

The Influence of Entrepreneurial Leadership on Employee Performance with the Role of Mediation of Organizational Culture and Teamwork in the Property Industry of PT. Panasia Griya Mekarasri

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ABSTRACT

Keywords: entrepreneurial leadership, employee performance, organizational culture, teamwork.

This research aims to examine the influence of entrepreneurial leadership on employee performance with organizational culture and teamwork as mediating variables. This research uses quantitative methods with a survey approach, involving 43 employees of PT. Panasia Griya Mekarasri was selected using purposive sampling. Data will be collected through a questionnaire with a 5-point Likert Scale and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The research results reveal that Entrepreneurial Leadership has no impact on employee performance, Entrepreneurial Leadership has a positive and significant influence on organizational culture, Entrepreneurial Leadership has a positive and significant influence on teamwork, Organizational culture has a positive and significant influence on employee performance, Collaboration teams have a positive and significant influence on employee performance, Teamwork positively mediates the influence of Entrepreneurial Leadership on employee performance, Teamwork positively mediates the influence of Entrepreneurial Leadership on employee performance.



Introduction

Today's fast-paced business environment demands organizations to adapt through informed decision-making and relevant actions to maintain their competitiveness. Effective human resource management becomes one of the important components in this adaptation, ensuring a balance between employee needs, job demands, and organizational goals, ultimately contributing to optimal employee performance (Bashir et al., 2024); (Tien et al., 2021). As emphasized by (Putri et al., 2024), professional human resource management is very important to achieve the desired performance results.

PT. Panasia Griya Mekarasri, a property development company that has been operating since 2017 in the border areas of Bogor, Bekasi, and East Jakarta, faces significant challenges in achieving employee performance targets. Although the company has set a performance target of 80%, the average actual performance only reached 71% in 2023, down from an average of 75% in 2022 (figure 1). This decline indicates that there are internal problems that need to be investigated into factors that affect employee performance.

This research is based on Organizational Behavior Theory, which examines how individual and group behavior in an organization is influenced by organizational structure, culture, and group dynamics (Robbins & Judge, 2019). Organizational Behavior (OB) theory emphasizes the importance of effective entrepreneurial leadership, strong organizational culture, and solid teamwork in achieving organizational goals. This theory argues that individual behavior in organizations is influenced not only by personal motivation but also by the social context and environment of the organization, making it a comprehensive framework for this study (Robbins & Judge, 2019).

Previous studies have identified several factors that significantly affect employee performance, including leadership (Liu et al., 2020), organizational culture (Pratama & Elistia, 2020), and teamwork. Leadership style is a popular topic studied by academics, and in recent years entrepreneurial leadership has become one of the leadership styles that have attracted the attention of researchers. Specifically, entrepreneurial leadership focuses on recognizing and exploiting opportunities as entrepreneurial goals (Renko et al., 2015). Entrepreneurial leadership has generally been tested for its effects at the organizational level, such as on organizational performance (Dwi Widayani et al., 2020) and innovation behavior (Bagheri & Akbari, 2018; Fontana & Musa, 2017; Sarwoko, 2020) but it is still limited to investigating its effects at the individual level or employee performance. In addition, although the importance of factors influencing employee performance has been recognized, there is still a research gap in understanding the interaction between these factors in the specific context of property development companies in Indonesia. (Laurent & Efrata, 2023), provide evidence that entrepreneurial leadership has a significant and positive influence on employee performance, but the research of (Kurniawan et al., 2023) states that entrepreneurial leadership does not affect employee performance. This difference indicates the need for further research, especially in the context of different organizations, taking into account other variables, namely organizational culture and teamwork as mediation.

This research aims to fill the existing gap by exploring the role of organizational culture mediation and teamwork in the relationship between entrepreneurial leadership and employee performance. Thus, PT. Panasia Griya Mekarasri can create a program for employees to increase entrepreneurship both for employees and leaders in the company.

Method

This type of research is experimental quantitative research to examine the cause-and-effect relationship between variables with a survey approach, which aims to examine the causal relationship between entrepreneurial leadership and employee performance with organizational culture and teamwork as mediating variables. This research was conducted on employees of PT. Panasia Griya Mekarasri, Cileungsi Jonggol.

Population and Sample of the Study

The population in this study is all employees totaling 50 people. The sample was taken using the Purposive Sampling technique, with the criteria of employees who have

worked for at least 1 year (permanent employees), so that the number of samples used was 43 employees.

Data Collection Techniques

Data collection was carried out using an online questionnaire through a Google form distributed to PT Panasia Griya Mekarasri employees. The questionnaire in this study was prepared in the form of closed questions using a 5-point Likert Scale. Respondents were asked to provide an assessment based on the following scale:

Table 1
Value Scale

Statement	Value
Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Variables and Measurements

The measurements made in this study include variables that are by the hypothesis that has been determined. Each variable is equipped with indicators and question items as questionnaire data that must be filled in by employees. The following are the variables measured in this study:

Table 2
Research Variables and Indicators

Research Variables	Indicators	Source
Bound Variables		
Employee Performance	a. Quality	(Bernardin & Russell, 2013; Dessler & Diana Angelica, 2015)
	b. Quantity	
	c. Punctuality	
	e. Independence	
Independent Variable		
Entrepreneurial Leadership	a. Creative	(Renko et al., 2015), (Fantoni et al., 2021)
	b. Able to motivate	
	c. Flexible	
	d. Achievement Oriented	
	e. Risk Taking	
	f. Persistent	
Teamwork	a. Collaborate	(Widianto, 2021)
	b. Belief	
	c. Cohesiveness	
Organizational Culture	a. Integrity	(Wijaya & Dewi, 2024)

b. Professionalism
c. Entrepreneurship

Data Analysis

The data analysis method used in this study is Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software. Structural Equation Modeling (SEM), is an analysis method used to measure the relationship between independent variables and bound variables by utilizing indicators to measure indirectly according to. (Hair et al., 2020)

Results and Discussion

The evaluation of the measurement model in PLS-SEM consists of 3 (three) models, namely:

1) Model Specification

The specification stage is related to the arrangement of inner and outer models. Inner models or structural models display the relationships between the constructions being evaluated. Outer models, also known as measurement models, are used to evaluate the relationship between indicator variables and related constructs The first step in using PLS-SEM involves creating a path model that connects variables and constructs based on theory and logic as shown in Figure 1.

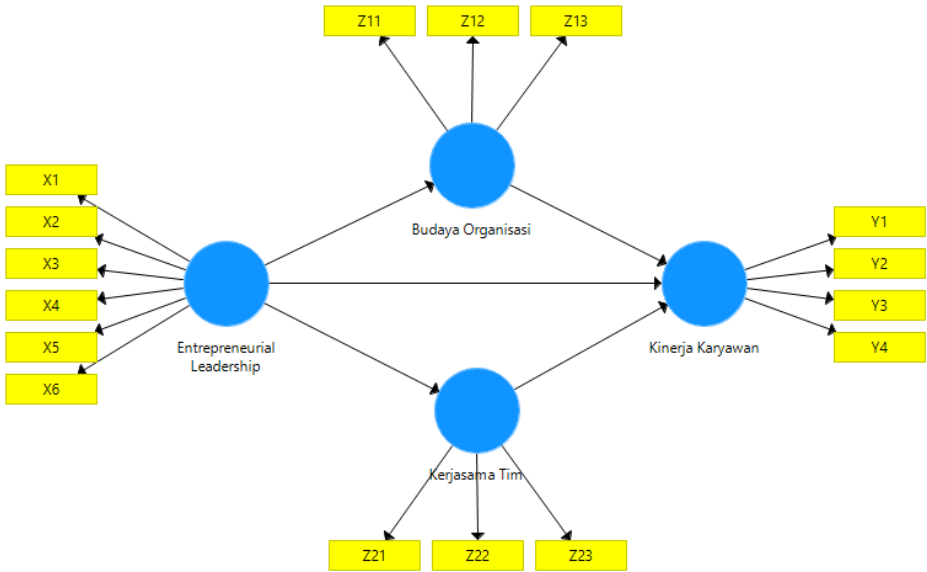


Figure 1
SEM-PLS line model
Source: PLS-SEM Output, 2024

2) Outer Model Evaluation

The results of the validity test of indicators that have been processed using SmartPLS.3.0 can be shown in Table 3 which shows that all indicator values have values above 0.7, so the results of the values of the outer loading indicator in this study do not require model improvement through the indicator elimination process. Based on the

results of all the variable indicators that have been tested, it is known that all of them already have specified criteria so all variables have been declared valid and can be used for further analysis.

Table 3
Outer loading indicator

	Organizational Culture (Z1)	Entrepreneurial Leadership (X)	Teamwork (Z2)	Employee Performance (Y)
Creative (X1)		0,880		
Able to motivate (X2)		0,832		
Flexible (X3)		0,847		
Performance- oriented (X4)		0,872		
Risk-taking (X5)		0,852		
Persistent (x6)		0,867		
Quality (Y1)				0,862
Quantity (Y2)				0,805
Punctuality (Y3)				0,786
Independence (Y4)				0,757
Integrity (Z11)	0,782			
Professionalism (Z12)	0,850			
Entrepreneurship (Z13)	0,770			
Collaboration (Z21)			0,897	
Trust (Z22)			0,891	
Compactness (Z23)			0,867	

Source: PLS-SEM Output, 2024

Internal Consistency Reliability

The reliability test aims to determine the level of consistency of a measuring instrument. Variables are declared reliable if they have a *Cronbach's alpha* value of > 0.70, a composite reliability value of > 0.70, and an AVE > 0.50. The results are shown in table 4.

Table 4
Reality Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (Z1)	0,722	0,724	0,843	0,643

Entrepreneurial Leadership (X)	0,929	0,946	0,944	0,737
Teamwork (Z2)	0,862	0,869	0,916	0,783
Employee Performance (Y)	0,817	0,831	0,879	0,646

Source: PLS-SEM Output, 2024

Based on the results of the reliability test, it can be seen that all the variables used in this study already have values above the set criteria, namely Cronbach’s alpha > 0.70 and composite reliability value > 0.70.

Convergent Validity

Each variable (construct) has an average variance extracted (AVE) value of **0.50** or more. Based on the results of the reliability test, it can be seen that all the variables used in this study already have a value above the set criteria, namely having an *Average Variance Extracted* (AVE) value above the set criterion, which is 0.50.

Discriminant Validity

Based on the Fornell–Larcker criterion, where the root value of the AVE of each variable (construct) is greater than the correlation value between variables (construct) (Fornell–Larcker criterion) as shown in Table 5.

Table 5
Fornell–Larcker criterion

	Organizational Culture (Z1)	Entrepreneurial Leadership (X)	Teamwork (Z2)	Employee Performance (Y)
Organizational Culture (Z1)	0,802			
Entrepreneurial Leadership (X)	0,461	0,859		
Teamwork (Z2)	0,678	0,499	0,885	
Employee Performance (Y)	0,709	0,446	0,718	0,804

Source: PLS-SEM Output, 2024.

The results of the Fornell–Larcker test in Table 5 show that the root value of AVE of each construct is greater than the square correlation value between variables, thus the criterion of validity of discrimination is met.

Inner Model Evaluation

The R-squared (R2) value is used to assess how much influence a particular independent latent variable has on the dependent latent variable. There are three categories of grouping in the R-square value, namely the strong category, the moderate category, and the weak category (Hair et al., 2011). Hair et al stated that the R-square value of 0.75 is included in the strong category, the R-square value of 0.50 is included in the moderate category and the R-square value of 0.25 is included in the weak category (Hair et al., 2011).

Table 6
R-squared

	R Square	R Square Adjusted
Organizational Culture (Z1)	0,212	0,193
Teamwork (Z2)	0,249	0,231

Employee Performance (Y)	0,609	0,579
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Source: PLS-SEM Output, 2024

Based on the results of the determination coefficient analysis shown in Table 6, it can be concluded that the Rsquare value of the influence of the Entrepreneurial Leadership (X) variable on Organizational Culture (Z1) is 0.212 with an adjusted r square value of 0.193. Thus, it can be explained that all exogen X constructs affect Z1 by 0.193 or 19.3%. Since the Adjusted R square is less than 25%, the influence of all exogenous constructs X on Z1 is weak, indicating that the model is unable to account for most of the variations that occur in the dependent variables. This means that only 19.3% of the variation in the dependent data can be explained by the regression model, while the rest (80.7%) is due to other factors that are not present in the model.

The variable Entrepreneurial Leadership (X) to Teamwork (Z2) is 0.249 with an adjusted r square value of 0.231. Thus, it can be explained that all exogen X constructs affect Z2 by 0.231 or 23.1%. Since the Adjusted R square is less than 25%, the influence of all exogenous constructs X on Z2 is weak, indicating that the model is unable to account for most of the variations that occur in the dependent variables. This means that only 23.1% of the variation in the dependent data can be explained by the regression model, while the rest (76.9%) is due to other factors that are not present in the model.

The variables of Entrepreneurial Leadership (X), Organizational Culture (Z1), and Teamwork (Z2) on Employee Performance (Y) were 0.609 with an adjusted r-square value of 0.579. Thus, it can be explained that all exogen constructs (X, Z1, and Z2) affect Y by 0.579 or 57.9%. Since the Adjusted R square is greater than 50% and less than 75%, the influence of all exogenous constructs X, Z1, and Z2 on Y is moderate.

The effect size (f^2): the effect size value for each relationship in the model

In addition to assessing whether or not there is a significant relationship between variables, a researcher should also assess the magnitude of the influence between variables with Effect Size or f-square (Wong, 2013). The value of f square is 0.02 as small, 0.15 as medium, and the value of 0.35 and above is large. A value of less than 0.02 can be ignored or considered to have no effect (Sarstedt et al., 2017).

Table 7
of f-square values

a	Organizational Culture (Z1)	Entrepreneurial Leadership (X)	Teamwork (Z2)	Employee Performance (Y)
Organizational Culture (Z1)				0,211
Entrepreneurial Leadership (X)	0,269		0,332	0,005
Teamwork (Z2)				0,226
Employee Performance (Y)				

Source: PLS-SEM Output, 2024

So based on the data in Table 7 of the f-Square value above, it shows that all relationships have a medium-size effect with the f-Square criterion of $0.15 < x < 0.35$, namely the influence of Entrepreneurial Leadership on organizational culture of 0.269, the influence of Entrepreneurial Leadership on teamwork of 0.332, the influence of organizational culture on employee performance of 0.211, the influence of teamwork on employee performance of 0.226. Meanwhile, the influence of Entrepreneurial Leadership on employee performance was ignored by 0.005 because it had an f square value < 0.02 . This could indicate that the Entrepreneurial Leadership variable measured may not have enough influence to explain the change in the employee performance variable. And it shows that the influence of the Entrepreneurial Leadership variable on employee performance variables is very small, or can be stated to have no effect.

Path coefficients

The measurement of the significance of the prediction model in structural model testing can be seen from the *p-value* value and *t-statistic* value. The *p-value* will have a significant influence if the value is less than 0.05 or 5%, while if the *p-value* is greater than 0.05 then it has an insignificant effect. The t-statistic value will have a significant influence if the value is greater than 1.96, while if the t-statistic value is less than 1.96 then it means that it has no significant effect.

Table 8
Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (Z1) -> Employee Performance (Y)	0,398	0,407	0,177	2,246	0,025
Entrepreneurial Leadership (X) -> Organizational Culture (Z1)	0,461	0,481	0,112	4,117	0,000
Entrepreneurial Leadership (X) -> Teamwork (Z2)	0,499	0,517	0,110	4,542	0,000
Entrepreneurial Leadership (X) -> Employee Performance (Y)	0,052	0,058	0,132	0,392	0,695
Teamwork (Z2) -> Employee Performance (Y)	0,422	0,420	0,177	2,386	0,017

H1: Entrepreneurial Leadership has a significant positive influence on employee performance

Based on Table 8 above, it can be seen that the *original sample* value is 0.052, meaning that when there is an increase in the value of the Entrepreneurial Leadership variable while other variables are fixed, the employee performance value will increase by 0.052 or 5.2%. The p-value is 0.695, greater than 0.05, which means that the Entrepreneurial Leadership variable and employee performance have an insignificant influence or can even be said to have no effect. Based on the results of the test, it can be concluded that the first hypothesis is rejected.

Hypothesis Testing 2

H2: Entrepreneurial Leadership has a positive influence on organizational culture.

Based on Table 8 above, it can be seen that the *original sample* value is 0.461, indicating the direction of positive influence, meaning that when there is an increase in the value of the Entrepreneurial Leadership variable while other variables are fixed, the value of organizational culture will increase by 0.461 or 46.1%. The p-value is 0.000, which is smaller than 0.05, which means that the Entrepreneurial Leadership variable and organizational culture have a significant influence. Based on the results of the test, it can be concluded that the second hypothesis is accepted.

Hypothesis Testing 3

H3: Entrepreneurial Leadership has a positive influence on teamwork

Based on Table 8 above, it can be seen that the *original sample* value is 0.499, indicating the direction of positive influence, meaning that when there is an increase in

the value of the Entrepreneurial Leadership variable while other variables are fixed, the value of teamwork will increase by 0.499 or 49.9%. The p-value is 0.000, which is smaller than 0.05, which means that the variable Entrepreneurial Leadership and Teamwork has a significant influence. Based on the results of the test, it can be concluded that the third hypothesis is accepted.

Hypothesis Testing 4

H4: Organizational culture has a positive influence on employee performance

Based on Table 8 above, it can be seen that the *original sample value* is 0.398, indicating the direction of positive influence, meaning that when there is an increase in the value of the Organizational Culture variable while other variables are fixed, the employee performance value will increase by 0.398 or 39.8%. The p-value is 0.025, which is smaller than 0.05, which means that the variable of organizational culture and employee performance has a significant influence. Based on the results of the test, it can be concluded that the fourth hypothesis is accepted.

Hypothesis Testing 5

H5: Teamwork has a positive influence on employee performance.

Based on Table 8 above, it can be seen that the *original sample value* is 0.422, indicating the direction of positive influence, meaning that when there is an increase in the value of the Teamwork variable while other variables are fixed, the employee performance value will increase by 0.422 or 42.2%. The p-value is 0.017, smaller than 0.05, which means that the variable Teamwork and employee performance has a significant influence. Based on the results of the test, it can be concluded that the fifth hypothesis is accepted.

Indirect Effect Analysis

Table 9
Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Entrepreneurial Leadership (X) -> Organizational Culture (Z1) -> Employee Performance (Y)	0,184	0,195	0,100	1,830	0,068
Entrepreneurial Leadership (X) -> Teamwork (Z2) -> Employee Performance (Y)	0,211	0,214	0,102	2,075	0,038

Hypothesis Testing 6

H6: Organizational culture mediates the influence of Entrepreneurial Leadership on employee performance

Based on Table 9 above, it can be seen that the original sample value is 0.184, indicating the direction of positive influence, meaning that when there is an increase in the value of the Entrepreneurial Leadership variable while other variables are fixed, the value of employee performance will increase indirectly by 0.184 or 18.4% through the Organizational Culture variable. The p-value is 0.068 greater than 0.05 which means that the Organizational Culture variable does not significantly mediate the influence of Entrepreneurial Leadership on employee performance. Based on the results of the test, it can be concluded that the sixth hypothesis is rejected.

Hypothesis Testing 7

H7: Teamwork mediates the influence of Entrepreneurial Leadership on employee performance.

Based on Table 9 above, it can be seen that the original sample value is 0.210, indicating the direction of positive influence, meaning that when there is an increase in the value of the Entrepreneurial Leadership variable while other variables are fixed, the employee performance value will increase indirectly by 0.211 or 21.1% through the Teamwork variable. The p-value is 0.038, which is smaller than 0.05, which means that significantly the variable Teamwork mediates the influence of Entrepreneurial Leadership on employee performance. Based on the results of the test, it can be concluded that the seventh hypothesis is accepted.

Based on the hypothesis testing carried out, it shows that Entrepreneurial Leadership does not influence employee performance, thus the first hypothesis is rejected, the results of this study support the previous research conducted by (Jasmine & Hongdiyanto, 2023), although it is different from the results of the research from (Alvionita & Saputro, 2024); (Hakim et al., 2023); (Dogbe et al., 2024). Based on the results of the study, show that employees of PT Panasia Griya Mekarasri consider that Entrepreneurial Leadership positively affects the improvement of Employee Performance through the ability of leaders to build work motivation, be oriented to work performance, work more flexibly in taking risks, be more creative and more persistent in working so that the quantity of work is increased and more efficient, but it does not affect significantly. In addition, other factors can be the cause of Entrepreneurial Leadership's insignificantly to employee performance such as Context factors and organizational environment that are not supportive, factor Differences in employee needs and motivations, Factors of Company Leader's Difficulties in Managing high levels of uncertainty, and factors lack of resources or clarity of purpose can inhibit the positive impact of Entrepreneurial Leadership on employee performance.

The results of the second hypothesis test are accepted because Entrepreneurial Leadership has a positive and significant influence on organizational culture, the results of this study support previous research conducted by and. Employees of PT Panasia Griya

Mekarasri assessed that Entrepreneurial. (Supartha, 2023) (Wati et al., 2023) Leadership should be able to improve the organizational culture with more integrity, and professionalism in work and have an entrepreneurial spirit.

The results of the third hypothesis test were accepted because Entrepreneurial Leadership has a positive influence on teamwork, the results of this study support the previous research conducted. Employees of PT Panasia Griya Mekarasri assessed that Entrepreneurial. (Widyaswari, 2021) Leadership should be able to increase teamwork by building trust, cooperation, and cohesiveness between team members.

The results of the fourth hypothesis test were accepted because organizational culture has a positive influence on employee performance, the results of this study support the research conducted by; and. Employees of PT Panasia Griya Mekarasri assessed that with an organizational culture, they can increase the quantity of work that is efficient, quality, independent, and timely in completing it. (Weerasinghe, 2021) (Kotter & Heskett, 2020) (Carlström & Ekman, 2021)

The results of the fifth hypothesis test were accepted because teamwork has a positive influence on employee performance, the results of this study support previous research conducted by; although as the antithesis of research conducted by and. Employees of PT Panasia Griya Mekarasri assessed that good teamwork can also increase the quantity of work that is efficient, quality, independent, and timely in completing. (Abdulle, 2021) (Ahmad & Manzoor, 2020) (Al Salman & Hassan, 2020) (Musrih, 2019) (McEwan et al., 2021)

The results of the sixth hypothesis are rejected because organizational culture mediates the influence of Entrepreneurial Leadership on employee performance positively but not significantly, the results of this study are the antithesis of previous research conducted by and (Hashmi et al., 2023) (Jasmine & Hongdiyanto, 2023b)

The results of the seventh hypothesis test were accepted because teamwork mediates the influence of Entrepreneurial Leadership on employee performance positively and significantly, the results of this study support the previous research conducted by, and this study is also an anti-thesis of the research conducted by and. (Pratiwi et al., 2024) (Jasmine & Hongdiyanto, 2023a) (Hatta et al., 2022)

The implications of this study are based on the results of research that have been submitted by referring to the conditions of PT. Panasia Griya Mekarasri when this research was conducted, where the performance value of employees decreased, shows that the role of leadership has not been maximized in carrying out existing indicators so that although it has a direct positive influence on employee performance, it is not significant. Although the leadership in PT. Panasia Griya Mekarasri has a positive and significant influence on the creation of organizational culture and teamwork. Likewise, culture and teamwork have a positive and significant effect on employee performance, but the interesting thing in this study and can be done in more depth is the mediating role of teamwork positively and significantly the influence of leadership on employee performance. Meanwhile, the role of mediation in organizational culture is positive and

insignificant. Thus, if you hope that employee performance can be improved at PT. Based on the results of this research, what should be strengthened is teamwork in the company, namely building a pattern of cooperation, and strengthening trust and cohesiveness among employees to be able to achieve the agreed targets. Managerial implications for improving entrepreneurial leadership in the context of organizational culture and teamwork, several approaches can be taken based on the indicators used in this study, namely:

1. Creativity can be increased by providing opportunities for team members to come up with new ideas through brainstorming sessions or discussions, encouraging experimentation of innovative ideas, and supporting the creation of new products or solutions through a culture that accepts failure as part of the innovation process. In addition, training and workshops that broaden insights into industry trends, technology, and new ways of doing business can enrich creative ideas. Motivational skills are seen when leaders clearly explain the organization's vision and goals, reward achievements, and actively communicate to support and trust the team's capabilities.
2. Flexibility is important in the face of change in the property industry, with leaders supporting remote work, adapting strategies to market dynamics, and creating an atmosphere where change is seen as an opportunity to learn and grow. In risk-taking, leaders encourage team members to have the courage to try new things, provide adequate resources, and provide autonomy in decision-making to increase team member responsibility.
3. Achievement-oriented is seen when leaders ensure the team's high motivation to achieve outstanding results, support an environment conducive to innovation, and create healthy competition among team members. Persistence is demonstrated by leaders who set an example of mental resilience, remind teams that challenges are part of success, and set challenging goals that are achieved through hard work and perseverance, with every failure seen as a step toward success.

Conclusion

Entrepreneurial leadership is a factor that will affect organizational culture and teamwork. Other findings reveal that employee performance is determined by organizational culture and teamwork. Although entrepreneurial leadership does not directly affect employee performance, its influence on performance is mediated by teamwork, entrepreneurial leadership practices will build better team performance, which will subsequently have an impact on improving performance.

Based on the findings of the research, the recommendation to the management of PT. Panasia Griya Mekarasri, consistently holds weekly meetings with each division, with discussions related to the problems faced, brainstorming solution proposals, solutions, and evaluations related to the results of previous meetings as an organizational culture that must be maintained to maintain employee performance. PT. Panasia Griya Mekarasri needs to create an innovation board in each division and then make it an innovation award as a form of appreciation for employee performance achievements in the hope of building

a culture of innovation in the company. Hold a Morning Briefing with all employees every month to create engagement through ice-breaking, games, and brainstorming to maintain the solidity of teamwork that has been built. Conducting coaching and counseling related to employee problems and discussions on achieving clearer KPIs related to targets and realization as a form of quality culture in the company. Carry out training according to employee needs. Carry out team building training to strengthen the achievement of targets that have been agreed upon in the company.

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