Kurniawan, and ..., 'The influence of leadership and organizational culture mediated by organizational climate on governance at senior high school in Batam City', ... *of Educational and ...*, no. Query date: 2025-10-23 19:22:48,

- 2022, [Online]. Available: <https://pdfs.semanticscholar.org/9f85/18f3bd328e7cflab8f6c924c07d3dba9e18c.pdf>
- [28] G. Maheshwari, 'Influence of teacher-perceived transformational and transactional school leadership on teachers' job satisfaction and performance: A case of Vietnam', *Leadership and Policy in Schools*, no. Query date: 2025-10-23 19:22:48, 2022, doi: 10.1080/15700763.2020.1866020.
- [29] H. Harmaini, E. Antoni, and R. Agustina, 'Penilaian Prestasi Kerja Pegawai Negeri Sipil dalam Perspektif Peraturan Perundang-undangan', *SciSpace - Paper*. Accessed: Nov. 04, 2025. [Online]. Available: <https://scispace.com/papers/penilaian-prestasi-kerja-pegawai-negeri-sipil-dalam-30b9go8t5sno>
- [30] A. N. N. Haq and I. Prabawati, 'Penerapan peraturan pemerintah nomor 30 tahun 2019 tentang penilaian kinerja aparatur sipil negara di desa sepande, kecamatan candi, kabupaten sidoarjo', *Publika : Jurnal Ilmu Administrasi Negara*, July 2022, doi: 10.26740/publika.v10n4.p1163-1172.
- [31] S. Lanumasyah, S. Nugroho, and P. Pramuningrum, 'The Influence Of Competence, Work Discipline, And Organizational Commitment On The Performance Of Civil Servants (ASN) In The Government Of North Bengkulu Regency', *The Manager Review/The Manager Review*, vol. 7, no. 1, pp. 85–106, Mar. 2025, doi: 10.33369/tmr.v7i1.41319.
- [32] D. Alkhodary, 'Exploring the relationship between organizational culture and well-being of educational institutions in Jordan', *Administrative Sciences*, no. Query date: 2025-10-23 19:22:48, 2023, [Online]. Available: <https://www.mdpi.com/2076-3387/13/3/92>
- [33] N. Haris, J. Jamaluddin, and E. Usman, 'The effect of organizational culture, competence and motivation on the SMEs performance in the Covid-19 post pandemic and digital era', ... *Industrial Engineering & Management ...*, no. Query date: 2025-10-23 19:22:48, 2023, [Online]. Available: <https://www.jiemar.org/index.php/jiemar/article/view/436>
- [34] V. K. Pham, T. N. Q. Vu, T. T. Phan, and N. A. Nguyen, 'The Impact of Organizational Culture on Employee Performance: A Case Study at Foreign-Invested Logistics Service Enterprises Approaching Sustainability Development', *Sustainability*, vol. 16, no. 15, p. 6366, Jan. 2024, doi: 10.3390/su16156366.
- [35] Y.-C. Hung, T.-C. Su, and K.-R. Lou, 'Impact of Organizational Culture on Individual Work Performance with National Culture of Cross-Strait Enterprises as a Moderator', *Sustainability*, vol. 14, no. 11, p. 6897, Jan. 2022, doi: 10.3390/su14116897.
- [36] A. Dastmalchian *et al.*, 'High-performance work systems and organizational performance across societal cultures', *Journal of International Business Studies*, vol. 51, no. 3, pp. 353–388, Apr. 2020, doi: 10.1057/s41267-019-00295-9.
- [37] Naqshbandi *et al.*, 'Organizational effectiveness: the role of culture and work engagement', *Management Decision*, May 2024, doi: 10.1108/md-11-2023-2180.
- [38] A. Banerjee and A. Malik, 'Employee performance in Indian IT and private banking sectors: mediation by work-to-personal conflict, moderation by supervisor support', *International Journal of Conflict Management*, Mar. 2025, doi: 10.1108/IJCM-05-2025-0151.
- [39] Popa *et al.*, 'Shaping the culture of your organization by the human capital: employees' competencies and leaders' perceived behavior', *Journal of Intellectual Capital*, Apr. 2023, doi: 10.1108/jic-05-2022-0106.
- [40] P. Fernandes, R. Pereira, and G. Wiedenhöft, 'Organizational culture and the individuals' discretionary behaviors at work: a cross-cultural analysis', *Front. Sociol.*, vol. 8, p. 1190488, June 2023, doi: 10.3389/fsoc.2023.1190488.
- [41] Z. A. Hundie and E. M. Habtewold, 'The Effect of Transformational, Transactional, and Laissez-Faire Leadership Styles on Employees' Level of Performance: The Case of Hospital in Oromia Region, Ethiopia', *JHL*, vol. 16, pp. 67–82, Feb. 2024, doi: 10.2147/JHL.S450077.

- [42] K. Czura, F. Englmaier, H. Ho, and L. Spantig, 'Employee Performance and Mental Well-Being: The Mitigating Effects of Transformational Leadership During Crisis', *Management Science*, Aug. 2025, doi: 10.1287/mnsc.2023.03285.
- [43] F. H. Wibowo, U. Nimran, K. Hidayat, and A. Prasetya, 'The influence of transformational leadership on employee performance through dynamic capability and organizational learning', *F1000Research*, vol. 14, no. 784, p. 784, Aug. 2025, doi: 10.12688/f1000research.166062.1.
- [44] Kebe et al., 'Employee Performance and Mental Well-Being: The Mitigating Effects of Transformational Leadership During Crisis', *Management Science*, Aug. 2025, doi: 10.1287/mnsc.2023.03285.
- [45] M. M. Raziq, Q. Jabeen, S. Saleem, M. D. Shamout, and S. Bashir, 'Organizational culture, knowledge sharing and organizational performance: a multi-country study', *Business Process Management Journal*, vol. 30, no. 2, pp. 586–611, Apr. 2024, doi: 10.1108/BPMJ-07-2023-0549.
- [46] B. Liu, Z. Cui, and C. N. Nanyangwe, 'How line-manager leadership styles and employee-perceived HRM practices contribute to employee performance: a configurational perspective', *Leadership & Organization Development Journal*, vol. 44, no. 1, pp. 156–171, Mar. 2023, doi: 10.1108/LODJ-04-2022-0202.
- [47] E. Pizzolitto, I. Verna, and M. Venditti, 'Authoritarian leadership styles and performance: a systematic literature review and research agenda', *Manag Rev Q*, vol. 73, no. 2, pp. 841–871, June 2023, doi: 10.1007/s11301-022-00263-y.
- [48] A. Bonini, C. Panari, L. Caricati, and M. G. Mariani, 'The relationship between leadership and adaptive performance: A systematic review and meta-analysis', *PLOS ONE*, vol. 19, no. 10, p. e0304720, Oct. 2024, doi: 10.1371/journal.pone.0304720.
- [49] M. Melia, S. Syamsir, M. Alfi Utami, R. Brasco, and M. Thariq, 'Persepsi Pegawai Terhadap Gaya Kepemimpinan Gubernur Sumatra Barat', *JHESM*, vol. 1, no. 2, pp. 89–94, Apr. 2023, doi: 10.38035/jhesm.v1i2.52.
- [50] G. Sertel, E. Karadag, and H. Ergin-Kocatürk, 'Effects of leadership on performance: A cross-cultural meta-analysis', *International Journal of Cross Cultural Management*, Mar. 2022, doi: 10.1177/14705958221076404.
- [51] M. N. Khalily, Roswaty, and M. Kurniawan, 'Pengaruh Gaya Kepemimpinan Otoriter dan Kompetensi Terhadap Prestasi Kerja Karyawan Pada PT Wira Karya Teknik Konsultan Palembang', *emt*, vol. 7, no. 4, pp. 1350–1361, Oct. 2023, doi: 10.35870/emt.v7i4.1688.
- [52] S. E. Beijer, L. Knappert, and K. A. Stephenson, "'It doesn't make sense to stick with old patterns": How leaders adapt their behavior to foster inclusion in a disruptive context', Mar. 2024, doi: 10.1002/job.2766.
- [53] D.-L. Yang and N. Yang, 'Unveiling the path to employee performance excellence: visionary leadership behavior, vision commitment and organization resource support', *Leadership & Organization Development Journal*, vol. 45, no. 7, pp. 1142–1157, Aug. 2024, doi: 10.1108/LODJ-05-2023-0247.

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

