



# Empowering Manager Performance: The Role of Heart Leadership in Boosting Job Satisfaction and Shaping Organizational Culture at PT Perkebunan Nusantara III (Persero)

Darmansyah Siregar<sup>1\*</sup>, Zulkarnain Lubis<sup>1</sup>, Vivi Gusrini Rahmadani<sup>2</sup>, Muhammad Reza Aulia<sup>3</sup>, Mehaga Bastanta Sinulingga<sup>4</sup>

<sup>1</sup>Department of Agriculture Science, Universitas Medan Area, Indonesia

<sup>2</sup>Department of Industrial and Organizational Psychology, Universitas Sumatera Utara, Indonesia.

<sup>3</sup>Department of Agribusiness, Universitas Teuku Umar, Indonesia.

<sup>4</sup>PT Perkebunan Nusantara III Operasional, Indonesia.

\*Corresponding author Email: [darmansyah\\_siregar@students.uma.ac.id](mailto:darmansyah_siregar@students.uma.ac.id)

*The manuscript was received on 12 March 2024, revised on 12 April 2024, and accepted on 14 September 2024, date of publication 28 September 2024*

## Abstract

As the highest leader in the plantation and factory, the manager controls both the positive and bad aspects of the plantation and factory. Understanding how leaders act and behave regarding their Heart, emotional intelligence, and spiritual intelligence, as well as how this relates to Performance, remains a rare phenomenon. Emotional and spiritual intelligence are directly associated with leading from the Heart. To address the gap in our understanding, this study examines the effect of a heart-centered leadership style on the productivity of oil palm plantation company managers. Previously, there has been little research on how this style relates to Performance. Indonesia's palm oil companies are pretty advanced and have cornered the global market. Applying heartfelt leadership is one technique to boost manager performance. This calls for research into how a compassionate leadership style affects the productivity of oil palm workers. This research makes use of the partial least squares technique. This study found that managers' Performance was unaffected by heartfelt leadership but that it did affect team members' happiness and company culture. When managers are happy, they perform better, but company culture has little effect. Leadership with the Heart indirectly affects manager performance through job satisfaction.

**Keywords:** Manager, Leadership with Heart, Manager Performance, Job Satisfaction, Organizational Culture.

## 1. Introduction

The definition of organizational culture given by Robbins and Coulter is "the set of shared assumptions, norms, and practices that characterize an organization or its constituent parts" [19]. The way people act, communicate, and handle themselves on the job is influenced by this culture, which is an unspoken set of rules. The definition of organizational culture given by Robbins and Coulter is "the set of shared assumptions, norms, and practices that characterize an organization or its constituent parts" [19]. The way people act, communicate, and handle themselves on the job is influenced by this culture, which is an unspoken set of rules. The history, structure, and implemented strategies shape each organization's unique culture, giving it a unique identity. The core values adopted in organizational culture provide direction for organization members in making decisions and influence how they respond to change and challenges [1]. These collectively formed beliefs and behavioral norms can create a sense of togetherness and loyalty among staff, ultimately affecting individual and team Performance. Understanding organizational culture makes management more effective in managing human resources and achieving the company's strategic goals [3]. A thorough understanding of organizational culture has the main benefit of preventing internal conflict. All members can minimize the risk of misunderstanding or inconsistency in actions and expectations when they know and understand the organization's core values. Therefore, research on these cultural issues is essential to



ensure alignment between organizational values and team member behavior, creating a harmonious and productive work environment [23].

There has been a preponderance of functionalist research on management's impact on organizational culture. According to this view, an essential part of organizational culture is bringing employees' actions in line with the company's values, which in turn boosts Performance [22]. Findings from this study lend credence to the idea that an organization's culture significantly impacts management's capacity to foster efficiency, effectiveness, and positive connections among workers. Core values, behavioral norms, and shared beliefs are three essential aspects of an organization's culture that management must acknowledge to disseminate the culture effectively. Job happiness, organizational dedication, and individual and team Performance are all directly influenced by company culture. Thus, it's crucial to have a good grasp of that culture. Management can make better strategic judgments on human resource management when they understand these cultural aspects. Workplace happiness as it relates to company culture is still in its infancy. Despite the topic of organizational culture gaining much interest, studies that thoroughly investigate its impact on work satisfaction have not garnered much attention [17]. We can conduct additional studies to fill this knowledge gap and learn how company culture affects workers' happiness and productivity.

A manager is vital as the highest leader in the plantation and factory, where the two units' good or unsuccessful Performance lies in his hands. The manager's position is critical because his strategic and operational decisions will impact all management aspects, from human resources to the production process. Thus, the manager's leadership quality is the main factor determining the success or failure of plantation and factory operations. Managers must have an effective leadership style and be able to motivate their teams to achieve company goals [2]. Good leadership includes the ability to plan, direct, and control existing resources, both human, financial, and material, optimally. Utilizing all the company's potential optimally leads to superior Performance and increased market competitiveness. A manager must be able to manage resources well to produce excellent Performance. This means that results-oriented leadership and efficient management are the keys to ensuring that plantations and factories can operate optimally, achieve predetermined targets, and positively contribute to the company as a whole [3].

Leadership styles and behaviors have been the subject of much research. However, there has been a dearth of research on the Heart's role in leadership, emotional intelligence, and spiritual intelligence and how these aspects connect to Performance. Although these factors, which relate to leadership's spiritual and emotional sides, may provide a more nuanced understanding of the connection between leadership and Performance, they are frequently disregarded in research [4]. Leadership is impacted by more than technical abilities; it is also shaped by a leader's cultural milieu, affecting their conduct, principles, and beliefs. Our knowledge of leadership has grown substantially thanks to empirical results, but very little is known about leadership's spiritual and emotional aspects. A leader's actions and interactions with their team can be significantly affected by these factors, including emotional and spiritual intelligence [5]. To better comprehend a leader's decision-making, conflict-management, and employee-motivational processes, it could be helpful to consider the impact of emotional and spiritual intelligence. Spiritual intelligence enables leaders to behave with honesty, give significant direction, and think about the consequences of their choices in the long run, while emotional intelligence aids in recognizing and managing one's own emotions as well as understanding the feelings of others. This can be important in creating a positive work environment and facilitating better performance [6].

A leader's ability to confront and resolve complex social issues significantly influences effective leadership behavior. Challenges that arise in the workplace often involve interpersonal dynamics, which require a leadership approach that is not only based on technical skills but also the ability to handle social issues wisely and sensitively [7]. Influential leaders must navigate various situations involving interpersonal conflict, differences of opinion, and communication challenges to maintain harmony and productivity within the organization. In addition to the ability to solve social problems, a deep understanding of emotions plays a vital role in effective leadership. Influential leaders must have high emotional intelligence, which includes the ability to understand their own emotions as well as the emotions of others. This allows leaders to respond to situations more wisely, maintain emotional stability when faced with pressure, and manage interpersonal interactions with empathy [8]. Thus, emotional intelligence is critical to creating positive and productive working relationships. The ability to regulate emotions when interacting with others is also essential for leaders. A leader who can keep their cool under pressure will inspire their team and contribute to a more peaceful and organized workplace. Effective management of emotions enables leaders to make more rational and objective decisions, enhancing organizational performance [9].

Emotional intelligence has become a critical element in how modern leaders deal with the complex challenges of the business environment. Leaders need to handle not just their organizations' strategic and technical components but also the social and emotional dynamics in today's unpredictable and ever-changing environment [10]. Emotional intelligence gives leaders an edge in managing themselves and others, allowing them to understand and respond wisely to emotions, creating a more harmonious and productive work environment. High emotional intelligence leaders have a significant competitive advantage in carrying out leadership tasks. They can read and respond to the emotional needs of their team, increase motivation and loyalty, and prevent conflicts that can disrupt productivity [11]. Leadership with this ability helps organizations maintain internal stability and adapt to external pressures and changes. In addition, emotional intelligence allows leaders to maintain strong interpersonal relationships, which are vital to building effective teamwork and driving innovation. Leaders who can demonstrate empathy, manage conflict constructively, and remain calm during a crisis are more likely to succeed in creating resilient and highly competitive organizations in an ever-changing business environment [12].

In addition to emotional intelligence, spiritual intelligence also plays an essential role in influencing a leader's Performance. Spiritual intelligence is often linked to religious values, reflecting the depth of morals, ethics, and meaning a leader brings to their role. Sanders categorizes this type of spiritual intelligence-based leadership as separate because it emphasizes integrity, morality, and a higher purpose, often derived from the leader's religious beliefs [13]. Spirituality in leadership extends beyond religion, encompassing a more comprehensive comprehension of life's meaning and purpose and its application in a managerial setting. Leaders with high spiritual intelligence are more likely to lead with honesty, instill a feeling of personal accountability in their followers, and look out for their employees' best interests in every aspect of their work [14]. This ultimately affects managers' Performance, where decisions reflect solid values and a sustainable long-term vision. Therefore, considering its positive impact on Performance, the leadership style should incorporate the concept of spirituality. Leadership based on spiritual intelligence can help create a more ethical and meaningful work environment where employees feel valued as workers and individuals with a purpose in life. This, in turn, can increase loyalty, motivation, and overall Performance within the organization [15].

The concept of leading with the Heart, where leaders rely on logic and technical skills and present empathy, integrity, and meaning in every decision they make, closely aligns with emotional and spiritual intelligence. There have been a lot of studies on leadership in general but very little on how heart-centered leadership styles affect Performance specifically. Leaders who lead from the Heart are sensitive to their team members' psychological and spiritual needs and make choices that put everyone's best interests first [16]. This study seeks to fill a gap in knowledge by investigating the relationship between performance and heart-based leadership approaches. This research sheds light on how heart-based leadership affects Performance, focusing on the palm oil plantation sector. Leaders expect this approach to foster a more harmonious, productive, and sustainable work environment. This study will examine how heart-based leadership styles affect managers' Performance in palm oil plantation companies. By considering emotional and spiritual intelligence elements, this study will evaluate whether heart-based leadership can improve manager performance, create better working relationships, and produce more optimal operational results [17].

A good heart influences emotional intelligence, spiritual intelligence, and other components supporting leadership style. A noble heart reflects integrity, empathy, and deep self-awareness, shaping how a leader interacts with the team and manages complex situations. The concept of "leadership with heart" arose from this reality; it delineates a style of management and decision-making that prioritizes spiritual and emotional sensitivity. Somewhat of focusing just on attaining corporate objectives, leaders who practice leadership with Heart also prioritize the happiness of their workers and the communities in which they work [18]. According to this leadership style, an organization's success is determined by the quality of its human interactions and material results. Thus, in today's workplace, which calls for a more compassionate leadership style, leading with Heart is gaining more and more importance. The effect of heart-centered leadership on the efficiency and effectiveness of palm oil plantation managers is the primary focus of this study. We hope our research will show how leaders with a heart may create a more sustainable, productive, and peaceful workplace [19].

The background explanation above reveals that Indonesian palm oil companies are highly developed and dominate the international market. However, managers and leaders in palm oil plantation companies do not all have a positive influence on their members. Manager performance varies greatly, as does their leadership; some are very influential, and some have no influence. One way to improve manager performance is to apply leadership with Heart. Therefore, there needs to be a study on the impact of leadership style with the Heart on the Performance of palm oil company managers and related variables.

## 2. Research Method

This study examines all firms that are part of PT Perkebunan Nusantara 3 Holding. The method of sampling that we have settled on is proportional stratified random sampling. The partial least squares analysis method can be used with route analysis to evaluate hypotheses about the direct or indirect links between somewhat complicated variables. One application that can be used for P.L.S. analysis is the SMART PLS 4. By describing all theoretically-based relationships in the model, the software may assess how a leader's heart-centered approach affects their team's productivity. The P.L.S. Leadership with Heart model consists of 7 latent variables, namely Leadership with Heart (Heart Leadership), Job Satisfaction (S.E.), Organizational Culture (O.C.), and Manager Performance (M.P.). Each latent variable has an indicator. A path diagram describes latent variables: the relationships between variables, the structural model, and its measurement model. We cannot measure latent variables, but we can measure indicator variables, which serve as measures of latent variables. In addition, there are 10 Second Order Construct Variables, namely Conscience (C.S.C.), Love (LV), Intention (INT), Integrity (I.T.G.), Self-Control (S.C.), Teamwork (T.W.), Emotional Quotient (E.Q.), Spiritual Quotient (S.Q.), Servant Orientation (S.V.), and Friendly (F.N.). Second-order variables are those that have indicators.

## 3. Result And Discussions

Partial least squares (P.L.S.) testing will accept the null hypothesis if the dependent variable statistically affects the independent variables. We decide if the hypothesis is true or false. A hypothesis can only be accepted if the path coefficient, which links the independent and dependent variables, is statistically significant. Statistical testing must have a p-value lower than the predetermined 0.05 significance level. The hypothesis can be accepted, or a significant effect can be found if the p-value is less than the predetermined significance level.

**Table 1.** Hypothesis Testing

Path	Std Beta	Std Error	T values	P values	Result	Effect
Heart Leadership -> WS	0.673	0.076	8.862	0.000	Significant	Direct
Heart Leadership -> OC	0.681	0.071	9.553	0.000	Significant	Direct
W.S. -> M. Performance	0.311	0.118	2.639	0.008	Significant	Direct
O.C. -> M. Performance	-0.039	0.134	0.288	0.774	Not Sign.	Direct
Heart Leadership -> WS -> MP	0.209	0.085	2.454	0.014	Significant	Indirect
Heart Leadership -> OC -> MP	-0.026	0.092	0.284	0.776	Not Sign.	Indirect

It would appear from the data that heart leadership significantly affects both team member happiness and company culture. There is no correlation between manager performance and organizational culture. Happiness on the job impacts how healthy managers do their jobs. Heart Leadership affects manager performance through job satisfaction but not organizational culture. The t-value and p-value serve as the basis for making the decision. A p-value below 0.05 reinforces the acceptance of the hypothesis if the t-value is above 1.645.

### 3.1. The Influence of Leadership with Heart on Job Satisfaction

According to this study, team member happiness at PT. Perkebunan Nusantara III (PTPN III) is significantly impacted by heartfelt leadership. A key component in enhancing job happiness, according to Boyatzis and McKee, is leadership, defined by an empathic attitude, attention to employees' needs, and commitment to their well-being. According to the results, executives who often lead from the Heart are more effective at fostering an encouraging and motivating workplace. Achieving goals is essential, as is investing in staff growth and happiness. In addition to offering helpful criticism, these leaders pay close attention to their employees' hopes, fears, and needs. As a result, workers feel valued, making plantation managers and unit leaders happier [20]. Workers are more invested in their jobs, loyal to the organization, and driven when they know their leaders have their backs. They are also more satisfied with interpersonal relationships in the workplace, which creates a more harmonious and collaborative work atmosphere. Leadership with Heart encourages closer relationships between employees and management, increasing a sense of belonging and loyalty to the organization. Furthermore, this study found that leadership with Heart also reduces stress levels and work burnout. When leaders show genuine concern for employees' work-life balance and provide emotional support when needed, employees feel calmer and more confident in carrying out their tasks. This significantly increases job satisfaction, as employees feel a sense of harmony between their work and personal lives. In sum, this study's findings corroborate the importance of compassionate leadership in boosting morale at PTPN III. In addition to enhancing workers' health, this method also makes the workplace happier, more productive, and longer-lasting. Leadership that cares about employees has a multiplicative effect, improving their personal lives and the company's bottom line [21].

### 3.2. The Influence of Leadership with Heart on Organizational Culture

This study's findings show that PT Perkebunan Nusantara III's (PTPN III) organizational culture is greatly affected by heartfelt leadership. Leadership with Heart in this business encompasses more than just good decision-making; it also includes caring about employees, fostering great connections, and making the workplace welcoming to all. According to this research, leaders who practice leadership with Heart are more likely to have a genuine interest in their colleagues' well-being, superior listening skills, and a high level of empathy. Worker happiness, loyalty, and dedication to the organization are all positively affected by this. Workers are more inclined to give their all and act following company principles when they believe their leaders have their backs [14]. Leadership with Heart substantially impacts organizational culture at PTPN III, as seen by increased collaboration between departments, more robust innovation, and higher adaptability to change. When management puts the needs of its employees first, the result is a welcoming work environment where everyone feels like they contribute significantly to the business's success. According to this study, Employees who have a personal investment in the firm's success are more likely to follow corporate policy and have fewer conflicts within the company. This impact overall creates a more harmonious and productive work environment, ultimately contributing to the achievement of PTPN III's strategic goals. These findings strengthen the argument that the leadership approach with the Heart is beneficial for improving employee well-being and has a significant positive impact on enhancing organizational culture, ultimately driving overall company performance [22].

### 3.3. The Influence of Job Satisfaction on Manager Performance

The results showed that PT Perkebunan Nusantara III (PTPN III) managers' job satisfaction levels significantly impact their job productivity. The degree to which managers are content with their jobs in terms of their duties, the quality of their work environment, their relationships with coworkers, and the compensation they receive is a good indicator of how well they can carry out their leadership responsibilities. According to the study, managers who report high levels of work satisfaction are also likely to perform better. Satisfied with their work, managers are more motivated to achieve set targets, enthusiastic in their duties, and proactive in overcoming challenges. High job satisfaction also makes managers more likely to pay more attention to the quality of their work and continuously strive to improve their skills and competencies [23].

### 3.4. The Influence of Organizational Culture on Manager Performance

The research concluded that management effectiveness is unaffected by company culture. Management at plantation firms and PT. Perkebunan Nusantara III, in particular, may easily adjust to different company cultures without negatively impacting productivity. This could be due to managerial flexibility or other factors that are more significant in that specific context. Despite the influence of organizational culture, managers at PT. Perkebunan Nusantara III can shape its Performance more effectively. There may be considerable variation in how individuals interpret and respond to organizational culture. Over time, organizational culture can change, and the study's results may mirror specific conditions during its execution. After the survey, a change in organizational culture could affect manager performance. Other factors significantly influence manager performance, so organizational culture does not appear to have an effect. When studying the connection between company culture and productivity, Tan says it's essential to include non-cultural variables that impact Performance as control variables [16].

### 3.5. The Influence of Leadership with Heart on Manager Performance Through Job Satisfaction

Managers' job happiness is greatly affected by heartfelt leadership. When people enjoy and value their work, they are said to be experiencing job satisfaction. When leaders show genuine concern for the welfare and development of their employees, it encourages high job satisfaction in managers. Manager job satisfaction will also impact manager performance. Through increased job satisfaction, Leadership with Heart has a very significant influence on manager performance. By creating a positive, supportive, and developing work environment, leaders can help managers reach their full potential. High job satisfaction will encourage managers to make more significant contributions to the organization [12].

### 3.6. The Influence of Leadership with Heart on Manager Performance Through Organizational Culture

Leadership with Heart is a powerful tool for creating a supportive work environment. We anticipate that managers' Performance will be improved by fostering a positive organizational culture. The results showed no substantial effect of leadership with Heart on manager performance; nevertheless, organizational culture has an indirect impact. Change in organizational culture is a complex process and takes quite a long time. It takes consistency and patience to change the values, norms, and behaviors ingrained in an organization, unlike simply flipping a light switch. Various factors, both internal and external, influence organizational culture. Factors such as organizational

structure, company size, industry, and economic conditions also shape culture. The success of cultural change depends heavily on the involvement of all organization members. If only top leaders are committed to change while other members feel pressured, then cultural change is difficult. Leadership with Heart has outstanding potential to shape a positive organizational culture. The intricate connection between company culture and managerial effectiveness is affected by numerous factors. To see a noticeable difference, you must be patient and consistent and use a holistic strategy [16].

#### 4. Conclusion

According to this study's findings, leadership from the Heart has a major impact on PT Perkebunan Nusantara III's (PTPN III) organizational culture and employee happiness. Leaders who genuinely care about their employees and make the workplace supportive boost morale and foster teamwork. This helps boost staff dedication and loyalty, which increases management efficiency and productivity. While the study did find that a positive company culture can be formed by heartfelt leadership, it did not see that company culture significantly affected managers' Performance. This suggests that managers at PTPN III can adapt to different types of cultures without sacrificing their Performance. Therefore, it is essential to consider other factors that may play a more significant role in improving manager performance, as well as understanding that changing organizational culture is a complex process and requires time, consistency, and the involvement of all organization members to achieve the desired results.

#### References

- [1] Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational Performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.
- [2] Al Rahbi, D., Khalid, K., & Khan, M. (2017). The effects of leadership styles on team motivation. *Academy of Strategic Management Journal*, 16(2), 1-14.
- [3] Bamidele, R. (2022). Organizational culture. *Industrial Sociology, Industrial Relations and Human Resource Management*, 284-292.
- [4] Berger, R., Czakert, J. P., Leuteritz, J. P., & Leiva, D (2019), How and When Do Leaders Influence Employees' Well-Being? Moderated Mediation Models for Job Demands and Resources. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.02788>
- [5] Boies, K., Fiset, J., & Gill, H (2015), Communication and trust are key: Unlocking the relationship between leadership and team Performance and creativity. *The leadership quarterly*, 26(6), 1080-1094.
- [6] Siregar, D., Lubis, Z., Rahmadani, V. G., Aulia, M. R., Sinulingga, M. B., & Siregar, M.P.A., (2024), Navigating the Green Path: A Bibliometric Analysis of Leadership in Sustainable Development and Corporate Social Responsibility in Agriculture (2024a). *Universal Journal of Agricultural Research*, 12(3), 506 - 515, 2024. DOI: 10.13189/ujar.2024.120306
- [7] Siregar, D., Lubis, Z., Rahmadani, V. G., Aulia, M. R., & Sinulingga, M. B (2024b), Determine the appropriate leadership style for supporting sustainable agriculture in P.T. Perkebunan Nusantara III. *I.O.P. Conference Series: Earth and Environmental Science*, 1297(1), 012028. I.O.P. Publishing.
- [8] Dias, M. A. M. J., & Guimaraes E Borges, R. S (2017), Performance and leadership style: When do leaders and followers disagree? *Revista de Administracao Mackenzie*, 18(2), 104-129. <https://doi.org/10.1590/1678-69712016/administracao.v18n2p104-129>
- [9] Geofroy, Z., & Evans, M. M (2017), Are emotionally intelligent employees less likely to hide their knowledge? *Knowledge and Process Management*, 24(2), 81-95.
- [10] Guillén, L (2021), When (and why) job self-efficacy does not promote career success: The roles of resilience and organizational prototypicality. *Human Relations*, 74(8), 1267-1295.
- [11] Franc, M., Bahbouh, R., & Kubík, R (2019), The effect of manager's frequency and quality of communication on team's Performance. *January*, 44-52. <https://doi.org/10.5817/cz.muni.p210-9488-2019-4>
- [12] Goleman, D (2021), Leadership: The power of emotional intelligence. *More Than Sound L.L.C.*
- [13] Gotsis, G., & Grimani, K. (2016). Diversity as an aspect of effective leadership: Integrating and moving forward. *Leadership & Organization Development Journal*, 37(2), 241-264.
- [14] Jimlan, J. T (2017), Heart-centered management training program for public secondary school principals in the island of Panay, Philippines. *International Journal of Arts & Sciences*, 10(2), 351-402.
- [15] Kurniawan, A., & Syakur, A (2017), The correlation of emotional intelligence and spiritual of intelligence to effectiveness principals of leadership. *International Journal of Psychological and Brain Sciences*, 2(1), 1-9.
- [16] Liu, W., & Gumah, B (2020), Leadership style and self-efficacy: The influences of feedback. *Journal of Psychology in Africa*, 30(4), 289-294. <https://doi.org/10.1080/14330237.2020.1777033>
- [17] Lund, D. B. (2003), Organisational culture and job satisfaction. *Journal of Business and industrial Marketing*, Vol. 18 (3), 219-236.
- [18] Nasomboon, B (2014), The relationship among leadership commitment, organizational Performance, and employee engagement. *International Business Research*, 7(9), 77.
- [19] Robbins Stephen P, Coulter M. 2005. Management. 8. *Pearson Prentice Hall*.
- [20] Sanders, J. O. (2017). Spiritual leadership: Principles of excellence for every believer. books.google.com. [https://books.google.com/books?hl=en&lr=&id=30QkDgAAQBAJ&oi=fnd&pg=PP10&dq=leadership&ots=Y2mC3TPlKt&sig=s\\_m0mH-eQN0ap8XG94MtDXb8nY](https://books.google.com/books?hl=en&lr=&id=30QkDgAAQBAJ&oi=fnd&pg=PP10&dq=leadership&ots=Y2mC3TPlKt&sig=s_m0mH-eQN0ap8XG94MtDXb8nY)
- [21] Udod, S. A., Hammond-Collins, K., & Jenkins, M (2020), Dynamics of emotional intelligence and empowerment: the perspectives of middle managers. *Sage Open*, 10(2), 2158244020919508.
- [22] Yousif Ali, M. S., & Hasaballah, A. H. A. (2020). Assessing the effect of organizational cultural values and employees engagement on performance excellence. *International Journal of Management*, 11(4).
- [23] Zacharias, T., Rahawarin, M. A., & Yusriadi, Y. (2021). Cultural reconstruction and organization environment for employee performance. *Journal of Ethnic and Cultural Studies*, 8(2), 296-315.