

The Influence of Servant Leadership Style, Work Discipline, and Organizational Culture on Employee Performance at the Ciremai Hospital in Cirebon City

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ABSTRACT

This research was conducted to determine the extent of the influence of servant leadership, employee discipline, and organizational culture on the work productivity of personnel at the Organization Office of Ciremai Hospital, Cirebon City. The academic concern that prompted this study was the symptom of a decline in human resource performance in recent times, which is strongly suspected to be related to leadership patterns, the level of compliance with regulations, and the cultural values rooted in the institution. Using an associative quantitative approach, data were collected using a Likert-scale questionnaire from 90 participants selected based on certain criteria (purposive sampling). All data were processed using SPSS 25 through the stages of instrument testing, assumption testing, multiple regression, and hypothesis testing. The results show that both independently and together, these three variables have a positive and significant impact on performance. Work discipline emerged as the strongest factor compared to the other two variables. Thus, this research confirms that the strength of the organizational system, reflected in servant leadership, strong discipline, and a strong culture, plays a central role in determining individual performance. Consequently, hospital management can use these findings as a strategic foundation for developing more targeted human resource development policies, while also enriching theoretical discourse in the fields of organizational behavior and human resource management.

INTRODUCTION

In health service organizations such as hospitals, the quality of human resources is a crucial factor that determines the success of the organization. Hospitals are not only required to provide quality health services, but must also be managed with an effective organizational system, given the complexity of work and high demands for professionalism. Employees in hospital organizational or administrative units play an important role in supporting the smooth operation and coordination of services (Robbins & Judge, 2019). However, various hospitals still face challenges in retaining and improving the performance of their employees.

The phenomenon that occurred at Ciremai Hospital, Cirebon City, shows a tendency to decline employee performance. Based on internal data, performance achievements have decreased from 89.1% in 2022 to 79.2% in 2025. Initial observations indicate that around 81% of employees who have just joined since 2022 experience a lack of understanding of the prevailing organizational culture. This is in line with findings that the incompatibility of old cultures with new organizational values can lead to value conflicts, decreased motivation, and negative impacts on work performance (Kusnanda & Kusumapradia, 2020).

In this context, leadership style is an important factor that affects employee performance. Servant leadership is a leadership style that puts the needs, development, and welfare of subordinates as the top priority (Hai & Van, 2021). Leaders with this style act as facilitators who empower employees through empathy, humility, and a commitment to individual growth. Previous research has shown that servant leadership has a positive effect on employee performance in various sectors of the organization (Damri & Delvianto, 2024; Hafiz, 2024).

In addition to leadership, work discipline is a fundamental foundation in determining the high and low performance of employees. Discipline reflects the level of employee compliance with the rules, operational procedures, and service standards set by the organization (Marlina et al., 2021). Employees who have high discipline tend to be responsible for their duties and are consistent in carrying out work according to standards (Almira et al., 2024). The work discipline instilled by the organization will affect the seriousness of employees in work (Zamani et al., 2025).

The third factor that is no less important is the organizational culture. Organizational culture is a set of shared values, norms, and assumptions that shape the behavior patterns of organizational members. A strong culture can create alignment between individual and organizational goals, as well as be an effective social control mechanism. In healthcare organizations, a positive work culture contributes to improving the quality of service and patient satisfaction (Bogale & Debela, 2023).

The novelty of this study is fourfold. First, it simultaneously examines three variables (servant leadership, work discipline, organizational culture) in a single predictive model within the specific context of a public hospital's organizational unit in Indonesia, whereas previous studies examined them separately. Second, it quantifies the relative dominance of each factor, finding that work discipline ($\beta = 0.337$) has the strongest influence, followed by organizational culture ($\beta = 0.321$) and servant leadership ($\beta = 0.266$). Third, it provides empirical evidence from a hospital setting where administrative employees face unique pressures (coordination with medical staff, service quality demands, regulatory compliance). Fourth, it links findings to established theories (Social Cognitive Theory, Organizational Behavior Theory) while providing practical recommendations for hospital management.

Although research on these three variables has been widely conducted, there are still limited studies that simultaneously examine the influence of servant leadership, work discipline, and organizational culture on employee performance in the context of hospital organizational units in Indonesia. In fact, a comprehensive understanding of the interaction of these three factors is important for hospital management in formulating effective HR management policies. Therefore, this study aims to: (1) analyze the influence of servant leadership on employee performance, (2) analyze the influence of work discipline on employee performance, (3) analyze the influence of organizational culture on employee performance, and (4) analyze the simultaneous influence of these three variables on employee performance at the Ciremai Hospital Organizational Office, Cirebon City.

Based on the image of the Research Framework above, it can be explained that the relationship between the three independent variables, namely servant leadership style (X1), work discipline (X2), and organizational culture (X3), has a significant impact on employee performance variables (Y) at the Organizational Office of Ciremai Hospital, Cirebon City.

From the diagram of the framework of thought above, hypotheses from this study are made, including: H1: It is suspected that there is a significant positive influence between servant leadership style on employee performance. H2: It is suspected that there is a significant positive influence between work discipline on employee performance. H3: It is suspected that there is a significant positive influence between organizational culture on employee performance. H4: It is suspected that there is a significant positive influence between these three variables on employee performance.

Servant leadership is described as a leadership style that is not only centered on the manager's need to serve, but also on their subordinates. This means that a leader not only gives direction, but also provides important support and encouragement for team members for professional and personal growth. This concept is also in line with Greenleaf's early ideas, where leaders act as servants and, as a result, prioritize the needs and interests of others over personal interests. This aims to create positive reciprocal relationships and increase work productivity, totaling a spiral effect that leads to a productive, results-oriented workplace. Thus, servant leadership is understood not just as an administrative style, but as a moral and ethical approach in modern leadership that combines empowerment and empathy, and a commitment to the well-being of followers.

Social Cognitive Theory shows that support, empathy, and empowerment from leaders can create an environment that encourages employees' intrinsic motivation so that they are better able to internalize organizational values and improve proactive and innovative work behaviors. Servant leadership is operationalized through five main dimensions, namely Empowerment, Standing Back, Authenticity, Humility, and Stewardship which are measured using questionnaires that have been tested for validity and reliability, so as to be able to reflect the extent to which leaders apply the servant leadership style in the organization. Service to subordinates is emphasized as the core of effective leadership behavior.

In an empirical study entitled "Psychology and Work Today", work discipline is seen as a structured behavior that reflects a person's awareness, obedience, and compliance with applicable organizational rules and procedures. Work discipline is not just the application of sanctions or punishments for violations, but the construction of behavior that encourages individuals to comply with work standards such as punctuality, completeness of tasks, and consistency of performance as a manifestation of internalizing organizational values for the achievement of common goals. Thus, in line with the concept in Organizational Behavior that places work discipline as an important antecedent for work effectiveness and employee professionalism in modern organizations. There is a similar opinion where work discipline is the attitude of the willingness and willingness of employees to comply with organizational regulations, both written and unwritten, and receive sanctions if they violate duties and authorities (Almira et al., 2024).

Self-awareness will grow to control behavior in order to achieve organizational goals, high productivity, and an organized work environment, while playing a vital role in achieving the vision of the organization, employees, and society. Meanwhile, in the book Organizational Behavior, work discipline is defined as employee behavior in complying with organizational rules and operational standards that are operationalized through several main dimensions, namely punctuality, compliance with company regulations (compliance), consistency in carrying out tasks without neglecting procedures, and responsibility for completing work

effectively and efficiently, all of which reflect individual abilities in self-control, obeying organizational norms, and maintaining the quality of work through consistency of daily actions in the context of modern organizations (Zamani et al., 2025).

In the article "Coming to a new awareness of organizational culture" organizational culture is understood as a collection of basic shared assumptions, values, beliefs, and norms developed by members of the organization during the process of adaptation to internal and external challenges. It implicitly shapes the way we think, act, and make decisions in our daily work. Therefore, organizational culture is not only a formal regulation, but a construction of collective behavior that is internalized and guides interactions between members of the organization as well as responses to environmental changes. Thus, a strong culture can be a source of competitive advantage and a behavioral orientation framework in achieving organizational goals. This view is in line with the article "Corporate Cultures: The Rites and Rituals of Corporate Life" which explains that organizational culture is a set of shared values, norms, beliefs, and assumptions that affect the behavior and identity of the organization as a whole.

Organizational culture functions as a differentiator between organizations as well as a social control mechanism that regulates member interaction, decision-making, and conflict resolution so that shared understanding is created in work situations, and develops through the process of adapting to internal and external challenges influenced by the role of leaders, the organization's vision and mission, and the values internalized by organizational members. Meanwhile, the organizational culture theoretical framework that has been adopted operationalizes organizational culture through seven main dimensions, namely innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability, which reflects the drive for innovation, meticulousness, focus on results, attention to member welfare, teamwork, organizational competitiveness, and the tendency to maintain stability operational as a comprehensive empirical framework for assessing organizational culture in the context of modern organizations (Sugiyono, 2020).

Based on the article "Multivariate Data Analysis", employee performance is described as a multidimensional concept that reflects an individual's ability to fulfill organizational tasks, responsibilities, and expectations effectively and efficiently (Hair et al., 2019). Performance is not only seen from quantitative work results, but also includes work quality, productivity, innovation, initiative, and proactive work attitudes in dealing with job demands. Therefore, individual performance is the main indicator in achieving the strategic goals of the organization, as well as referring to the results of individual work which includes quality, quantity, and contribution to organizational goals as well as national goals that describe the efficiency and effectiveness of individuals in carrying out their responsibilities. This perspective is in line with the article "Operationalization of the dimension of servant leadership in the measurement of leader behavior" which views employee performance through the framework of the relationship of internal and external variables of the organization, where performance is not only considered as a work output, but as a construct directly influenced by work discipline, compensation, and work environment, as well as indirectly by motivation mediated by an individual's response to the work context (Saputra & Anandita, 2021). This is in line with the concept in Human Resource Management which sees performance as an aggregate result of employees' work behavior, attitudes, competencies, and

adaptability to organizational dynamics. Employee performance can be measured through six main dimensions, namely work quality, work quantity, punctuality, effectiveness of resource use, work independence, and work commitment which are used as indicators in questionnaires to evaluate the extent to which employees are able to meet the demands of work in the context of public organizations (Hasibuan, 2013).

METHOD

A quantitative approach with associative design was applied in this study as the main strategy to answer the research questions. The main reason for choosing this approach is because of its explanatory nature, which is able to explain the pattern of causal relationships between statistically measured phenomena. This design is considered the most appropriate considering that this study proposes a hypothesis that tests the direct influence of three independent variables on one bound variable.

Population and Sample

The research population is all employees at the Ciremai Hospital Organization Office of Cirebon City which totals 219 people. The sampling technique uses purposive sampling with the following criteria: (1) permanent employees, (2) working in the organization's office environment, and (3) being directly involved in administrative and managerial activities. Based on these criteria, a sample of 90 respondents was obtained. This number meets the requirements of regression analysis which recommends a ratio of at least 10-15 respondents per variable.

Data Types and Sources

The data used is primary data obtained directly from respondents through questionnaires. The questionnaire used a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to measure respondents' perceptions of each variable.

Variable Operational Definition

1. Servant Leadership (X1) is measured using dimensions that include: empowerment, humility, authenticity, standing back giving space, and stewardship. It consists of 7 statement items.
2. Work Discipline (X2) is measured using several dimensions, including: punctuality, compliance with regulations, responsibility, and work consistency. Consists of 6 statement items (Lathifatunnisa, 2025; Robbins & Judge, 2017).
3. Organizational Culture (X3) is measured using dimensions, including: innovation and risk, attention to detail, results-oriented, people oriented, team oriented, and stability. It consists of 6 statement items.
4. Employee Performance (Y) is measured using dimensions, including: work quality, work quantity, punctuality, effectiveness, independence, and work commitment. Consists of 6 statement items.

Data Analysis Techniques

Data analysis was carried out using SPSS version 25 with stages: (1) descriptive statistics to describe the characteristics of respondents, (2) validity test using Confirmatory Factor Analysis with loading factor > 0.70 , (3) reliability test using Cronbach's Alpha with $>$ condition 0.70 , (4) classical assumption test (normality and multicollinearity), (5) multiple

linear regression analysis, (6) partial hypothesis test (t-test) and simultaneous (F-test), and (7) determination coefficient (R^2) (Ghozali, 2018).

RESULT AND DISCUSSION

Respondent Characteristics

Table 1. Respondent Characteristics by Gender, Age, Education, and Work Tenure

Features	Category	Quantity	Percentage
Gender	Male	38	42,2%
	Women	51	57,8%
	Quantity	90	100%
Age	< 25 years old	11	13,3%
	25–34 years old	34	37,8%
	35–44 years old	28	31,1%
	≥ 45 years old	16	17,8%
	Total Age	90	100%
Final Education	Diploma (D3)	30	33,3%
	Bachelor (S1)	45	50,0%
	Postgraduate (S2)	14	16,7%
	Quantity	90	100%
Long Time Working	< 2 years	14	15,6%
	2–5 years	33	36,7%
	6–10 years	26	28,9%
	> 10 years	17	18,9%
	Quantity	90	100%

Of the 90 respondents, the majority were female (57.8%), aged 25-34 years (37.8%), had a Bachelor's degree (50.0%), and had a working period of 2-5 years (36.7%). This composition shows that respondents are of productive age with enough work experience to understand organizational dynamics.

Validity and Reliability Tests

Table 2. Validity Test of Questionnaire Items for Servant Leadership, Work Discipline, Organizational Culture, and Employee Performance

Variable	Item	r Count	r Table	Remarks
Servant Leadership (X1)	X1P1	0,864	0,208	Valid
	X1P2	0,847	0,208	Valid
	X1P3	0,806	0,208	Valid
	X1P4	0,807	0,208	Valid
	X1P5	0,816	0,208	Valid
	X1P6	0,794	0,208	Valid
	X1P7	0,817	0,208	Valid
	X2P1	0,789	0,208	Valid

Variable	Item	r Count	r Table	Remarks
Work Discipline (X2)	X2P2	0,764	0,208	Valid
	X2P3	0,765	0,208	Valid
	X2P4	0,769	0,208	Valid
	X2P5	0,813	0,208	Valid
	X2P6	0,800	0,208	Valid
	Organizational Culture (X3)	X3P1	0,806	0,208
X3P2		0,748	0,208	Valid
X3P3		0,830	0,208	Valid
X3P4		0,860	0,208	Valid
X3P5		0,820	0,208	Valid
X3P6		0,825	0,208	Valid
Employee Performance (Y)	YP1	0,809	0,208	Valid
	YP2	0,753	0,208	Valid
	YP3	0,757	0,208	Valid
	YP4	0,740	0,208	Valid
	YP5	0,773	0,208	Valid
	YP6	0,805	0,208	Valid

The results of the validity test showed that all statement items had a value of r calculated > r table (0.208) with a significance of < 0.05, so that it was declared valid.

Table 3. Reliability Test of Questionnaire Items (Cronbach's Alpha) for Each Variable

Variable	Number of Items	Cronbach's Alpha	Remarks
Servant Leadership (X1)	7	0,920	Reliable
Work Discipline (X2)	6	0,874	Reliable
Organizational Culture (X3)	6	0,899	Reliable
Employee Performance (Y)	6	0,864	Reliable

The reliability test yielded Cronbach's Alpha values for each of the variables: Servant Leadership (0.920), Work Discipline (0.874), Organizational Culture (0.899), and Employee Performance (0.864). The entire value > 0.70, so the instrument is declared reliable.

Classic Assumption Test

To ensure that the regression model meets classical assumptions, a normality test is performed using the Kolmogorov-Smirnov One-Sample technique.

Table 4. Normality Test Results Using Kolmogorov-Smirnov

Remarks	Unstandardized Residual
N	89
Test Statistic	0,40
Asymp. Sig. (2-tailed)	0,200

From the results of the calculation, a significance value (Asymp. Sig.) of 0.200 was obtained, which far exceeded the threshold of 0.05. These findings confirm that residual data is normally distributed, so that the assumption of normality in linear regression is met. In addition, testing for the possibility of multicollinearity was also carried out by analyzing the Tolerance and VIF values of each independent variable.

Table 5. Multicollinearity Test (Tolerance and VIF Values) for Independent Variables

Variable	Tolerance	LIVE
<i>Servant Leadership (X1)</i>	0,972	1,029
Work Discipline (X2)	0,966	1,035
Organizational Culture (X3)	0,939	1,065

The results showed that all variables had a Tolerance value above 0.10 and a VIF value below 10. This condition indicates that there is no perfect or strong linear relationship between independent variables, so this research model is free from multicollinearity interference and can be used to predict employee performance well.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Variable	Unstandardized B	Std. Error	t	Sig.
(Constant)	1,091	1,443	0,756	0,452
<i>Servant Leadership (X1)</i>	0,266	0,027	10,051	0,000
Work Discipline (X2)	0,337	0,034	9,806	0,000
Organizational Culture (X3)	0,321	0,033	9,695	0,000

Source: Primary data processed, 2026

Based on Table 1, the regression equation obtained is $\hat{Y} = 1.091 + 0.266 X1 + 0.337 X2 + 0.321 X3$.

The positive regression coefficient on the three independent variables shows that an increase in servant leadership, work discipline, and organizational culture will be followed by an improvement in employee performance. Work discipline has the largest coefficient (0.337), indicating that this variable makes the most dominant contribution to employee performance.

Uji Hypothesis

The t-test (Partial) shows that the three independent variables have significance values of $0.000 < 0.05$. Thus:

1. H1: Servant leadership has a positive and significant effect on the performance of → employees who are accepted
2. H2: Work discipline has a positive and significant effect on the performance of → employees received
3. H3: Organizational culture has a positive and significant effect on employee performance → be accepted

The F (Simultaneous) test yielded a calculated F value of 78.024 with a significance of $0.000 < 0.05$. This proves that servant leadership, work discipline, and organizational culture simultaneously have a significant effect on employee performance. Thus, H4 was accepted.

Coefficient of Determination

Table 7. Coefficient of Determination (R²) and Correlation Coefficient (R) for Employee Performance Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,857	0,734	0,724	1,13205

The coefficient of determination (R^2) obtained in this study reached 0.734, which means that 73.4% of the variation or change that occurred in employee performance was able to be adequately explained by the three independent variables proposed in the model, namely servant leadership, work discipline, and organizational culture. In other words, the contribution of these three factors to performance is relatively large and statistically significant. Meanwhile, the remaining 26.6% is a contribution from other factors that were not included in this research model, such as intrinsic motivation, compensation system, physical work environment, or other psychological variables that may also affect employee performance in the hospital environment. The value of the correlation coefficient (R) of 0.857 indicates that the level of closeness of the relationship between the three independent variables simultaneously with the dependent variable is in the very strong category. This shows that servant leadership, work discipline, and organizational culture not only contribute together, but also have a close bond with improving employee performance.

H1: The Influence of Servant Leadership on Employee Performance

The confirmation of the positive influence of servant leadership on performance in this study is in line with the idea that servant leadership can foster an empowering organizational climate. When leaders pay attention to employee personal growth, not just job targets, it grows a sense of appreciation that triggers intrinsic motivation to contribute to the maximum. These results are in line with previous research that found that servant leadership is effective in improving employee performance in the government environment. In the context of hospitals, servant leadership is particularly relevant given the complexity of administrative tasks that require support and trust from superiors. Leaders who listen to subordinates' complaints, are humble, and empower employees will create a positive work climate that impacts increased productivity.

H2: The Influence of Work Discipline on Employee Performance

Work discipline has proven to be the most dominant factor in influencing employee performance. These findings reinforce the view that good discipline reflects employees' responsibility and commitment to the organization. Disciplined employees tend to adhere to the rules, complete tasks on time, and work according to procedures, which ultimately improves the quality and quantity of work output. In line with research conducted by previous researchers, this study confirms that work discipline is a dominant factor in influencing employee performance in the hospital environment (Ghozali, 2018; Puspita et al., 2022). This confirms that compliance with SOPs and timeliness are the main foundations of performance. Thus, strengthening discipline through consistent monitoring and proportional reward and sanction systems are management priorities.

H3: The Influence of Organizational Culture on Employee Performance

The positive influence of organizational culture on employee performance emphasizes the importance of shared values in shaping work behavior. Organizational culture serves as a social glue that guides the organization's members in acting and making decisions. A strong culture, such as results-orientedness, teamwork, and attention to detail, will create alignment between individual and organizational goals. These findings are supported by various studies that prove that organizational culture has a positive effect on employee performance (Balau, 2021; Setiawan & Wulansari, 2023). At Ciremai Hospital, the internalization of work culture values such as rigor in administration, collaboration between departments, and commitment

to service needs to be strengthened through routine socialization and exemplary leadership roles.

H4: The Simultaneous Influence of Servant Leadership, Work Discipline, and Organizational Culture on Employee Performance

Through simultaneous tests, it was proven that the three determinants collectively contributed to performance by 73.4% (R^2). This achievement indicates that the quality of personnel performance is largely determined by the harmony between a servant leadership style, internalized discipline, and a grounded organizational culture. These three function as pillars that together support the formation of superior performance in the work environment. These findings are in line with previous research that found that leadership, work discipline, and organizational culture simultaneously have a significant effect on employee performance (Hidayat et al., 2024; Patimah et al., 2024). The implication is that efforts to improve performance cannot be carried out partially, but require a holistic approach that includes strengthening leadership quality, enforcing discipline, and cultivating organizational values. The management of Ciremai Hospital needs to design a human resource development program that integrates these three aspects in a sustainable manner.

CONCLUSION

The main contribution of this study is to prove empirically that work discipline is more dominant than leadership and culture in influencing the performance of hospital employees. While all three are important, adherence to organizational procedures proves to be the strongest foundation for achieving superior performance. This also proves that organizational systems have a greater influence on performance than individual factors alone. The findings of this study have significant theoretical implications for the study of organizational behavior, as it further confirms that employee performance in healthcare organizations is formed through an interactional mechanism between servant leadership, consistent discipline, and cultural values that are shared by all members of the organization. On a practical level, the results of this study encourage the management of Ciremai Hospital to design strategic policies that are oriented towards strengthening work discipline through optimizing the function of supervision and periodic evaluation, improving servant leadership competencies through continuous training designed according to organizational needs, and strengthening the foundation of work culture through the internalization of organizational values carried out systematically and continuously to all levels of employees. For future research development, researchers are advised not only to re-examine the three variables in different contexts, but also to consider other potential variables such as organizational climate, affective commitment, or employee psychological well-being, as well as to expand the scope of the research loci to different types of hospitals to gain a more comprehensive understanding of the determinants of human resource performance in the health sector.

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