



The Influence of Motivation and Leadership Style on Employee Performance of Regional Financial and Asset Agencies

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Abstract

The study aims to identify and analyze the influence of motivation and leadership style on the performance of officials at the Office of the Regional Financial and Asset Authority of Paniai District of Central Papua Province. The research was conducted in the office of the Paniai district financial and asset agency located on the Kaisepo street in the Eastern Pania district. The sample in this study is a total of 45 civil servants. Research findings show that motivation influences staff performance, leadership style influences employee performance and simultaneously motivation and leadership styles influence staff performance at the financial and asset offices of the district of Panya Province of central Papua.

Introduction

Human resources are efforts to manage people in an organization to achieve its business goals (Edison et al., 2017) states that human resource management is management that focuses its members through various strategic steps in order to improve employee performance towards optimizing organizational goals. Currently, globalization demands the potential of human resources that are able to compete and are qualified on a large scale. Human resources are an important asset of the company because of their role as the subject of implementing company policies and operational activities. The development of the company is supported by the existence of quality human resources where employees are the main assets of the company who are the planners and active actors of every organizational activity. For this, in advancing the company, employee performance should be the optimal concern of company management, so that these employees can carry out their duties as well as possible and have high work enthusiasm (Markos & Sridevi, 2010).

Human resources are one of the important factors in an organization. Therefore, the human factor must be managed properly in order to provide an optimal influence on the organization. Human resources are an important element in managing the relationship and role of the workforce efficiently and effectively so that the goals of the organization, employees and society are achieved. Human resources must be directed and managed properly within the organization so that they are able to think and act as expected by the organization. Employees with good performance and are able to maintain long-term work quality and proper human resource management, so that the implementation of tasks in carrying out good governance (Good Governance). The results of performance have a major influence on various community interests, whether the performance of the government is good or bad, the community feels the benefits, thus it is necessary to realize how important the role of employees, both subordinates and superiors, including leadership style, Kadarisman (2019).

Motivation as a process that explains the strength, direction, and perseverance of a person in achieving their goals. Motivation has its own role for human resources, motivated individuals are able to provide their best contribution to the company or agency where they work (Putra & Gupron, 2020). Motivation theory is a theory that reviews motivation and groups it into several forms of motivation as stated by experts. Motivation is an important factor influencing employee performance. Employees who have high motivation tend to achieve better results in their work, conversely low motivation can hinder employee performance (Mujahid & Nugraha, 2020). The results of research conducted by Rusady (2011) found that motivation has a significant influence on the performance of civil servants at the Office of the Women's Empowerment Agency, Child Protection and Family Planning, Grobongan Regency. Leadership is an important factor that can have a significant influence on employee performance because the leader plans and evaluates the various requirements, for that every company wants quality employees to be able to compete by following increasingly advanced technological developments. every employee is required to be able to work optimally and improve their performance in order to open up opportunities for the company in the market share (Farida & Setiawan, 2022).

To get quality employees, of course, the company needs a leader who is able to direct and guide employees to be able to work well. A leader is a figure or elite member of a social system who is recognized by and tries to influence his followers directly or indirectly. A leader is a person who is responsible for giving tasks to his employees. The work done by employees must first be known and approved by the leader before being done and carried out properly by the employees. The leader has the responsibility to direct, encourage, and organize all elements within the organizational group to achieve a desired organizational goal, resulting in maximum employee performance. A company can achieve its predetermined goals if a leader is able to lead employees well. One of the factors that influences the success of a company is through a person's leadership style (Purnomo et al., 2020).

Leadership style is one way for leaders to influence subordinates, so that they are willing to work together productively to achieve organizational goals (Hasibuan). According to Ho et al. (2023) leadership style is the behavior or method chosen or used by leaders in influencing the thoughts, feelings, attitudes, and behavior of members of the organization or their subordinates. According to Robbins et al. (2015), what is meant by leadership style is having a direct relationship to employee performance. Where employee-oriented leaders will tend to high group productivity and better job satisfaction. This means that leadership style is the way a leader influences his employees, how a leader carries out his leadership function which affects employee performance. Therefore, the leadership style possessed by a leader is expected to be able to motivate and create high enthusiasm for employees (Alam et al., 2021).

Leaders cannot use the same leadership style when leading their subordinates, instead they must adjust to the characteristics of the level of ability of their subordinates in each task, understand the strengths and weaknesses of their subordinates, and understand how to use the strengths of their subordinates to compensate for their weaknesses. According to Kadek et al. (2015) a leader is someone who has the ability to influence other people to do something according to their wishes and in accordance with the goals of the organization. Leadership is not only interpreted as influencing someone in achieving goals but also a group process and work discipline of company employees. leaders have a very important role in enforcing the discipline of an institution or organization. Employee performance in an organization or company has a very important role for the sustainability of the company (Wolf, 2013). The success of a company cannot be separated from the role of human resources in it where the success can be seen from the work results of each employee. Employees who have good

performance will certainly make a very large contribution to the company and the overall performance of the company will also increase and have an impact on improving employee welfare in the company. According to Elena-Iuliana & Maria (2016) said that performance is the result of work related to organizational goals such as quality, efficiency and other criteria of effectiveness. Good performance is optimal performance and is able to meet organizational provisions and support the achievement of organizational goals. This is considered in improving employee performance is leadership style (Nasomboon, 2014).

The results of Kristinan Dewi's research with the title of the influence of motivation and leadership style on employee performance through employee job satisfaction, the results of the study showed that motivation and leadership style both partially and simultaneously influenced employee performance, what distinguishes this study is the existence of an intervening variable, namely job satisfaction. According to Suyadi Prawirosentono in Dewi (2012) stated that performance is a result that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in the context of efforts to achieve the goals of the organization concerned in an appropriate manner that does not violate the law and is in accordance with morals and ethics. The Office of the Regional Finance and Asset Agency of Paniai Regency is one of the government agencies that manages Regional Finance with a total of 45 civil servants, employee motivation has had a real impact on their main performance related to how to complete the work assigned by superiors with their leadership style that is accepted by all employees, and to achieve the performance targeted by the government, motivation and leadership style factors are very important in achieving performance.

Methods

Research using a quantitative approach. Usually the method of taking illustrations is done randomly, then research instruments are used in collecting information, quantitative information analysis is aimed at testing hypotheses. This research was conducted at the Office of the Regional Finance and Asset Agency of Paniai Regency, Central Papua Province, located at Jl. Kaisepo, East Paniai District. The population in this study was all ASN employees of the Regional Finance and Asset Office of Paniai Regency, Central Papua Province, totaling 45 people. Sampling in the study was a saturated sample where the entire population was used as a sample in the study, namely all ASN at the Office of the Regional Finance and Asset Agency, Paniai Regency, Central Papua Province, totaling 45 people

Result and Discussion

Analysis Results Research

Validity test used for measure is a natural instrument measuring telah carry out function measure it. With compare calculated r value with r tabel, if r count > r tabel so question or indicator the stated valid, that is preferably. If there is a correlation coefficient > 0.3 and a significance level of 5% (0.05) then the instrument is declared valid.

Variables Motivation (X1)

Table 1. Validity test results motivation (X1)

Question Items	rCount	rTable	Information
X1.1	0.635	0.294	VALID
X1.2	0.619	0.294	VALID
X1.3	0.804	0.294	VALID

X1.4	0.658	0.294	VALID
X1.5	0.094	0.294	VALID

In table 4.3 the results of the validity test of all leadership style variable instruments (X1) from X1.1 to X1.6 show $r_{count} > r_{tabel}$ r_{tabel} 0.2940. So, it can be concluded that all the instruments in the leadership style variable (X1) can be declared valid.

Variables style leadership (X 2)

Table 2. Validity test results *style leadership* (X 2)

Question Items	rCount	rTable	Information
X2.1	0.809	0.294	VALID
X2.2	0.879	0.294	VALID
X2.3	0.669	0,294	VALID

In table 4.4 the results of the validity test for all variable instruments *work Life balance* (X2) from X2.1 to X2.3 shows $r_{count} > r_{tabel}$ r_{tabel} 0.2940. So, it can be concluded with all the instruments in the variables *work Life balance* (X2) can be declared valid.

Variables Employee Performance (Y)

Table 3. Employee performance validity test results (Y)

Question Items	rCount	rTable	Information
Y1	0.176	0.294	VALID
Y2	0.845	0.294	VALID
Y3	0.853	0.294	VALID
Y4	0.835	0.294	VALID

In table 4.5 the results of the validity test of all employee performance variable instruments (Y) from Y1 to Y4 show $r_{count} > r_{tabel}$ r_{tabel} 0.2940. So it can be concluded that all the instruments in the employee performance variable (Y) can be declared valid.

Reliability test

Reliability test done For know level stability something alat measure , a construct or variable said Reliability If give Cronbach Alpha value > 0.6 , (Hartanto et AI 2018).

Table 4. Reliability test results

Variable	Cronbach's value Alpha	N of Items	Information
Motivation (X1)	0.674	7	Reliable
Leadership Style (X2)	0.674	7	Reliable
Employee Performance (Y)	0.818	4	Reliable

Based on table 4 Reliability test results explained that the variable motivation (X1) has value *Cronbach's alpha* equal to 0.674, then the leadership style variable have value *Cronbach's alpha* equal to 0.674 (X2) and employee performance variables have value *Cronbach's alpha* r_{tabel} 0.818 (Y). Where the three variables show values *Cronbach's alpha* > 0.60 then it can be withdrawn the conclusion that the two variables I are declared reliable or reliable.

Analysis Test Descriptive

Analysis descriptive aim For describe or give description to the object being researched through data up to date and population as presence, without do applicable analysis and conclusions For general. This data analysis looks at the minimum, maximum, average and standard deviation values of several variables.

Table 5. Results of descriptive analysis tests

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1	45	20	28	24.56	2.073
X2	45	8	15	11.91	1.869
Y	45	14	20	16.42	1.305
Valid	45				

Based on the results of the descriptive analysis test, table 5 states the number of respondents (N) is 45, where it is known that the variable motivation (X1) has a minimum value of 20 and a maximum of 28 with an average number of 24.56, then in the variable style leadership (X2) has a minimum value of 8 and a maximum of 15 with an average of 11.91 and a standard deviation of 1,869. then the employee performance variable (Y) has a value minimum equal to 14 and a maximum of 20 and the number of standard deviations is 1.305.

Analysis Test Regression Multiple

Analysis regression multiple there is something aIat analysis forecast value the influence of two variables free or more towards variable bound For prove There is or not connection function or casual between two variables free or better One variable bound.

Table 6. Results of multiple regression analysis test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.958	2.236		6.241	.000
	Motivation (X1)	,252	,115	.401	2,186	,034
	Leadership Style (X2)	-.313	.128	-.448	-2,446	.019
a. Dependent Variable : Employee Performance (Y)						

The regression equation above shows the relationship between variables independent with partially dependent variables , from this equation can be taken conclusion that: (1) Ni Iai constant there is 13,958, which means leadership style (X1) and work Life balance (X2) value is 0 (nol) then the value there are 13,958; (2) The value of the leadership style coefficient (X1) is 0.252 and style leadership (X2) is 0.-313 meaning if motivation and style leadership increases by 1%, employee performance also improves increase with variable assumptions Others are fixed or constant.

Hypothesis testing

partial test (t test) is used to test whether the variable is independent motivation (X1), style Leadership (X2) influences the dependent variable, namely employee performance (Y). To find out if the independent variable has a significant effect on the dependent variable value sig <

0.05, likewise better if the values sig > 0.05, then the independent variable has no significant effect on the dependent variable.

Table 7. Partial Test Results (T)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.958	2.236		6.241	.000
Motivasi (X1)	.252	.115	.401	2,186	.034
Leadership style (X2)	-.313	.128	-.448	-2,446	.019

Based on results test parsial (test Q) on table I shows value significant variables motivation (X1) and Leadership style (X2) as big as 0.001 Where more smaller than 0.05 or $0.001 < 0.05$ and the calculated T value is 3.604 greater than the T table value equal to 1,680 or $2,186 > 1,680$. So that can concluded there is influence Motivation (X1) Leadership style (X2) on employee performance (Y).

Simulation test (F test)

F test basically show that all variable freely included deep model have influence in a way together to variable bound. Test this done For compare significance value $F_{count} > F_{tabel}$ so formulated model Already appropriate. If the value $F_{count} > F_{tabel}$ so can interpreted that model regression Already appropriate It means influence in a way along with see ni Iai $F_{tabel} = f(k; nk)$, $F=2;30-2$, $F_{tabel} = (2;43)= 3.21$ with level error 5%.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	10,316	two	5,158	3,350	.045 ^{to}
	Residual	64,662	42	1,540		
	Total	74,978	44			

Based on the above output is known that value significance For influence style leadership (X1) and *work life balance* (X2) directly simultan to performance employee (Y) is of $0.000 < 0.05$ and value $F_{count} 3.350 > F_{tabel} 3.21$, so can withdrawn conclusion that H3 is accepted which means there is influence style leadership (X1) and *work life balance* (X2) directly simultan to performance employee (Y).

Coefficient determination (R2)

Table 9. Coefficient test results determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371 ^a	.138	.097	1,241

Based on output on is known The R square value is 0.138 hal This means that influence Leadership style variables (X1) and *work life balance* (X2) accordingly simultan to performance employee (Y) is amounted to 13.8% whereas the rest amounting to 86.2% explained or other factors that are not entered deep research This.

The norm test is used to test whether the data used distribute norm I or No. Research This using test *One- Sample Koolmogorov-Smirnov*. Residual distribute norm if the significance value is > 0.05 .

Table 10. Normality Test Results

N		45
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	1.21226639
Most Extreme Differences	Absolute	.127
	Positive	.127
	Negative	-.071
Kolmogorov-Smirnov Z		.854
Asymp. Sig. (2-tailed)		.459

Based on results test normity on table 10 with *One-Sample* method *Kolmogorov-Smirnov* shows that the significant value is $0.459 > 0.05$. So it can be concluded that the normality test in this research is normally distributed.

Heteroscedasticity Test

heteroscedasticity test aims to test whether there is unequal variance in the residuals for all observations in the linear regression mode. The heteroscedasticity test in this research used the *glejser* test. If the significance value is > 0.5 , then heteroscedasticity does not occur, as well preferably.

Table 11. Test Results Heteroscedasticity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,958	2,236		6,241	,000
	Motivation	,252	,115	.401	2,186	,034
	Leadership Style	-.313	.128	-.448	-2,446	.019

From the results of the heteroscedasticity test using the *glejser* test in table 4.13 shows leadership style variables (X1) and work Life balance (X2) with a significance value of $0.019 > 0.5$. So it can be concluded that no problem occurred heteroscedasticity.

Table 12. Multilinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.958	2,236		6,241	,000		
	Motivation	,252	,115	.401	2,186	,034	,612	1,635
	Leadership Style	-.313	.128	-.448	-2,446	.019	,612	1,635

The linearity test is used to test whether in model regression which formed there is correlation which tall or perfect among independent variables. To determine whether there is a risk of linearity by using the *Variance test method Inflation Factors* (VIF). If VIF value < 10 and value *tolerance* ≥ 0.1 then there is no risk of linearity in a model regression. From the results of multikolinieritas tests Table 4.14 shows the VIF value for the marketing strategy variable (X) of $1.635 < 10$ and the value *tolerance* $1.635 \geq 0.1$. So it can be concluded that there is no risk of inerrity.

Based on results research This researcher can know influence Motivation and Leadership Style to performance employee after do data analysis with use questionnaire and regression Linear doubled and obtained results as following. Based on results testing telah found results variable style leadership have influence positive to performance employee. Then from results parsial (t test), has been found that Motivation employee at the Regency Regional Financial and Asset Agency Office Paniai Province Central Paoua has influence in a way significant to performance the employees obtained are not counted amounting to 2,186 t tabel > 1,680 and level significantly smaller t of 0.05 (sig.t=0.034 < 0.05. Research influential positive to performance employee caused Because employee feel during works at the Regency Regional Financial and Asset Agency Office Paniai, consequences fulfillment need physiology which is need basic must fulfilled like clothing food, this also explains that fulfillment need employee Good For self Alone nor family give motivation For focus carry out tasks that have been given so that performance can achieved. Because motivation is series attitudeand influencing values individual For reach results or specific thing with objective individual nor aim organization. With Work without burden give influence so that they can carry out their obligations in accordance with what they hope to achieve what has been determined. This is also in line with Thoah's (2007) theory. Research result show that Motivation influence positive to performance Because employee feel agency place Work gives a sense of security Because exists guarantee pension and Health benefits, p This important Because rsa safety and worry related to health and insurance day old Already prepared by the government, as well atmosphere comfortable work consequence harmonization between employees and subordinates who do not give limitation so the employees the more motivated road operate or finish his job.

That's it unique and important motivation, lots of it expert philosophy, social, psychology nor expert management do researchand emit theory about influencing factors motivation and how individual motivated. According to Abraham Maslow every individual own organized needs in a way hierarchy from the most basic level until the highest level. Whenever the need is at its lowest level has fulfilled so will appear other needs taller. Research result this also shows that employee at the Regency Regional Financial and Asset Agency Office Paniai motivated For increase its performance caused by existence awards given to outstanding employees as well as given room For actualize self with method give chance to employee For develop self with method follow trainings even given room For continue education to more level tall.

This is in line with Abrahman Maslom's theory (Vheitzal, 2014) says that on every self man consists on five needs that is need physiological, security, social, appreciation and actualization the so-called self-Hierarchy Where are Maslow's needs? the more to the top need somebody the more A little amount or quantity humans who have criteria his needs. In the efforts of the Regency Regional Financial and Asset Agency Office Paniai to improve employee performance i.e one of them is by fulfilling it the needs of employees, so that employees are motivated to improve the performance assigned to them. The findings of this research are in line with the research results of Mawar K 2022 entitled "The Influence of Work Motivation, Human Resource Competency and Work Discipline on Employee Performance ". This research indicates that motivation influence employee performance , incl Human resource competence and work discipline also have a positive influence on employee performance. Therefore, it is important for companies to pay attention to motivational factors in an effort to improve employee performance.

Based on results testing results variable style leadership have influence positive to performance employee. from the partial test (t test) that variable style leadership at the Regency Regional Financial and Asset Agency Office Paniai have influence positive to performance obtained level significance is smaller of 0.05 (sig t = 0.019 < 0.05). Research result influential caused

Because leader give space and discuss to subordinate before take decision , this also gives description that style leader at the Regency Regional Financial and Asset Agency Office Paniai adhere to style democratic in operate wheel his leadership that is style a a participative leader, who is one leader realize that his task come on coordinate work and tasks from all his subordinates, with emphasize a sense of responsibility Responsibility and good cooperation to every member. Leadership style is a method used by a leader to influence the behavior of others. Benefits can be taken from this style to be used as a leader in leading his subordinates or followers. Style is a special approach and skills used by a leader in behavior, communication and interaction with the aim of influencing, guiding, encouraging and managing other people or groups to achieve a certain task.

Furthermore leader at the Regency Regional Financial and Asset Agency Office paniai give award to employees who excel and who have achieve assigned work targets, as well always do communication between leaders and subordinates in condition whatever, here show that The leader really pays attention his subordinates in carry it out duties and responsibilities the answer. Leader at the Regency Regional Financial and Asset Agency Office Paniai give influence to performance caused style Leadership is played very well by the leadership that is always motivating employee For Work more OK, and this make employee always endeavor For achieve the targets that have been set determined by the organization. Leadership is also a driving force for creation climate enjoyable work, improving motivation employee and always present If organization experience constraint.

Regardless from matter the on success and achievement performance influenced by the leader's firmness in making decisions, the leader can control the leader's emotions, intelligence and honesty in assessing performance, and the leader becomes a good role model for his subordinates, the leader is able to socialize and care about his subordinates. This aims to achieve the planned goals and set. According to Paramarta et al. (2014) who states that leadership style is a series of characteristics that leaders use to influence subordinates to achieve organizational goals, or it can be said that leadership style is a model of behavior and strategies that are preferred and often adopted by leaders. Leaders cannot use the same leadership style when leading their subordinates. Instead, they must adapt to the characteristics of their subordinates' level of ability in each task, understand the strengths and weaknesses of their subordinates, and understand how to use their subordinates' strengths to make up for their weaknesses. The term style is the way a leader influences followers.

Based on results testing Data processing uses the f test for now in a way together (simultane) between variable independent with variable dependent . Hi This show in man a value of $0.000 < 0.05$ and value $F_{count} 3.350 > F_{tabel} 3.21$, then can be pulled conclusion there is influence in a way together between style and against performance employee at the Regency Regional Financial and Asset Agency Office Paniai Central Papua Province. Motivation influential to performance employee caused Because employee feel during works at the Regency Regional Financial and Asset Agency Office Paniai, consequences fulfillment need physiology which is need basic must fulfilled like clothing food, this also explains that fulfillment need employee Good For self Alone nor family give motivation For focus carry out tasks that have been given so that performance can achieved. Because motivation is series attitude and influencing values individual For reach results or specific thing with objective individual nor aim organization. With Work without burden give influence so that they can carry out their obligations in accordance with what they hope to achieve what has been determined.

Leadership style increase performance Because leader give space and discuss to subordinate before take decision, this also gives description that style leader at the Regency Regional

Financial and Asset Agency Office Paniai adhere to style democratic in operate wheel his leadership that is style a participative leader, who is one leader realize that his task come on coordinate work and tasks from all his subordinates, with emphasize a sense of responsibility Responsibility and good cooperation to every member. Motivation and style leadership regularly simultaneously affecting performance leader in the street run his job always motivate subordinates to be able to realize burdened jobs and officers feel sue in implement job without load consequence style good leadership.

Conclusion

Motivation influential positive and significant to performance of employees of the Regency Regional Financial and Asset Agency Office Paniai Central Papua Province. Leadership Style influential Positive and significant to performance of employees of the Regency Regional Financial and Asset Agency Office Paniai Papua Tengah Province. Motivation and Leadership Style in a way simultaneous influential significant to performance of employees of the Regency Regional Financial and Asset Agency Office Paniai Central Papua Province. It is better for employees at the Office of the Regional Finance and Asset Agency of Paniai Regency, Central Papua Province to maintain or even increase work motivation in the future without looking at who their leader is. It is better for further researchers to add several variables that were not examined in this study.

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