



The influence of leadership, values, and motivation on organizational culture in MSME actors

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Abstract

This study aims to analyze the influence of leadership, organizational values, and motivation on organizational culture within the Sri Tanjung MSME Association in Yogyakarta City. The main focus is to examine how these three factors contribute to shaping a solid organizational culture among MSME actors. A quantitative descriptive research design was employed. The population consisted of 90 members of the Sri Tanjung Association, with a saturated sampling technique. Data were collected using a questionnaire based on a five-point Likert scale. The data analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS 3.2.8. Validity was tested through convergent and discriminant validity, while reliability was measured using composite reliability and Cronbach's Alpha. The findings indicate that organizational values exert the strongest influence on organizational culture, with a coefficient of 1.249 ($p < 0.05$). Motivation also shows a significant effect ($p = 0.005$), although the direction is negative (-0.962), suggesting the need for further investigation into the dominant type of motivation. Meanwhile, leadership does not significantly affect organizational culture ($p = 0.260$). Overall, the research model explains 66.5% of the variance in organizational culture ($R^2 = 0.665$). In conclusion, organizational values are the dominant factor shaping MSME organizational culture, followed by motivation and leadership. Strengthening organizational culture should prioritize the internalization of shared values, the adjustment of leadership styles to the organizational context, and the management of motivation to support collective values. Through this approach, the Sri Tanjung MSME Association can foster a more solid, adaptive, and sustainable organizational culture.

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) hold a strategic position in the national economy due to their dominant number and significant contribution to job creation and regional economic growth (Haryani & Setiyowati, 2019). MSMEs also serve as a stabilizer during times of crisis, as this sector has proven to be more resilient than large enterprises in facing economic shocks (Oktafia, 2018). Nevertheless, such vast potential is inseparable from various challenges that hinder MSME performance. Externally, limited



access to financing, high infrastructure costs, and inefficient bureaucracy remain key obstacles. Internally, institutional weaknesses, low quality of human resources, limited technology adoption, and insufficient intellectual capital further constrain MSME competitiveness (Suci, 2008; Wilantara & Susilawati, 2016). Therefore, the development of MSMEs is imperative as a strategy to strengthen both national and regional economies (Hasanah, 2020).

In the context of the Special Region of Yogyakarta (DIY), MSMEs play an increasingly vital role since the region is well-known as a destination for cultural, culinary, and shopping tourism. The steady influx of tourists to Yogyakarta has stimulated the growth of various creative businesses among local communities, ranging from traditional culinary products and handicrafts to locally inspired fashion items. Consequently, MSMEs have become an integral part of both the identity and the economic driver of the region. To strengthen this position, local MSME actors have established collective associations that function not only as forums for discussion and decision-making but also as platforms for improving product quality, expanding marketing, and developing business networks.

A concrete example of such an initiative is the Sri Tanjung Association, which brings together more than 90 non-batik textile MSMEs across 14 districts in Yogyakarta City. The association emerged from a shared agreement among business actors to enhance competitiveness through strengthened solidarity. Its existence is not merely as an economic organization, but also as a medium for fostering organizational culture that encompasses shared norms, values, and behaviors. This organizational culture serves as an identity, a differentiating factor, and a unifying commitment among its members. Thus, the Sri Tanjung Association represents how MSMEs in Yogyakarta do not only grow individually but also collectively evolve to improve performance, product competitiveness, and the overall welfare of their members.

Organizational culture according to Sutrisno (2019) has four functions, First, the existing organizational culture functions to play a role as a differentiator for the organization compared to other organizations. With these different cultures, an organization has certain markers as a way of perceiving, behaving and behaving differently compared to the organization. Second, organizational culture functions as a shared identity owned by members of the organization, a unique identity that is only owned and used by members of the organization. Third, the existence of a fugitive organizational culture encourages an increase in the commitment of organizational members to something more important and broader in importance, rather than the personal interests of its members, but culture makes the common interests of the organization the most important. Fourth, organizational culture functions to foster and increase the stability and robustness of the existing social system and in the organization.

There are many aspects or factors that affect the formation of a unique culture in an organization, some of which are mentioned by experts including communication factors, motivational factors, organizational characteristic factors, administrative process factors, structural factors and management style factors (Mondy and Noe, 1990), meanwhile for Robert A. Baron and Donn Byrne (Robert, 2003) factors that can have an impact on the culture of an organization including value factors, belief factors, desired behavior factors, very important circumstance factors, guideline factors in selecting or evaluating an event,

and behavioral factors. Meanwhile, according to Panuju (2002) organizational culture can be influenced by factors such as values, beliefs, the effectiveness of an organization, and the climate contained within the organization. Of the many factors that can shape and can influence the organizational culture that have been mentioned by these experts, three of them are leadership, values and motivation. Based on the formulation of the problem stated above, the purpose of the research is to determine the influence of leadership, values, and motivation on organizational culture in MSME Actors, Sri Tanjung Association, Yogyakarta City.

2. THEORETICAL REVIEW AND HYPOTHESIS

Organizational Culture

There are many definitions of organizational culture that have been explained by experts, one of which is described by Schein (1983). Edgar Schein said that culture is a basic assumption that has a pattern and is shared by a person or a group of people to other people or groups, after previously these basic assumptions have been believed by him to be the truth in solving problems related to external adaptation and internal integration for the members of the organization, so that the basic assumption pattern feels necessary to be taught and It is instilled in the new members of the organization as the right way and must be done as a way of perceived, a way of thinking and a way of expressing feelings in relation to solving the problems that are being faced by the organization. Meanwhile, Greenberg and Baron explain that the culture that exists and exists in an organization is a cognitive framework that contains various attitudes, contains values, various behaviors, and expectations that are believed, believed and possessed by all members of the organization (Greenberg and Baron, 2000). Meanwhile, for Mangkunegara (2005), organizational culture is a set of assumptions or beliefs, which are in the form of values and norms that exist and are contained in the organization and are developed as a code of behavior for each of its members in solving and overcoming problems, such as external adaptation problems and internal integration, guidelines that regulate what is allowed to be done by organizational members and things that are prohibited to be done by members of the organization, so that it can be said that the culture has become a guideline in carrying out activities that exist and exist in the organization

Value System

Value is an abstract concept of basic problems that are very important, valuable, and quality for life (Yasir et al., 2022). Organizational values are a set of principles that serve as a guideline in making decisions and making actions that are obeyed by all levels in the organization (Centanaro, 2020). In addition to Centanaro, Lankau argues that organizational values have a social orientation, have a unique construct that explains the characteristics of the organization, become a guideline in action, and behavior, and be a differentiator from other organizations (Lankau et al., 2007). According to Posner, because organizational values provide direction for organizational decision-making, an organization's values are the main and most important heart of an organization's culture (Posner, 2010).

Leadership

Leadership defined by Siagian (2002) is the ability, the ability of a person to influence another person or a group of other people with such an influence that another person or a group of other people is willing and willing to do whatever the leader wants even though personally he may not like the will of the leader. Similar to what Siagian said, Dubrin argues that leadership is the ability possessed by a person to influence others through his ability, this ability can be in the form of the ability to communicate, so that a person or a group of other people he leads is willing and willing to do something that has been set as the target and goal of the organization (Dubrin, 2005).

Motivation

Robbin argues that motivation is an individual's desire to do or do something with a willingness to voluntarily do his or her best to realize various goals that have been predetermined by the organization, this desire is conditioned by that ability in an effort to meet an individual need. Motivation arises from an individual in the form of his willingness to voluntarily strive with all his ability to realize the goals and goals of the organization by doing the tasks and programs of the organization voluntarily (Robbin. 2002). In addition to the desire to realize the desires and achievements of the organization, a motivated member of the organization can try his best to achieve the specific goals that the individual has, as explained by Rivai and Sagala (2009). Meanwhile, Mangkunegara (2013) explained that motivation is a movement in the form of encouraging needs from within members that must be met so that the member can adapt to the environment around him, while motivation is a condition that encourages and moves the member to be willing and willing to realize the goals of his motivation.

The Influence of Leadership on Organizational Culture

Research conducted by Guterres et al. (2014) and Supandi (2023) shows that leadership has a positive and significant influence on organizational culture. Guterres examined the leadership context in the Presidential Office of Timor Leste and found that leadership effectiveness contributes to forming a strong and collective work culture. Meanwhile, Supandi in his research also proves that an adaptive and empathetic leadership style is able to strengthen the values that underlie the organization's culture. These findings reinforce the development of the H1 hypothesis that leadership plays an important role in shaping and strengthening organizational culture, especially in the context of government agencies or formal institutions.

The Influence of Values on Organizational Culture

The H2 hypothesis about the influence of values on organizational culture is strengthened by the research of Rijal (2019), who researched the influence of Islamic values in the Kalla Group company in Makassar. The results of his research show that the values that are embraced together in the organization, especially religious values, are able to shape the collective mindset, behavior, and work norms that become the foundation of organizational culture. These values are the moral and ethical binders in the work environment so as to encourage the creation of a conducive and directed work atmosphere.

Based on these findings, it can be concluded that organizational values are one of the important elements in the formation of a strong and sustainable organizational culture.

Hypothesis H3: The Influence of Motivation on Organizational Culture

The H3 hypothesis, which highlights the influence of motivation on organizational culture, has been supported by three previous studies. [Guterres et al. \(2014\)](#), [Supandi \(2023\)](#), and [Efendy et al. \(2024\)](#) have consistently found that work motivation contributes significantly to the formation of organizational culture. High motivation encourages active employee involvement in carrying out their duties and reinforces organizational values. [Efendy et al. \(2024\)](#), in the context of the Jember Regency Population and Civil Registration Office, showed that motivated employees have a greater tendency to build and maintain the collective values that are the core of organizational culture. These similarities in results provide a solid basis for stating that work motivation is a key variable in building a healthy and productive organizational culture.

Based on the description of the relationship of the results of previous research on organizational culture to several variables, the research framework can be described as follows:

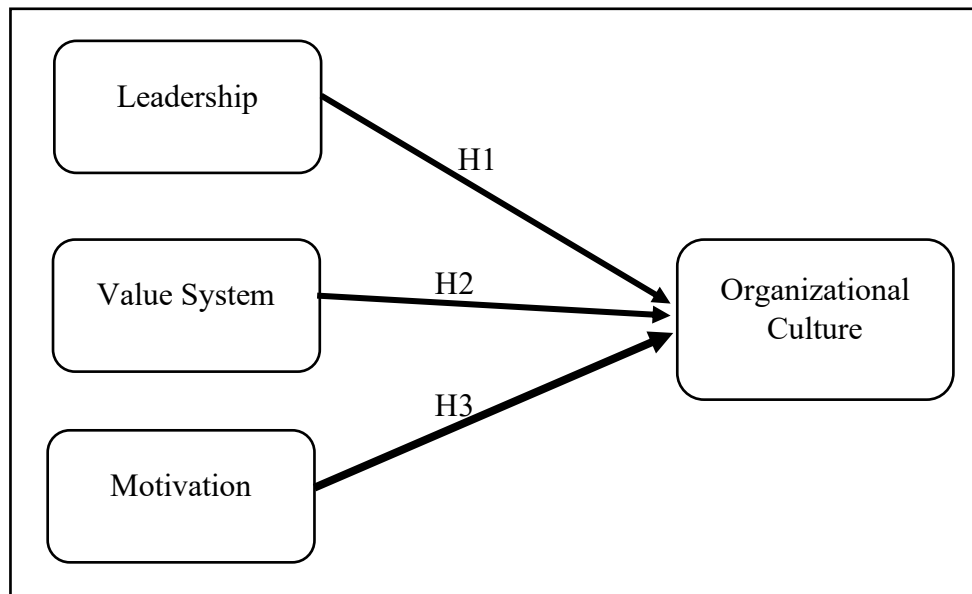


Figure 1. Research Framework

3. RESEARCH METHODOLOGY

This study uses a descriptive design with a quantitative method. The population studied was members of the Sri Tanjung Association in Yogyakarta City. The sampling technique used is non-probability sampling with the saturated sample method. Based on Roscoe's theory cited by [Sugiyono \(2015\)](#), the size of a viable sample ranges from 30 to 500. In this study, the number of samples taken was 90 respondents.

The data used in this study is primary data, which was obtained directly through interviews, observations, and questionnaires distributed to respondents. This primary data includes respondents' answers that are filled in directly.

The data source was obtained from a questionnaire distributed to members of the Sri Tanjung Association in Yogyakarta City. The questionnaire was distributed manually to a minimum of 90 respondents. The scale used to measure each indicator of research variables is the Likert scale with a score of 1-5.

Data analysis was carried out using the Structural Equation Modeling (SEM) test model with Smart-PLS software version 3.2.8. Validity testing is performed based on convergent validity, Average Variance Extracted (AVE), and loading factor. Reliability is tested through composite reliability and Cronbach's Alpha for each variable. The outer model test is used to assess independent variable indicators, with the validity criteria determined by the loading factor and AVE which must be greater than 0.5. Next, the model test was carried out by checking the goodness of fit inner model, using the total determination value (Q^2) calculated from the R^2 of each variable.

4. RESULTS AND DISCUSSION

In this study, hypothesis testing used the Partial Least Square (PLS) analysis technique with the smartPLS 3.0 program. The following is a sample of the PLS program model that was tested:

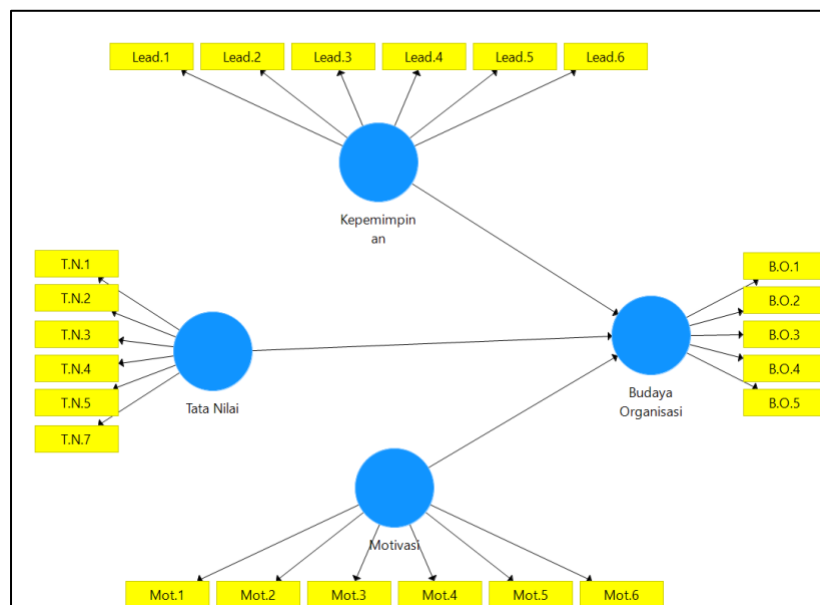


Figure 2. Outer Loading

Evaluation of convergent validity showed that most of the indicators in each variable in this study had an outer loading value above 0.7, which means that they have met the criteria for convergent validity. Although there are some indicators with values between 0.5 and 0.7, this is still acceptable based on Chin's opinion (in Ghozali), who states that a load factor value above 0.5 is considered sufficient. Therefore, all indicators are declared valid and suitable for use in further analysis.

Furthermore, discriminant validity testing was carried out through cross loading analysis and Average Variance Extracted (AVE) values. The results of cross loading showed that each indicator had the highest value in the variables it measured, compared to other variables. This indicates that each indicator has succeeded in distinguishing constructs from each other. This result is also reinforced by the AVE value of all variables above 0.5 – ranging from 0.544 to 0.565 – which strengthens the evidence that all variables have good discriminant validity.

In terms of reliability, all research variables also showed satisfactory results. The results of the composite reliability test showed that all variables had values above 0.6, with the highest values belonging to the "Value System" variable (0.882) and the lowest "Leadership" (0.629). This shows that the internal consistency between indicators in one variable is quite high. This reliability test was then strengthened with the Cronbach's Alpha value of each variable, all of which were above the threshold of 0.7. These results conclude that all constructs in this study have high reliability and can be used for the analysis of the inner model in the future.

The results of the path coefficient test in this study show the level of strength of the influence of independent variables on dependent variables, namely Organizational Culture. From the results of data processing, it was obtained that the Value System variable had the strongest influence on Organizational Culture with a coefficient value of 1.249, followed by Motivation with a value of -0.962, and the last one was Leadership with a value of 0.327. Positive values in Values and Leadership show that the higher the value of these variables, the stronger the influence on the formation of Organizational Culture. In contrast, a negative value on Motivation indicates the presence of an opposite influence, which theoretically needs to be further analyzed whether due to the model, data, or unique characteristics of the respondents or the context of the study.

The evaluation of the goodness of fit model was carried out using the R-Square (R^2) value. Based on the results of data processing with SmartPLS 3.0 software, the R-Square value for the Organizational Culture variable was obtained of 0.665. This shows that 66.5% of the variation that occurs in the Organizational Culture variable can be explained by independent variables in this model, namely Leadership, Motivation, and Values. Meanwhile, the remaining 33.5% is explained by other variables outside this research model. According to Chin, the R^2 value of 0.665 is classified as moderate to close to strong, so it can be said that the structural model built is quite good in explaining the relationship between variables.

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared acceptable if the P-Values value < 0.05 . 7 The following are the results of the hypothesis test obtained in this study through the inner model

Table 1. T-Statistics Values and P-Values

Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
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Leadership -> Organizational Culture	0.327	0.225	0.290	1.128	0.260
Motivation -> Organizational Culture	-0.962	-0.734	0.344	2.793	0.005
Organizational Culture > Values	1.249	1.123	0.277	4.505	0.000

Based on the data presented in the table above, it can be seen that of the four hypotheses proposed in this study, two are acceptable because each of the influences shown has a P-Values value of < 0.05 . So that it can be stated that independent variables to their dependents have a significant influence. Based on the results of data processing that has been carried out to answer the hypotheses proposed, it is known that all three hypotheses are accepted. This shows that there is a significant influence between independent and dependent variables. The following is an analysis related to the influence of variables according to the hypothesis proposed:

The Influence of Leadership on Organizational Culture

The results of the path analysis indicate that the leadership variable does not have a significant effect on organizational culture ($\beta = 0.327$; $t = 1.128$; $p = 0.260$). This finding suggests that the leadership style within the Sri Tanjung Association has not been able to provide a strong direct contribution in shaping organizational culture. It is highly probable that the influence of leadership is largely mediated by other variables, particularly organizational values. Once these values are strongly internalized, the statistical role of leadership becomes less prominent. This condition may also reflect the presence of a distributed leadership pattern, where influence is not solely dependent on formal leaders but is instead rooted in collective agreements among association members. In contrast, previous studies have shown different results. For instance, [Guterres et al. \(2014\)](#) demonstrated a positive and significant influence of leadership on organizational culture. Similarly, [Supandi \(2023\)](#) also found that leadership has a positive and significant effect on organizational culture.

The Influence of Values on Organizational Culture

The organizational values variable is proven to be the most dominant factor in shaping organizational culture ($\beta = 1.249$; $t = 4.505$; $p < 0.001$). The large and significant coefficient underscores that shared values serve as the primary foundation for the development of organizational culture in Paguyuban Sri Tanjung. The internalization of collective values consistently guides behaviors, norms, and the identity of the community, thus functioning as a unifying force among members with diverse backgrounds. Although a path coefficient exceeding 1 may indicate the potential presence of multicollinearity, the results nonetheless affirm that organizational values play the strongest role in explaining the variance in organizational culture. Therefore, this study's findings concerning the relationship between motivation and organizational culture are consistent with the research of [Guterres](#)

et al. (2014), Supandi (2023), and Efendy et al. (2024), all of which confirmed a positive and significant effect of motivation on organizational culture.

The Influence of Motivation on Organizational Culture

Conversely, the motivation variable has a significant negative effect on organizational culture ($\beta = -0.962$; $t = 2.793$; $p = 0.005$). This finding is particularly interesting as it contradicts the hypothesis that typically assumes a positive relationship. A possible interpretation is that the dominant form of motivation is extrinsic, such as the drive for personal gain or the achievement of individual targets, which may inadvertently weaken the collective values within the community. In other words, the higher the orientation toward individual motivation, the lower the reinforcement of an organizational culture based on shared values. This phenomenon may also be explained by a suppression effect, in which the correlation of motivation with other predictors, such as organizational values, causes the partial coefficient to reverse direction. These results highlight the importance of distinguishing between intrinsic and extrinsic dimensions of motivation in future research to obtain a more accurate understanding. This finding is in line with the study conducted by Rijal (2019), which demonstrated that organizational values have a positive and significant influence on organizational culture.

5. CONCLUSION AND RECOMMENDATIONS

In this study, path coefficient analysis was employed to assess the strength and direction of relationships among latent variables. The results of the structural model indicate that organizational values exert the strongest influence on organizational culture, with a coefficient of 1.249. This suggests that the higher the internalization of organizational values, the stronger the culture that emerges within the work environment. Organizational values function as a normative foundation that shapes employee behavior, interaction patterns, and work orientation. Meanwhile, the motivation variable demonstrates a negative effect, with a coefficient of -0.962 , indicating that increased motivation does not always correlate positively with organizational culture. This finding is particularly intriguing, as it suggests that the dominant type of motivation may be extrinsic or individualistic in nature, which could be misaligned with the collective values expected within the organization. Conversely, leadership shows a moderate positive effect on organizational culture, with a coefficient of 0.327, implying that leadership style still plays an important role in shaping culture, although not as strongly as organizational values.

Thus, it can be concluded that the presence of shared values provides the most substantial impact on shaping a solid organizational culture, followed by leadership, which continues to contribute positively. In contrast, the negative effect of motivation warrants closer attention from organizational managers, who must reconsider the type of motivation being fostered. Ideally, strategies to strengthen organizational culture should be directed toward creating synergy among value systems, contextually appropriate leadership styles, and motivational patterns that reinforce collective values. With this understanding, organizations will be better equipped to cultivate a healthy, productive, and sustainable work environment.

This study inevitably has several limitations that should be noted. First, the research model included only three predictor variables such as leadership, motivation, and organizational values thus failing to capture other potential factors influencing organizational culture. Elements such as organizational communication, member participation, and external environmental conditions may also play significant roles, but were not incorporated in the analysis. Second, the results revealed a negative path coefficient for motivation and a coefficient exceeding 1 for organizational values. This raises the possibility of multicollinearity or the presence of moderating variables not included in the model, suggesting that the findings should be interpreted with caution. Third, the study focused on a single community-based organization, namely Paguyuban Sri Tanjung, thereby limiting the generalizability of the results to other MSMEs beyond the Yogyakarta context.

Based on these limitations, future research could be directed toward several avenues. First, the scope of variables may be expanded to include contextual factors such as communication styles, social networks, or government support, all of which may influence the formation of organizational culture. Second, future studies should distinguish between intrinsic and extrinsic motivation in order to provide a clearer understanding of their respective impacts on organizational culture and avoid the distortions found in the present study. Third, comparative studies across different community groups or regions would be valuable for testing the consistency of the model and strengthening the external validity of the findings. Moreover, the use of mixed-methods approaches such as in-depth interviews or organizational ethnography would enrich the understanding of how values, motivation, and leadership interact within the collective dynamics of MSMEs. In this way, future research could not only refine the theoretical model but also offer more comprehensive practical recommendations for strengthening organizational culture in the MSME sector.

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