

The influence of organizational culture and psychosocial safety climate on employee performance through leadership style

Case study at PT PLN (Persero) Project Management Center

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Abstract

Introduction/Main Objectives: The transformation of the global electricity sector requires strong human resource management effectiveness to sustain organizational performance. In Indonesia, PT PLN (Persero) Project Management Center (PUSMANPRO) plays a strategic role in national electricity development. Although organizational achievements show a positive trend, internal performance variations suggest that additional human factors may influence employee performance outcomes. This study examines how corporate culture and psychosocial safety climate affect employee performance, both directly and through leadership style.

Background Problems: This study addresses the problem of misalignment between organizational indicators and human resource indicators at PLN PUSMANPRO by exploring the research question: *How do corporate culture and psychosocial safety climate influence employee performance directly and indirectly through leadership style?*

Research Methods: This research applied a quantitative approach with a mediating associative design. Primary data were collected using an online Likert-scale questionnaire from 132 employees, selected through stratified random sampling from a population of 371. Four variables were measured: corporate culture (AKHLAK values), psychosocial safety climate (PSC dimensions), leadership style (four leadership styles), and employee performance (three performance dimensions). Data were analyzed using SEM-PLS to assess structural relationships, including mediation effects.

Finding/Results: The results indicate that corporate culture and psychosocial safety climate significantly affect leadership style. Corporate culture and leadership style significantly influence employee performance. However, psychosocial safety climate does not directly influence performance. Leadership style partially mediates the effect of corporate culture and fully mediates the effect of psychosocial safety climate on performance outcomes.

Conclusion: Corporate culture is a key determinant of employee performance improvement, and leadership style serves as a crucial linking mechanism between cultural and psychosocial conditions and performance. The findings reinforce theoretical frameworks connecting organizational culture, psychosocial climate, and leadership to performance. Practically, they highlight the need to strengthen work culture and leadership quality to support sustainable performance improvement within PLN PUSMANPRO.

Keywords: Corporate Culture; Psychosocial Safety Climate; Leadership Style; Employee Performance; SEM-PLS



Introduction

The Introduction should begin with a general background of the research topic, providing context and establishing urgency and rationale for the study. Relevant and current literature should be incorporated to provide context and highlight the research gaps, ensuring that references are original and directly related to the research topic. The presentation should be coherent chronologically and the logical relationship between one paragraph and the following paragraph should be clear. [The global electricity industry is experiencing a significant transformation, marked by rising electricity demand, the acceleration of clean energy transitions, and increasing pressure to reduce carbon emissions [1]. The International Energy Agency projects that global electricity consumption will increase by more than 25% by 2040, driving the need for more reliable, efficient, and sustainable energy supply systems [1]. This condition reinforces the urgency to improve organizational performance among energy providers across countries, including Indonesia.

At the national level, the energy transition has become a strategic agenda to support economic and social development. The Government of Indonesia, through PT PLN (Persero), has formulated the 2025–2034 Electricity Supply Business Plan (RUPTL) with a strong focus on clean energy development [2]. The implementation of this agenda relies heavily on the effectiveness of well-planned and well-measured electricity project management. Within PLN's organizational structure, the Project Management Center (PUSMANPRO) serves as a strategic project management unit responsible for ensuring the achievement of quality, cost, schedule targets, as well as strengthening governance and safety. This position establishes PUSMANPRO as a determining factor in the success of national electricity development programs.

Although the Organizational Performance Score (NKO) shows a positive trend, 2022–2024 internal data indicate performance fluctuations and misalignments between organizational indicators and human resource indicators, suggesting the presence of other variables that influence employee performance output [3,4]. Initial findings found that although employee performance assessments fall into the “good” category, areas such as decision-making and communication still require improvement [5].

The literature shows that employee performance is not only determined by individual competence, but is also influenced by organizational culture, psychosocial work climate, and leadership style [6–8]. Studies reported that corporate culture has a direct effect on improving employee performance [6,9], although several studies have shown that this effect requires mediating variables to become significant [10,11]. Within PLN, organizational culture is based on AKHLAK values; however, findings indicate that communication, career development, and reward aspects have not yet reached optimal levels, suggesting the need to evaluate cultural effectiveness as a performance determinant [3].

In addition to culture, psychosocial safety climate is also viewed as playing a role in shaping healthy working conditions free from psychological threats [5,12]. PLN internal reports indicate a need for improvement in welfare, workplace facilities, leadership responsiveness, and competency certification [4]. Several studies state that PSC

increases engagement and performance [13], while other findings show that the relationship is indirect through mediating variables [14].

Leadership factors also represent a key component. Studies found a significant influence of leadership style on employee performance in PLN [15], whereas other research concluded that the relationship is indirect and requires mediating mechanisms [16,17]. These different findings indicate that the relationship between leadership and performance is contextual and complex.

Based on this background, this study aims to analyze the influence of corporate culture and psychosocial safety climate on employee performance, with leadership style as an intervening variable in PLN PUSMANPRO. This study is expected to contribute theoretically by testing a relational model among variables within the electricity sector, as well as contribute practically to strengthening managerial strategies to improve performance and project effectiveness within PLN]

Research Methods

The research methods section should present the experimental procedure in detail and systematically so that it can be reproduced by other researchers and produce consistent findings. If the procedure refers to previous research, appropriate and accurate references must be included. The description of the methodology should be clear and complete, including all steps, materials, and equipment used. [This study used a quantitative approach with a mediating associative design to analyze the influence of corporate culture (X1) and psychosocial safety climate (X2) on employee performance (Y), with leadership style (Z) as an intervening variable. The quantitative approach was applied because it was able to objectively examine causal relationships based on numerical data [17,20].

The study was conducted at PT PLN (Persero) PUSMANPRO, covering the head office and five UPMK units. Data collection was carried out from October to November 2025 using an online questionnaire (Google Form). The research population consisted of 371 permanent employees. The sampling technique used was stratified random sampling [19,21]. The sample size was determined using Israel's (1992) formula [22] with a 7% precision level, resulting in 132 respondents (35.6% of the population).

Primary data were obtained through a five-point Likert scale questionnaire [18], which measured four main constructs: corporate culture (AKHLAK), psychosocial safety climate (PSC), leadership style, and employee performance. Secondary data were obtained from books, journals, company reports, and internal PLN documents related to structure, policies, and human resources. The corporate culture variable referred to AKHLAK values [23]; the psychosocial safety climate variable referred to four PSC dimensions [24]; the leadership style variable referred to four primary leadership styles [25]; and the employee performance variable referred to three individual performance dimensions [26,27]. All indicators were used as the basis for latent construct measurement in the model analysis.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM–PLS) to examine direct and indirect effects among variables. The outer

model was assessed through validity ($AVE > 0.50$; $HTMT < 0.90$) and reliability (Cronbach's Alpha and $CR \geq 0.70$) based on Henseler et al. (2016) [28]. The inner model was assessed using path coefficients, R^2 values, and statistical significance through bootstrapping to test the mediation hypotheses.]

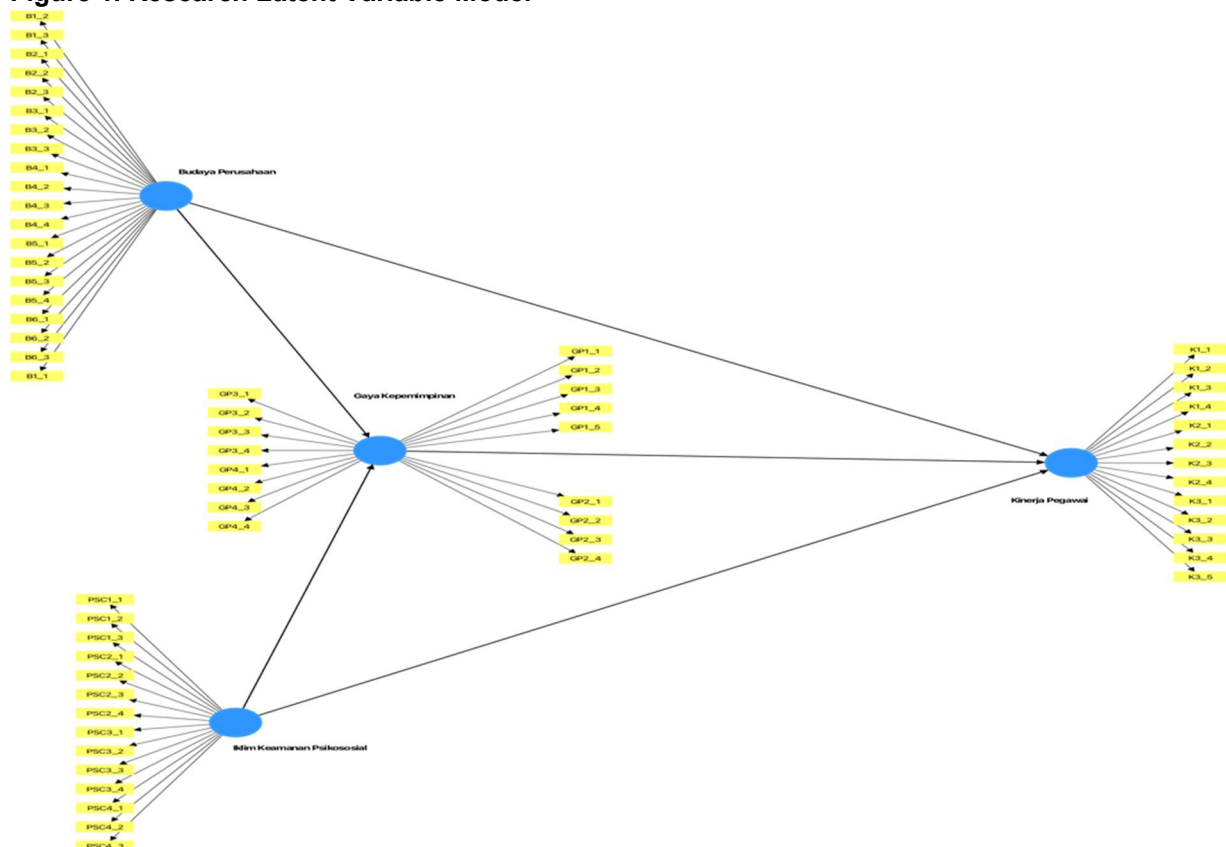
Result

This section presents the research findings comprehensively and in a structured manner through the stages of structural equation modeling analysis using Partial Least Squares–Structural Equation Modeling (PLS–SEM). The results consist of the evaluation of the measurement model (outer model), model fit assessment, structural model analysis (inner model), and inferential statistical interpretation of relationships among latent variables. All results are presented systematically to demonstrate model quality and the strength of relationships among research variables.

1. Research Model and R^2 Value

The analysis of relationships among variables was carried out based on the structural model as shown in Figure 5.1. The model illustrates the direction of relationships among the latent variables, including direct and indirect relationships between Corporate Culture, Psychosocial Safety Climate, Leadership Style, and Employee Performance.

Figure 1. Research Latent Variable Model



Source: Research Data Processed by the Author, 2025 (SmartPLS 4 Output)

The R^2 values indicate that Corporate Culture and Psychosocial Safety Climate explain 76.6% of the variance in Leadership Style, while Corporate Culture, Psychosocial Safety Climate, and Leadership Style together explain 70.2% of the variance in Employee Performance. Thus, the model demonstrates a very strong explanatory ability for the dependent variables.

2. Measurement Model Evaluation (Outer Model)

The outer model ensures that the research instruments accurately measure the constructs. The analysis was conducted in three stages:

1) Convergent Validity

All indicators met the loading factor criteria above 0.70 after eliminating one indicator from the Employee Performance variable that had a loading value below 0.70. In addition, the Average Variance Extracted (AVE) values ranged between 0.663 and 0.771, exceeding the minimum threshold of 0.50, indicating that all constructs are valid in terms of convergent validity.

2) Discriminant Validity

The discriminant validity assessment through cross-loading and the Fornell–Larcker criteria confirmed that each indicator had a higher correlation with its respective construct than with other constructs. After removing indicators with overlapping correlations, all variables met the discriminant validity requirements, indicating that the constructs stand independently as distinct theoretical entities.

3) Construct Reliability

The Cronbach's Alpha and Composite Reliability values greater than 0.90 indicate a high level of internal consistency. The indicators measured the concepts stably, without measurement bias, and the instruments were declared highly reliable in capturing the phenomenon studied.

Overall, the measurement model quality is declared excellent.

3. Model Fit Test (Goodness of Fit)

The model fit evaluation aims to ensure that the model aligns with empirical data and can be interpreted validly. The results show that:

- **SRMR = 0.054 (< 0.10)** → indicating good model fit.
- **NFI = 0.725** → within the adequate model fit level.
- **GoF = 0.727 (> 0.36)** → indicating very strong explanatory ability.
- **$Q^2 > 0$ for all variables** → confirming the predictive relevance of the model.

These findings indicate that the structural model used in the study has a high degree of model fit and strong predictive relevance for the variables analyzed.

4. Structural Model Analysis (Inner Model)

The structural model analysis evaluates the strength of relationships among latent variables and was tested through path coefficients, significance values, mediation effects, and effect size (f^2).

a. Direct Effect

The bootstrapping results show that:

- Corporate Culture and Psychosocial Safety Climate have a significant effect on Leadership Style.
- Corporate Culture and Leadership Style have a significant positive effect on Employee Performance.
- Psychosocial Safety Climate does not have a direct effect on Employee Performance.

b. Indirect Effect (Mediation)

The indirect effect analysis shows that:

- Leadership Style partially mediates the relationship between Corporate Culture and Employee Performance.
- Leadership Style fully mediates the relationship between Psychosocial Safety Climate and Employee Performance.

These findings indicate that leadership plays an important role in translating cultural values and psychosocial conditions into performance improvement.

c. Total Effect

The total effect of Corporate Culture on Employee Performance is strong and greater than the total effect of Psychosocial Safety Climate, indicating that culture has a more dominant deterministic impact.

5. Key Statistical Summary

To present the findings concisely and systematically, Table 5.1 summarizes the path coefficients, statistical significance levels, and research hypothesis decisions:

Table 1. Summary of Path Coefficient Results (Direct & Indirect Effect)

Path	Coefficient	t-value	p-value	Conclusion
Corporate Culture → Leadership Style	0.487	7.321	0.000	Significant
Psychosocial Safety Climate → Leadership Style	0.445	7.207	0.000	Significant
Leadership Style → Employee Performance	0.321	2.941	0.002	Significant
Corporate Culture → Employee Performance	0.637	6.407	0.000	Significant
Psychosocial Safety Climate → Employee Performance	-0.104	1.041	0.149	Not significant
Corporate Culture → Leadership Style → Employee Performance	0.156	2.552	0.005	Partial mediation
Psychosocial Safety Climate → Leadership Style → Employee Performance	0.143	2.720	0.003	Full mediation

Source: Research Data Processed by the Author, 2025 (SmartPLS 4 Output)

Table 1 reinforces the main relationship patterns found: Corporate Culture (X1) is the strongest determinant influencing Employee Performance (Y), both directly and through Leadership Style (Z). Psychosocial Safety Climate (X2) influences employee performance only through leadership, indicating that interpersonal relationships and leadership patterns are key elements in mediating psychological impacts on performance output.

6. Interpretation of Key Findings

The research findings provide an empirical overview indicating that:

1. **Organizational culture plays a dominant role as a driver of performance.**
The internalization of AKHLAK values is able to enhance employee discipline, loyalty, and collaboration, which directly contribute to improvements in individual performance.
2. **Psychosocial safety climate is important, but insufficient to directly influence performance.**
Employees require leadership figures who are capable of translating a positive climate into concrete work direction in order to generate productivity outcomes.
3. **Leadership functions as a bridge between culture and performance.**
When organizational culture and climate are translated into participative, visionary, and structured leadership styles, employee performance increases more significantly.

The research model demonstrates very strong predictive capability. The high R^2 values and excellent model fit indicate that the relationships among latent variables in this study are statistically stable and empirically consistent]

Discussion

This section discusses the research findings by linking the inferential statistical results to relevant theories and previous studies. The discussion explains the patterns of direct and indirect relationships among the latent variables in the model and interprets the empirical implications of the findings within the organizational context.

1. Direct Effects

1.1. The Effect of Corporate Culture on Leadership Style

The findings indicate that Corporate Culture has a positive and significant influence on Leadership Style. This shows that the stronger the organizational culture values implemented within the institution, the more positive the leadership behavior perceived by employees. A culture aligned with AKHLAK values—particularly trustworthiness, competence, harmony, and collaboration—guides leaders in shaping communication patterns, decision-making processes, and work relationship management. This finding is consistent with Schein, who suggests that organizational culture forms the fundamental patterns of thinking and leadership behavior [29], and with Robbins and Judge, who argue that culture provides a structure of meaning that drives leadership behavior [30]. The results are also supported by Musdalifa, who found that

organizational culture contributes directly to strengthening leadership behavior and improving employee performance [31]. Thus, in the context of PLN Pusmanpro, corporate culture functions as a core foundation that reinforces leadership stability.

1.2. The Effect of Psychosocial Safety Climate on Leadership Style

The findings show that Psychosocial Safety Climate positively and significantly influences Leadership Style. A psychologically safe work environment—characterized by managerial support, open communication, and participatory decision-making—helps shape leadership styles that are more supportive, collaborative, and structured. This conclusion is in line with the Psychosocial Safety Climate concept by Dollard and Bakker, which states that psychosocial climate encourages leaders to demonstrate responsiveness toward employee well-being [24]. Amalia et al. also provide further support, reporting that psychosocial climate affects leadership behavior and employee performance through increased work engagement [14]. Therefore, psychosocial safety climate within PLN Pusmanpro functions as an internal organizational factor that strengthens leadership quality.

1.3. The Effect of Leadership Style on Employee Performance

The results demonstrate that Leadership Style plays an important role in enhancing Employee Performance. Leadership characteristics that are participative, visionary, and supportive contribute to increasing work effectiveness, adaptability, and employee contribution within the organization. Leaders who provide clear work direction, show concern for employee well-being, and communicate consistently are more likely to support improved performance outcomes. These findings align with the study by Verdiansyah et al., which shows that leadership style influences motivation and performance achievement among PLN employees [15]. This confirms that effective leadership behavior is a strategic resource for enhancing organizational performance, especially within complex work structures such as PLN Pusmanpro.

1.4. The Effect of Corporate Culture on Employee Performance

The research results show that Corporate Culture has a strong positive effect on Employee Performance. Organizational culture functions as a key determinant of work outcomes, shaping individual behavior, collaboration, discipline, and employee commitment to strategic goals. The consistent application of AKHLAK values strengthens work motivation and positive social interactions among employees. This is in line with Mahmud et al., who found that organizational culture contributes directly to employee performance quality [6], and with Mirza and Lukito, who demonstrated the same relationship within the PLN context [32]. These results confirm that organizational culture within PLN Pusmanpro serves as a fundamental mechanism in building work effectiveness and supporting strategic achievement.

1.5. The Effect of Psychosocial Safety Climate on Employee Performance

Unlike other variables, Psychosocial Safety Climate does not show a direct influence on Employee Performance. Although psychosocial climate contributes to

psychological comfort, this factor alone is not strong enough to directly enhance productivity. This supports the findings of Amalia et al., which suggest that psychosocial climate requires mediating mechanisms—such as leadership roles or work engagement—to influence performance outcomes [14]. This interpretation indicates that employee performance at PLN Pusmanpro is shaped more by structural and social organizational factors—particularly corporate culture and leadership style—rather than by individual psychosocial perceptions. Thus, psychosocial climate serves as a contributing factor rather than a primary determinant of productivity.

2. Indirect Effects

2.1. The Effect of Corporate Culture on Employee Performance through Leadership Style

The findings show that Corporate Culture influences Employee Performance indirectly through Leadership Style. This suggests that part of the cultural effect on performance results from leadership behavior shaped by cultural values. Therefore, strengthening organizational culture leads not only to direct performance improvements but also to enhanced leadership quality, which subsequently drives productivity. This finding aligns with Rachmawati et al., who suggest that culture influences performance through affective commitment and social interaction at work [10]. Thus, the partial mediation observed in this study reinforces the theoretical understanding that culture and leadership are interconnected in determining performance outcomes.

2.2. The Effect of Psychosocial Safety Climate on Employee Performance through Leadership Style

The study also shows that Psychosocial Safety Climate influences Employee Performance indirectly through Leadership Style. This indicates that psychosocial climate requires leadership as an intermediary mechanism to generate performance results. This mechanism aligns with mediated leadership theory described by Yukl, who argues that organizational conditions shape performance through leadership behavior [33], and Northouse, who highlights leadership as a relational and structural process [34]. This conclusion is consistent with Pamungkas, who found that psychosocial climate influences performance through work engagement [5]. Similarly, the present study shows that psychosocial climate does not directly affect performance but becomes influential when mediated through leadership. Thus, leadership style functions as a full mediator that connects psychosocial conditions to work outcomes.]

Conclusion

The findings of this study confirm that corporate culture and psychosocial safety climate play an important role in shaping the quality of leadership style within PT PLN (Persero) PUSMANPRO. Corporate culture demonstrates a strong influence, both directly and indirectly, on employee performance, indicating that the internalization of AKHLAK values can encourage more disciplined, adaptive, and collaborative work behavior. Psychosocial safety climate has a significant influence on leadership style but not on employee performance directly, suggesting that a psychologically safe

environment does not become a determinant of performance outcomes without the presence of effective leadership. These results confirm the central role of leadership style as a mediating mechanism that translates organizational culture and psychosocial conditions into improved employee performance.

This study provides empirical and practical contributions to human resource management development, particularly in the electricity sector. Academically, the research strengthens theoretical relationships between cultural, leadership, and performance variables, while also demonstrating that the influence of psychosocial climate is more indirect in nature. Practically, the findings highlight the need to strengthen organizational culture and enhance leadership style to support sustainable improvements in employee performance.

This study has limitations in terms of geographic scope, number of respondents, and the use of self-assessment instruments that may contain bias. Therefore, future research may expand respondent coverage, apply a mixed-methods approach, incorporate additional variables such as motivation and workload, and adopt more objective performance measurement methods to produce a more comprehensive overview of organizational dynamics.

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