

Analysis Of Leadership Style And Corporate Culture On Employee Behavior And Performance Case Study: PT Paragon Teknologi Dan Inovasi (PTI)

Siti Markhamah¹, Sopiah², Ludi Wishnu Wardana³

^{1,2,3} Doctoral Program in Management Science Universitas Negeri Malang

Corresponding author: siti.markhamah.2404139@students.um.ac.id

Abstract

This study aims to analyze the influence of leadership style, corporate culture, and career development on employee performance at PT Paragon Technology Innovation (PTI) Indonesia. The research sample consisted of 99 samples taken from a population of around 12,000 employees using random sampling method analyzed using SPSS 25 statistical software. The results of the analysis showed that the three variables had a significant influence on employee performance. Transformational leadership style increases motivation and work spirit, while positive corporate culture encourages engagement and commitment. In addition, effective career development programs contribute to increased skills and job satisfaction. This study emphasizes the importance of synergy between leadership style, corporate culture, and career development in creating an optimal work environment. These findings provide recommendations for PTI management to continue developing these three elements in order to improve employee performance and support the overall success of the organization.

Keywords: Leaderships Style, Career Development, Employee Performance, PT. Paragon Technology Innovation (PTI).

INTRODUCTION

In the midst of the ever-changing dynamics of the business world, effective actors in achieving organizational success. The leadership style applied by leaders not only influences strategic decisions, but also in shaping employee behavior and performance.

434

IJEBIR, Volume 04 Issue 03, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

In this context, an in-depth understanding leadership style and employee behavior is crucial to creating a productive and innovative work environment.

Leadership can be defined as "the art of motivating others to strive for the achievement of goals" (Igbaekemen, 2014). One leadership style that has attracted attention is Lewin's leadership style, which has been the subject of extensive research . As companies continue to search for the best leaders to lead them to success, researchers have devoted much effort to understanding how superior leaders work. This has resulted in the emergence of various leadership theories over time. In 1939, Various leadership styles, such as transformational, transactional, authoritarian, and participative leadership, each have unique characteristics that can influence how employees interact and respond in the workplace. Transformational leadership styles, for example, encourage employees to reach their full potential by providing inspiration and motivation, while authoritarian leadership tends to prioritize control and compliance. Research shows that leaders who are able to adapt their leadership style to the needs of the team and the situation at hand can improve job satisfaction and individual performance. Employee dissatisfaction, low motivation, and high turnover rates often stem from inappropriate leadership styles. On the other hand, leaders who take an inclusive and empathetic approach tend to create a positive work climate, where employees feel valued and heard. This not only increases employee engagement, but also contributes to the achievement of overall organizational goals.

In this article, we will explore in depth how various leadership styles influence employee behavior and performance. We will analyze case studies and relevant literature to gain insight into this relationship. With a better understanding of the impact of leadership styles, organizations can formulate more effective strategies to develop leadership that supports growth and innovation. In addition, this article will also discuss practical implications for leaders and managers in implementing leadership styles that can improve the performance of their teams. Through this exploration, it is expected to reveal that good leadership is not just about giving directions, but also about building strong and supportive relationships between leaders and employees. As such, this article aims to contribute to a broader understanding of the importance of leadership styles in shaping employee behavior and achieving optimal performance in the workplace.

LITERATURE REVIEW

In understanding the relationship between leadership style and employee behavior, it is important to examine the various theories that explain this dynamic. One of

435

IJEBIR, Volume 04 Issue 03, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

the most widely discussed theories is the leadership style theory developed by Bass and Avolio (1994). They identified two main styles, namely transformational and transactional leadership. Transformational leadership encourages employees to reach their full potential, inspiring them to work for the benefit of the organization, whereas transactional leadership focuses on a clear exchange relationship between leaders and followers, where rewards and punishments are the main drivers. Research conducted by Judge and Piccolo (2004) shows that transformational leadership style has a significant positive impact on job satisfaction and organizational commitment. Employees led by transformational leaders tend to be more motivated and engaged in their work, which results in improved performance. In contrast, leaders who apply an authoritarian style can create a work atmosphere that stifles creativity, leading to passive behavior from employees. In this context, De Cremer and van Dijk (2005) highlighted the importance of a leadership style that can build positive relationships between leaders and employees. Furthermore, research by Wang et al. (2011) emphasized that an adaptive leadership style, which is able to adjust to the needs and situation of the team, can improve overall employee performance. Leaders who show concern for employee well-being and create a supportive work environment can encourage motivation and productivity. Luthans and Youssef (2007) also added that leaders who focus on a positive approach can produce significant effects on employee engagement. Given these findings, it is imperative for leaders to understand the leadership styles they employ and how they influence employee behavior and performance.

Conceptual Framework

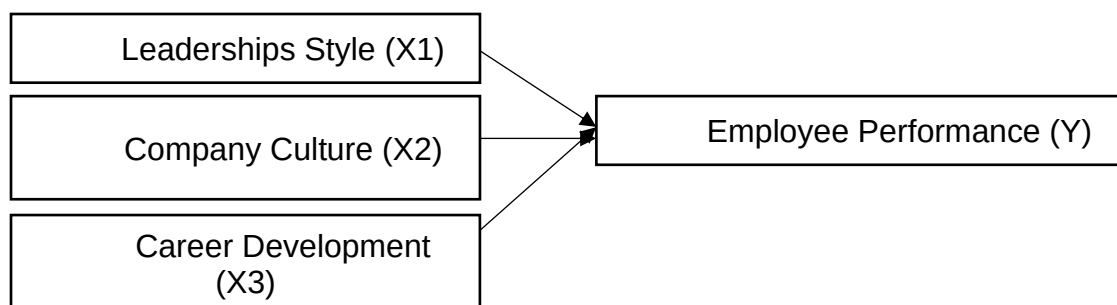


Figure 1. Conceptual Framework

Data Procesed by Researcher, 2025

RESEARCH METHOD

This study aims to investigate the effect of leadership style on employee behavior and performance at PT Paragon Indonesia. The method used is a quantitative approach with a survey design, which allows for systematic and analytical data collection. The population in this study is all employees of Paragon Technology Innovation (PTI) who work in various divisions, including marketing, production, and management. Assuming the total number of employees is around 12,000 people, the sample size will be determined using the Slovin formula. With a margin of error of 10% and a confidence level of 95%, a sample size of 99.17 is obtained, rounded up to 99 respondents. Respondents will be selected using a stratified random sampling method to ensure that all divisions and job levels are represented. Data will be collected through a questionnaire consisting of respondent demographics, including information such as gender, age, length of service, and job title. Employee behavior, including motivation, engagement, and job satisfaction. Employee performance, measured based on self-assessment and performance indicators set by the company. The questionnaire will be distributed online to facilitate participation and speed up the data collection process. The collected data will be analyzed using statistical software, such as SPSS. Descriptive analysis will be conducted to describe the overall characteristics of the respondents. Furthermore, multiple linear regression analysis will be used to examine the effect of leadership style on employee behavior and performance. The results of this analysis will provide insight into the relationship between the variables under study.

RESULT & DISCUSSION**Demographic Analysis****Table 1. Demographic Analysis**

Variables		Frequency	Percent (%)	Comulative Percent (%)
Gender	Female	71	71	71
	Male	28	28	99
Age	21-30	43	43	43
	31-40	25	25	25
	41-50	15	15	15
	51 and above	16	16	99
Job Position	Manager Trainee	27	27	27



	Supervisor	15	15	15
	Business Development	38	38	38
	Manager	5	5	5
	Legal and Relations Analysis	5	5	5
	Marketing	9	9	99
Salary	Rp 7.700.000	27	27	27
	Rp 9.000.000	15	15	15
	Rp 9.000.000	38	38	38
	Rp 15.000.000	5	5	5
	Rp 8.000.000	5	5	5
	Rp 15.300.000	9	9	99

Source : Data Processed by Researcher, 2025

Demographic characteristics in this study were analyzed based on gender, age, position, and salary. Gender was divided into two categories, namely female and male, with 71 females and 28 males, so the percentages were 71% and 28%. Age was grouped into several categories: 21-30 years, 31-40 years, 41-50 years, and 51 years and above, with the number of respondents being 43, 25, 15, and 16 respectively. The percentages for these age categories were 43%, 25%, 15%, and 6%. The available positions were classified into four categories: Trainee Manager, Supervisor, Business Development, and Legal and Marketing Manager, with frequencies of 27, 15, 38, 5, and 9. The percentages were 27%, 15%, 38%, 5%, and 9% respectively. Meanwhile, income is grouped into four categories: 7,700,000 IDR, 9,000,000 IDR, 10,000,000 IDR, 15,000,000 IDR, 8,000,000 IDR, and 15,300,000 IDR, with frequencies of 27, 15, 38, 5, 5, and 9. The percentages for these salary categories are 27%, 15%, 38%, 5%, 5%, and 9%.

Linear Regression Analysis

The results of regression testing are listed in Table 2 below.

Table 2. Regression Result

Variabel	Standardized Coefficients Beta	Result
Leaderships Style (X1)	0.960	Significant



Company Culture (X2)	0.361	Significant
Career Development (X3)	0.587	Significant
Dependent Variable : Employee Performance		

Source : Data Processed by Researcher, 2025

Based on Table 3, can be constructed as follows:

Employee Performance = Constant 9.992 + 0.960 Leaderships + 0.361 Company Culture + 0.587 Career Development + e1

The results of the equation show that the variable coefficients generated by Leaderships, Corporate Culture and Career Development are positive, which means that they have an aligned relationship with Employee Performance. This indicates that in employee performance, the independent variables fully positively affect the performance of PTI (Paragon Technology Innovation) employees.

Classical Assumption Test

Normality Test

It can be seen that in Table 4, all regression equation models have a p-value of 0.200, which means that they have met the normality requirements because they are greater than $\alpha = 0.05$.

Table 3. Normality test

Regression Model	Asymp. Sig. (2-tailed)
Equation	0,200

Source : Data Processed by Researcher, 2025

Multicollinearity Test

From Table 4, it can be seen that the VIF value of all has met the requirements, where the value is less than (<) 10.



Table 4. Multicollinearity Test Results

Variable	VIF
Leaderships Style	5.053
Company Culture	6.306
Career Development	2.601
Dependen: Employee Performance	

Source : Data Processed by Researcher, 2025

Heterogeneity Test

As seen in Figure 2, both figures show that the points spread well, where the points do not gather in one part only. So it is said that from the test results there is no heteroscedasticity.

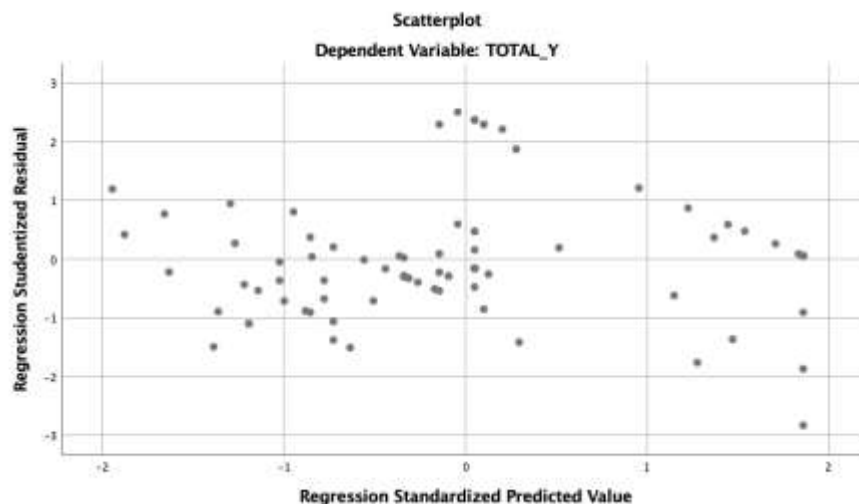


Figure 2. Heterogeneity Test Results

Source : Data Processed by Researcher, 2025

Hypothesis Test

Partial Test (t-test)

Independent variables, which include leadership, organizational culture, and career development, significantly influence employee performance at Paragon Technology Innovation (PTI). This can be seen from the smaller T-count value, meeting the criteria to be said to be significant.

Table 5. Partial Test of Regression

Variable	t	p-value	Result
Leaderships Style	2.238	0.020	Significant
Company Culture	2.448	0.016	Significant
Career Development	6.190	0.000	Significant
Dependent Variable: Employee Performance			

Source : Data Processed by Researcher, 2025

Coefficient of Determination**Table 6. Coefficient of Determination**

Coefficient of Determination	
R^2	0,672
Adusted R Square	0,662

Source : Data Processed by Researcher, 2025

In table 6, it can be explained that the effect of research on the R^2 value of 67.2% includes leadership variables, corporate culture, career development, and the other 32.8% is influenced by other variables outside of the study. Furthermore, the value of Adjusted R square in research aimed at Paragon Technology Innovation employees has a value of 66.2% and the other 33.8% is influenced by other variables outside the variables of this study.

The Influence of Leadership Style (X1) on Employee Performance (Y) Paragon Tehnology Innovation (PTI) Indonesia

The data showed that employees led by managers with a transformational leadership style performed better than those led by managers with a more authoritarian leadership style. Transformational leadership encourages employees to innovate and contribute optimally to organizational goals. Transformational leadership is characterized by the ability to inspire and motivate employees. Leaders who apply this style tend to Create a Clear Vision, leaders successfully convey the company's vision in an interesting



way, which makes employees feel involved and excited to achieve common goals. Providing Emotional Support, employees feel heard and appreciated, which increases job satisfaction and reduces stress levels. Encouraging Innovation, by providing freedom in decision making, employees are more courageous to innovate, which contributes to improved performance. Based on the results of this study, the management of PT Paragon Technology Innovation needs to pay attention to the leadership style applied in the work environment. To improve employee performance, it is recommended that managers further develop Leadership Skills through training and workshops to improve transformational leadership skills. Encourage a Positive Work Environment, by creating an organizational culture that supports collaboration and open communication, and providing Constructive Feedback, continuous feedback helps employees understand areas that need improvement. This study is in line with research conducted by Arifuddin et al (2023) and Sulantara et al (2020), which states that leadership influences and has a positive impact on employees and also the company, good leadership will guide employees in good performance. So that the prospects for the Paragon Technology Innovation Company to advance further will be easily achieved. This study shows that leadership style has a significant influence on employee performance at PT Paragon Technology Innovation (PTI). Transformational leadership style has been shown to increase employee motivation and engagement, which leads to increased performance. Therefore, it is important for management to continue to develop a leadership style that supports the achievement of organizational goals and employee welfare. However, this study does not support the research of Yanti and Sinollah (2023) which found that leadership had no significant effect on employee performance.

The Effect of Corporate Culture (X2) on Employee Performance (Y) Paragon Tehnology Innovation (PTI) Indonesia

Corporate culture is an important factor that can affect employee performance. At PT Paragon Technology Innovation, the culture that is built reflects the values and norms adopted by the organization. The data collected showed that employees who work in a positive and collaborative corporate culture perform better than those in a less supportive culture. A strong corporate culture helps create a work environment that is conducive to growth and productivity. This research is in line with the findings Kuswati et al (2020) that the organizational culture variable has a positive and significant effect on employee performance at the PDAM Office of Majalengka Regency. Management can also create work challenges by giving awards to employees who carry out their work well, increasing

442



socialization activities regarding the procedures and service requirements needed by the community, giving reprimands to employees who provide services that are not in accordance with the provisions, and providing direction and guidance to employees so that the implementation of services can run according to the specified time. Employee Engagement, employees who feel connected to the company's values tend to be more engaged in their work. This engagement leads to increased productivity and quality of work. Job Satisfaction, a culture that supports employee well-being, such as recognition for achievement and support in career development, increases job satisfaction. Satisfied employees tend to perform better. Collaboration and Communication, a company culture that encourages collaboration facilitates effective communication between teams, which is essential for completing tasks well. Employees feel more comfortable sharing ideas and solving problems together. The management of PT Paragon Technology Innovation needs to strengthen a positive corporate culture by identifying and communicating the company's values by ensuring that all employees understand and live the Company's values, encouraging a supportive environment through implementing programs that strengthen social support in the workplace, such as team activities and training, increasing recognition and appreciation by giving awards to employees who excel to increase motivation and commitment. This study underlines that corporate culture has a significant influence on employee performance at PT Paragon Technology Innovation. A positive culture not only increases engagement and job satisfaction, but also encourages better collaboration between employees. Therefore, it is important for management to continuously build and maintain a corporate culture that supports employee growth and the achievement of organizational goals.

The Effect of Career Development (X3) on Employee Performance (Y) Paragon Tehnology Innovation (PTI) Indonesia

Career development is an important process in improving employee performance. At PT Paragon Technology Innovation, investment in employee career development not only supports individual growth but also contributes to the achievement of organizational goals. The data indicates that employees who get the opportunity to participate in training, mentoring, and skills development programs perform better than those who do not. Effective career development helps employees improve the competencies and skills needed in their jobs. The effect of effective career development, good career development contributes to employee performance in several ways with increased Skills and Knowledge Where employees who participate in training and skills development

443



programs feel more prepared and confident in carrying out their duties. This has a direct impact on the quality of the work they produce. Furthermore, motivation and job satisfaction with employees who have the opportunity to develop motivated. They feel valued and invested in by the company, which increases their commitment. And the opportunity for a career in question with a clear career path, employees are more motivated to work hard and achieve their long-term goals. This not only improves individual performance but also supports the company's strategic goals. Through the results of this study, the management of PT Paragon Technology Innovation needs to strengthen the focus on career development by providing relevant training programs Identifying employee skill needs and providing appropriate training to support their professional development. building a mentoring program, providing guidance from seniors or managers to assist employees in their career navigation and skill development. Furthermore, creating a clear career path, the company provides a clear picture of career opportunities and the steps needed to achieve the desired position. This study shows that career development has a significant impact on employee performance at PT Paragon Technology Innovation. Through effective development programs, employees can improve their skills and motivation, which in turn has a positive impact on their performance. Therefore, it is important for management to continue investing in employee career development as part of a strategy to improve overall organizational performance. This study is consistent with the findings of Firman et al. (2021) and Sinollah et.al (2020) which states that career development has a positive and significant influence on employee performance. However, in order for career development to have a more consistent influence on performance, it must be accompanied by fair performance appraisals, with fair performance appraisals supporting the effectiveness of employee career development (Sinollah, 2025).

The Effect of Leadership Style (X1) and Corporate Culture (X2) on Employee Performance (Y) Paragon Tehnology Innovation (PTI) Indonesia

Leadership style and corporate culture are two key elements that play a significant role in shaping employee performance. At PT Paragon Technology Innovation (PTI) the combination of leadership style applied and existing corporate culture greatly influences employee motivation, engagement, and productivity. At Paragon Technology Innovation (PTI) Company. Employees who are under leaders with a transformational leadership style and in a positive corporate culture show better performance. An inspirational leadership style and a culture that supports collaboration are the main factors in achieving

444

IJEBIR, Volume 04 Issue 03, 2025

Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

high performance. A transformational leadership style, which is characterized by the ability to motivate and inspire Paragon Technology Innovation (PTI) employees who encourage employees to innovate and actively participate in decision making increases work motivation, and the emotional support they get, where leaders who care about employee welfare create a safe and comfortable work environment, which contributes to better performance. A strong and positive corporate culture, a culture that encourages engagement and collaboration helps employees feel more connected to the organization's goals, increasing morale. A corporate culture that values achievement and rewards employees can increase job satisfaction, which has a direct impact on performance. Furthermore, the interaction between leadership and corporate culture. The combination of an effective leadership style and a supportive corporate culture can create an optimal work environment, good leadership can strengthen a positive corporate culture, while a strong culture can support the effectiveness of leadership style. Leaders who encourage a collaborative culture will see an increase in teamwork, leading to better performance. This study emphasizes that leadership style and corporate culture have a significant at PT Paragon Technology Innovation (PTI). In line with the findings of Boyas et al (2021) that leadership, corporate culture affect the performance of employees in the company where they work, because they are interconnected and continuous with each other. Where leadership style is a determinant and also a positive corporate culture will be a benchmark for employees to be loyal to the Company. The synergy between these two factors not only increases motivation and job satisfaction, but also encourages better collaboration within the team. A leadership style that supports and builds a strong corporate culture to achieve optimal employee performance.

The Effect of Leadership Style (X1), Corporate Culture (X2), and Career Development (X3) on Employee Performance (Y) Paragon Tehnology Innovation (PTI) Indonesia

Employees who are led by inspiring leaders, are in a positive corporate culture, and have access to good career development show significantly higher performance. Transformational leadership style increases employee motivation and work spirit. Leaders who are able to inspire employees to achieve common goals contribute to increased performance. Leaders who provide emotional support create a comfortable environment, which allows employees to work more productively. The Influence of Corporate Culture, a positive corporate culture, which encourages collaboration and open communication, increases employee engagement. Employees who feel connected to the

445



company's values tend to be more committed to achieving organizational goals. On the other hand, a supportive work environment, where a culture that values achievement and provides recognition to employees can increase job satisfaction, which has a direct impact on performance. Furthermore, in career development by improving effective career development skills, employees improve the skills and knowledge needed to perform their duties well. Employees who feel developed tend to be more productive. Opportunities to advance in their careers increase motivation and job satisfaction, which contribute to better performance. Employees feel valued and invested in by the company. In this study, the independent variables involved consist of leadership, corporate culture, and career development which are interrelated and complementary, giving a positive impact on Paragon Technology Innovation (PTI). Effective synergy with good leadership can strengthen a positive corporate culture, while a strong culture supports effective career development. A positive environment between inspiring leadership, supportive culture, and good career development creates an optimal work environment, which is very important for employee performance. Leadership, corporate culture, and career development have a significant influence on employee performance at PT Paragon Technology Innovation. The synergy between these three factors is very important in creating a productive and innovative work environment. In line with the findings of Boyas et al (2021), Firman et al (2021), Kuswati et al (2020), and Arifuddin et al (2023) and Sulantara et al (2020), with their findings in their research that leadership style, corporate culture, and career development have a significant impact on employee performance. Where good leadership will create a good corporate culture, and provide career development for their employees, so that employees feel cared for and become loyal, and also affect their company.

CONCLUSION

This study reveals that leadership style, organizational culture, and career development have a significant influence on employee performance at PT Paragon Technology Innovation (PTI) Indonesia. First of all, the use of the right leadership style, especially transformational leadership style, has proven effective in increasing employee motivation and work enthusiasm. A leader who is able to inspire and provide emotional support will create a productive work environment, where employees feel encouraged to give their best. Furthermore, a positive organizational culture also plays an important role in supporting employee performance. A culture that encourages collaboration and open communication makes employees feel more involved and connected to the company's

446



values, which in turn increases their level of engagement and performance. In addition, a good career development program, through training and opportunities for advancement, also contributes to improving employee performance. Employees who feel appreciated and have the opportunity to develop professionally tend to be more motivated and satisfied with their jobs. The results of this study indicate that the synergy between the three factors—leadership style, corporate culture, and career development—is very important to create an optimal work environment. Therefore, the management of PT Paragon Technology Innovation is advised to focus more attention on developing these three elements. Investing in effective leadership, a supportive culture, and planned career development will have a positive impact on the performance of individuals and teams within the organization.

REFERENCES

- Alghazo, A. M. & Al-Anazi, M., 2016. The Impact of Leadership Style on Employee's Motivation. *International Journal of Economics and Business Administration*, 2(5), pp. 37-44.
- Arifuddin, A., Lita, W., Catherine, S., & Yingxiang, S. (2023). The Influence of Leadership Style and Work Motivation on Employee Performance. *Journal Markcount Finance*, 1(3), 206-215.
- Babatunde, O., 2015. The Impact of Leadership Style on Employee's Performance in an Organization. *IISTE*, 5(1), pp. 193-206.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Boyas, J. R., & Rachmad, Y. E. (2022, March). Analysis of the effect of leadership style, organizational culture, and training through job satisfaction on employee performance. In *International Conference of Business and Social Sciences* (pp. 311-319).
- De Cremer, D., & van Dijk, E. (2005). The influence of leadership on the behavior of employees: A social identity perspective. *Leadership Quarterly*, 16(5), 701-713.
- Firman, A. (2021). The effect of career development on employee performance at Aswin Hotel and Spa Makassar. *Jurnal manajemen bisnis*, 8(1), 133-146.
- Hurduzue, R.-E., 2015. THE IMPACT OF LEADERSHIP ON ORGANIZATIONAL PERFORMANCE. *SEA - Practical Application of Science*, 3(1(7)), pp. 289-294.



- Igbaekemen, G. O., 2014. IMPACT of Leadership Style on Organisation Performance: A Strategic Literature Review. Public Policy and Administration Research, 4(9), pp. 126-136.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755-768.
- Kuswati, Y. (2020). The influence of organizational culture on employee performance. Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 3(1), 296-302.
- Levine, M. F., 2000. THE IMPORTANCE OF LEADERSHIP: AN INVESTIGATION OF PRESIDENTIAL STYLE AT FIFTY NATIONAL UNIVERSITIES. Denton : University of North Texas.
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. Journal of Management, 33(3), 321-349.
- Mohammed, U. D. et al., 2014. The Relationship between Leadership Styles and Employees' Performance in Organizations (A Study of Selected Business Organizations in Federal Capital Territory, Abuja Nigeria). European Journal of Business and Management, 6(22), pp. 1-11.
- Sinollah. (2025). *Manajemen Penilaian kinerja Karyawan*. Pekalongan: PT. Nasya Expanding Management
- Sinollah, S., Zarkasih, K., & Arsyianto, M. (2020). Analisis Pengaruh Motivasi Kerja, Kemampuan Kerja Dan Pengembangan Karier Terhadap Kinerja Dosen Dan Karyawan. *Jurnal Ekonomi Manajemen*, 6(1), 31-39. doi:<https://doi.org/10.37058/jem.v6i1.1494>
- Sulantara, I. M., Mareni, P. K., Sapta, I. K. S., & Suryani, N. K. (2020). The effect of leadership style and competence on employee performance. European Journal of Business and Management Research, 5(5).
- Wang, P., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review and integrative theoretical model. Personnel Psychology, 64(1), 7-52.
- Yanti, L. F., & Sinollah. (2023). Analisis Pengaruh Kepemimpinan terhadap Pengembangan Karir dan Dampaknya pada Kinerja Karyawan. JOURNAL ISLAMIC BUSINESS AND ENTREPRENEURSHIP, 2(2), 131–139. <https://doi.org/10.33379/jibe.v2i2.2585>



Zumitzavan, V. & Udchachone, S., 2014. The impact of different styles of 'leadership' and levels of organisational innovation' on 'organisational performance': a case of hospitality industry in Thailand. WSEAS TRANSACTIONS on BUSINESS and ECONOMICS, 11(1), pp. 272-282.

