



The Influence of Leadership, Work Environment and Welfare Levels on Employee Work Productivity

Nur Anditha¹

¹Postgraduate Program, Master of Management, Muhammadiyah University of Makassar, Indonesia

*Corresponding Author: Nur Anditha

E-mail: nuranditha825@yahoo.com



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Abstract

This study aims to analyze the impact of leadership, work environment, and welfare level on employee work productivity at the village office. The research was conducted at the Tanah Loe and Gantarangkeke village offices, using multiple linear regression analysis techniques. This study is quantitative and uses questionnaires as the data collection source. The study involved 52 respondents, consisting of civil servants (ASN) and honorary staff. The results of this study indicate that, There is no significant influence of leadership on employee work productivity. This is evidenced by the acceptance of H0 and the rejection of H1, as the significance value is $P = 0.749 > 0.05$, 2) There is no significant influence of the work environment on employee work productivity. This is evidenced by the acceptance of H0 and the rejection of H2, as the significance value is $P = 0.185 > 0.05$. There is a significant influence of the level of employee welfare on work productivity. This is evidenced by the rejection of H0 and the acceptance of H3, as the significance value is $P = 0.000 < 0.05$. Based on the results of the multiple regression test, the Model Summary shows an R^2 value of 0.827. This means that the independent variables leadership, work environment, and employee welfare can predict the dependent variable, employee work productivity, by 82.7%. The remaining 17.3% is explained by other factors

Introduction

Effective Human Resource Management (HR) in the context of modern organizational dynamics has become the main key to achieving organizational goals (Sartika, 2024; Zaakiyyah, 2024; Rosyafah & Pudjowari, 2024). Human resources are the most important assets of an organization because of their role as the subject of implementing activities within an organization. According to Saâ (2018), Understanding the importance of the existence of human resources in the current global era, one of the efforts that must be achieved by the organization is to improve the quality of human resources.

Increasing the quality of HR is expected that employees can work effectively, efficiently, and professionally so that the performance they achieve is expected to be more satisfying according to the established work standards (Suryana & Firdaus, 2014; Quader, 2024; Fauzan et al., 2024). Good performance is one of the goals of an organization or company in achieving high productivity. Achieving good productivity cannot be separated from good human resources.

As the Word of Allah SWT in the letter Al-Mujadilah Verse 11 Which means: "O you who believe, when it is said to you, "Make room in the assemblies," make room, surely Allah will make room for you. When it is said, "Stand up," (you) stand up. Allah will surely raise those who believe among you and those who are given knowledge by degrees. Allah is All-Knowing of what you do. "

This verse shows that people who are knowledgeable have a high position, so that education and knowledge are the keys to improving the quality of human resources. Allah raises the status of people who have knowledge. In human resource development, this reminds us of the importance of providing space for individuals to develop and improve their abilities. Education and training are a means to improve a person's competence and capacity, which ultimately contributes to social and economic development (Lubis & Salsabila, 2024; Shavkidinova et al., 2023; Aleandri & Refrigeri, 2013).

This verse also provides a message about equal opportunities to develop. In the world of human resources, every individual must be given a fair opportunity to access education, training, and self-development. At the beginning of the verse, there is a command to "be generous" in the assembly. This reflects the importance of collaboration and good communication between individuals. In the context of HR, building networks, working in teams, and collaborating are part of improving the quality of human resources (Azhari et al., 2023; Zhou et al., 2013; Donate et al., 2016; Al Faruq, et al., 2024).

Overall, Surah Al-Mujadilah verse 11 emphasizes the value of knowledge, individual development, equal opportunity, and the importance of collaboration. This is relevant in the context of improving the quality of sustainable human resources. The productivity of employees in the village office is a crucial aspect in supporting the quality of public services, especially because the village is the spearhead of government that is closest to the community. Several aspects that greatly affect employee performance and productivity are effective leadership, a conducive work environment, and an adequate level of welfare. These three factors are interrelated and play an important role in shaping employee work behavior and performance (Yating et al., 2024; Ajmal et al., 2025; Alzadjali & Ahmad, 2024).

Factually, in several village offices, leadership has not shown active involvement in fostering and directing employees optimally. The leadership style that is still bureaucratic and non-participatory is one of the obstacles in creating a collaborative work atmosphere. Effective leadership actually includes not only the ability to make strategic decisions, but also the ability to build interpersonal relationships, provide motivation, and empower employees to work productively. In the context of the sub-district office, the absence of the role of leaders as mentors and motivators makes many employees feel underappreciated and unsupported in their self-development and in carrying out their daily tasks.

In addition to leadership, the work environment is also an important factor that influences employee productivity (Zulkifli, 2022; Tini & Sawalina, 2025; Wilona & Defrizal, 2024). Several sub-district offices in the regions still face challenges related to limited work facilities, such as narrow workspaces, inadequate work equipment, and inefficient work systems. This has an impact on work comfort and directly reduces employee enthusiasm and concentration in carrying out their duties.

A well-managed work environment ideally includes physical and psychological factors ranging from adequate facilities and infrastructure to open communication between employees (Lubis, 2019). However, the mismatch between expectations for a conducive work environment and actual conditions in the field causes dissatisfaction and leads to low productivity.

Another factor that is no less important is the level of employee welfare. Many village employees, especially those with non-ASN or honorary status, still receive low compensation that is disproportionate to the workload they bear. Delays in the disbursement of honorariums and the lack of social security and self-development opportunities worsen the welfare of employees. In fact, employee welfare includes financial, physical, and psychological aspects

that greatly influence their work motivation and emotional stability. When employees feel unappreciated, this can reduce their loyalty and overall quality of work (Sutoro, 2024).

Therefore, understanding the complex interactions between leadership, work environment, and employee welfare is very important in efforts to increase work productivity in village offices. These three aspects cannot be separated because they synergistically affect employee attitudes, behavior, and work results. Improving all three as a whole is believed to result in increased performance, job satisfaction, and organizational effectiveness.

The selection of Tanah Loe and Gantarangkeke sub-district offices as research objects is based on the consideration that both are integral parts of the local government structure in Gantarangkeke District, Bantaeng Regency. As a public service institution, work efficiency and productivity in sub-district offices have a direct impact on the quality of services to the community (Salim, 2022; Mubaraq et al., 2024). In addition, these two sub-districts face real challenges in terms of employee development, work management, and provision of employee facilities and welfare, making them relevant locations to study the influence of these three factors.

Thus, this study has a high urgency to be carried out because it can provide a real contribution to improving the human resource management system in the local government sector. This study aims to explore more deeply how effective leadership, a supportive work environment, and employee welfare affect employee work productivity in sub-district offices. The results of this study are expected to provide data-based input to policy makers and organizational managers in formulating strategies to improve the performance of government apparatus at the sub-district level.

Methods

The type of research used by the author is quantitative with an associative descriptive approach. According to Darna & Herlina (2018) quantitative research is a research method based on philosophy, used to research a certain population, data collection using instruments, quantitative or statistical data analysis with the aim of testing the established hypothesis. The associative approach is a formulation of a research problem that asks about the relationship between two or more variables. This associative research was conducted to detect the role of independent variables, namely leadership (X1), work environment (X2) and welfare level (X3) on the dependent variable, namely employee work productivity (Y). Population is a generalization area consisting of objects or subjects that become certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all employees at the Tanah Loe Village Office and Gantarangkeke Village, Gantarangkeke District, Bantaeng Regency consisting of 12 ASN people and 40 Honorary people, totaling 52 people. The sampling technique in this study used the Non-probability sampling technique, namely Saturated Sampling. Saturated Sampling is a sampling technique when all members of the population are used as samples (Niswara et al., 2019). The sample used in this study was all employees totaling 52 people (saturated sample).

Data Analysis Techniques

Validity and reliability tests are important initial stages in data analysis. Validity tests are used to ensure that the questionnaire is able to measure the intended concept accurately, while reliability tests measure the consistency of respondents' answers, usually with the Cronbach Alpha coefficient, which states reliable if the value is > 0.60 . Furthermore, classical assumption tests are carried out which include normality tests (to see the distribution of data, stated as normal if $p > 0.05$), multicollinearity tests (to ensure there is no high correlation between independent variables, with $VIF < 10$ and $Tolerance > 0.1$), and heteroscedasticity tests (to see

the similarity of residual variances, said not to occur if the significance value is > 0.05 , using the Glejser test). After the data meets the classical assumption test, multiple linear regression analysis is carried out to determine the effect of more than one independent variable on the dependent variable, using the formula $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, assuming a linear relationship, homoscedasticity, no autocorrelation and multicollinearity. Hypothesis testing is done through the t-test (to see the partial effect of each independent variable) and the F-test (to see the simultaneous effect of the independent variable on the dependent variable). The coefficient of determination (R^2) is used to assess how much the independent variable explains the variation of the dependent variable, where the closer it is to 1, the better the model is at predicting the dependent variable

Results and Discussion

Validity Test and Reliability Test

Validity aims to determine the level of validity of the instrument used in the study. Through the validity test, it will be known whether the question items presented in the questionnaire are truly able to reveal with certainty about the problem being studied. The technique that can be used for the validity test is item analysis, where each value in each question item in the questionnaire is correlated with the total value of all question items for a variable, using the Product Moment formula. How to test validity using the Product Moment formula with a significance level of 0.05. If $r_{xy} > \text{table}$ then the data is valid, but if $r_{xy} < \text{table}$ then the data is invalid. Validity can also be known from the significance of the correlation results, if the significance of the correlation results is less than 0.05, then the test is a strong construct. Based on the data obtained in the study, the results of the validity test of the research instrument are as follows:

Table 1. Results of Validity Test and Reliability Test

Variable	Item	R	Sig.	Inf.	Reliability	Information
Leadership (X1)	1	0,704	0,000	Valid	0,676	Reliabel
	2	0,567	0,000	Valid		
	3	0,556	0,000	Valid		
	4	0,578	0,000	Valid		
	5	0,361	0,000	Valid		
	6	0,400	0,000	Valid		
	7	0,396	0,000	Valid		
	8	0,584	0,000	Valid		
	9	0,615	0,000	Valid		
Work environment (X2)	1	0,497	0,000	Valid	0,674	Reliabel
	2	0,559	0,000	Valid		
	3	0,543	0,000	Valid		
	4	0,357	0,000	Valid		
	5	0,583	0,000	Valid		
	6	0,542	0,000	Valid		
	7	0,622	0,000	Valid		
	8	0,528	0,000	Valid		

	9	0,497	0,000	Valid		
Level of Welfare (X3)	1	0,580	0,000	Valid	0,816	Reliabel
	2	0,599	0,000	Valid		
	3	0,608	0,000	Valid		
	4	0,367	0,000	Valid		
	5	0,549	0,000	Valid		
	6	0,609	0,000	Valid		
	7	0,534	0,000	Valid		
	8	0,421	0,000	Valid		
	9	0,370	0,000	Valid		
	10	0,580	0,000	Valid		
	11	0,599	0,000	Valid		
	12	0,608	0,000	Valid		
	13	0,367	0,000	Valid		
	14	0,549	0,000	Valid		
	15	0,609	0,000	Valid		
Work Productivity (Y)	1	0,511	0,000	Valid	0,777	Reliabel
	2	0,584	0,000	Valid		
	3	0,546	0,000	Valid		
	4	0,393	0,000	Valid		
	5	0,469	0,000	Valid		
	6	0,528	0,000	Valid		
	7	0,498	0,000	Valid		
	8	0,470	0,000	Valid		
	9	0,352	0,000	Valid		
	10	0,592	0,000	Valid		
	11	0,516	0,000	Valid		
	12	0,525	0,000	Valid		
	13	0,444	0,000	Valid		
	14	0,467	0,000	Valid		
	15	0,558	0,000	Valid		

Source: Data processed by SPSS

Based on Table 1, it can be seen that the research instruments for all items and variable indicators are valid. Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. A new measuring instrument can be trusted and relied upon if it always gets consistent results from unchanged measurement symptoms carried out at different times. To conduct a reliability test, the Cronbach Alpha technique can be used, where a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.6 or more. Based on the results of the research instrument reliability test, as in Table 1, the test results show that all research instruments are reliable. It can be seen that all research variables

have a reliability coefficient/alpha greater than 0.6. If the results of this reliability test are associated with the reliability coefficient index criteria according to Arikunto (1998), it shows that the reliability/alpha of the research instrument is high. Thus, the research data is valid and suitable for use in testing research hypotheses.

Normality Test

The normality test aims to determine whether the research data obtained is normally distributed or close to normal. The normality test can be done using the Kolmogorov Smirnov Test. If the probability value is >0.05 , the data is declared normally distributed, and vice versa.

Table 2. Normality Test Results

Variable	Sig	Description
X1	0,160	Normal
X2	0,235	Normal
X3	0,147	Normal
Y	0,130	Normal

Source: Data processed by SPSS

Multicollinearity Test

The multicollinearity test is to calculate the multiple correlation coefficient and compare it with the correlation coefficient 54 between independent variables. In addition, the multicollinearity test is used to determine the standard error of the model estimation in the study. If the VIF value <10 and/or Tolerance value > 0.1 , it can be concluded that there is no multicollinearity problem, and vice versa.

Table 3. Multicollinearity Test Results

Variable	Collinearity Tolerance	VIF
X1	0,778	1,285
X2	0,042	23,862
X3	0,041	24,634

Source: Data processed by SPSS

Heteroscedasticity Test

Heteroscedasticity means that the types of variables in the model are not the same. The heteroscedasticity test is a condition where in the regression model there is an inequality of variance from the residuals in one observation to another observation. A good regression model is one that does not experience heteroscedasticity. If the significance value (greater) > 0.05 then the conclusion is that there are no symptoms of heteroscedasticity. If the significance value obtained is <0.05 then the conclusion is that there are symptoms of heteroscedasticity. In this study, to detect the presence of heteroscedasticity in the data, the glacier test was used.

Table 4. Heteroscedasticity Test Results

Variable	Sig
X1	0,151
X2	0,171
X3	0,326

Source: Data processed by SPSS

t-test (Partial Test)

The t-test is used to determine whether the independent variable has a partial (individual) effect on the dependent variable, by considering the significance level of 0.05. If the significance value is <0.05 , it can be concluded that the independent variable has a partial significant effect on the dependent variable. If Tcount Table, then H_0 is rejected and H_1 is accepted, and vice versa.

Table 5. t-Test Results

Variable	Ttable	Tcount	Significance Value
X1	1,675	2,321	0,749
X2	1,675	2,344	0,185
X3	1,675	4,371	0,000

Source: Data processed by SPSS

There is no significant influence of leadership on employee work productivity, this is proven by H_0 accepted and H_1 rejected because the significance value $P = 0.749 > 0.05$. There is no significant influence of the work environment on employee work productivity, this is proven by H_0 accepted and H_2 rejected because the significance value $P = 0.185 > 0.05$. There is an influence of the level of welfare on employee work productivity, this is proven by H_0 rejected and H_3 accepted because the significance value $P = 0.000 < 0.05$.

Table 6. Partial Test Results

Control Variables			KEPEMIMPINAN	LINGKUNGAN KERJA	TINGKAT KESEJAHTERAAN	PRODUKTIVITAS
-none-a	KEPEMIMPINAN	Correlation	1.000	.434	.462	.409
		Significance (2-tailed)	.	.001	.001	.003
		df	0	50	50	50
	LINGKUNGAN KERJA	Correlation	.434	1.000	.979	.870
		Significance (2-tailed)	.001	.	.000	.000
		df	50	0	50	50
	TINGKAT KESEJAHTERAAN	Correlation	.462	.979	1.000	.906
		Significance (2-tailed)	.001	.000	.	.000
		df	50	50	0	50
	PRODUKTIVITAS	Correlation	.409	.870	.906	1.000
		Significance (2-tailed)	.003	.000	.000	.
		df	50	50	50	0
PRODUKTIVITAS	KEPEMIMPINAN	Correlation	1.000	.174	.238	
		Significance (2-tailed)	.	.223	.093	
		df	0	49	49	
	LINGKUNGAN KERJA	Correlation	.174	1.000	.912	
		Significance (2-tailed)	.223	.	.000	
		df	49	0	49	
	TINGKAT KESEJAHTERAAN	Correlation	.238	.912	1.000	
		Significance (2-tailed)	.093	.000	.	
		df	49	49	0	

a. Cells contain zero-order (Pearson) correlations.

Source: Data processed by SPSS

The first output table “-none-a” shows the correlation value or relationship between leadership variables and the work environment before the inclusion of control variables (productivity) in the analysis. From the output above, the correlation coefficient value (Correlations) is 0.434 (positive) and the significance value (2-tailed) is $0.001 < 0.05$, so it can be concluded that there is a positive and significant relationship between leadership and the work environment without the control variable (productivity). The correlation value or relationship between leadership variables and the level of welfare before the inclusion of control variables (productivity) in the analysis.

From the output above, the correlation coefficient value (Correlations) is 0.462 (positive) and the significance value (2-tailed) is $0.001 < 0.05$, so it can be concluded that there is a positive and significant relationship between leadership and the level of welfare without the control

variable (productivity). Correlation or relationship between leadership variables and the level of welfare before the inclusion of control variables (productivity) in the analysis. From the output above, it is known that the correlation coefficient value (Correlations) is 0.409 (positive) and the significance value (2-tailed) is $0.001 < 0.05$, so it can be concluded that there is a positive and significant relationship between leadership and productivity without any control variables (productivity)

The second output table "productivity" shows the correlation value or relationship between the leadership variable and the work environment after entering productivity as a control variable in the analysis. From the output table above, it can be seen that there is a decrease in the correlation coefficient value (Correlations) to 0.174 (positive value) with a significance value (2-tailed) of $0.223 < 0.05$, so H_0 is accepted and H_a is rejected, which means that the relationship between the leadership variable and the work environment as a control variable is not significant.

The relationship between the leadership variable and the level of welfare after entering productivity as a control variable in the analysis. From the output table above, it can be seen that there is a decrease in the correlation coefficient value (Correlations) to 0.912 (positive value) with a significance value (2-tailed) of $0.00 < 0.05$, so H_0 is rejected and H_a is accepted, which means that the relationship between the leadership variable and the level of welfare as a control variable is significant.

Discussion

The effect of leadership on employee work productivity To answer the formulation of the problem and the first hypothesis, it can be observed from the results of the descriptive and regression analysis in Table 4.3. The table shows that 12% of leadership variables are in the low category, 69% in the medium category, and 19% in the high category. The conclusion from the table above is that the leadership score is in the medium category. Based on the results of the regression test, there is no influence of leadership on employee work productivity, this is proven by H_0 being accepted and H_1 being rejected because the significance value $P = 0.749 > 0.05$. This finding is in accordance with the results of research conducted by Syamsuddin (2022) that the leadership variable has no influence on employee productivity because the probability value produced is higher than the alpha level, which is 0.330. On the other hand, the findings of this study are not in line with the results of research conducted by Subardjono, leadership has a strong influence on employee work productivity at DISDIKNAS OKU Timur.

Although the initial phenomenon showed that suboptimal leadership in the sub-district office has the potential to hinder employee productivity, the results of the study showed that leadership did not have a significant effect on work productivity. Several field factors explain, although it is recognized that leadership has an important role, external factors such as workload, government regulations, and public service targets that must be achieved such as workload, government regulations, and public service targets that must be achieved are often the main drivers of employee productivity in the sub-district office. Employees are motivated to work harder because of clear performance targets or demands from external parties (for example, the community who need fast and efficient services).

Field facts show that employees in the sub-district office, although they feel less supported by non-participative leadership, still have the motivation to achieve organizational goals, especially in achieving the expected public service standards. In some cases, these factors are more dominant and drive employee productivity more than the influence of leadership style. In addition to external factors, most leadership styles in the sub-district office tend to be bureaucratic and administrative, which focus more on supervising and completing

administrative tasks rather than building interpersonal relationships or providing direct motivation to employees. Although participatory and transformational leadership is highly recommended in management theory, in reality, employees in the sub-district office deal more with rigid and standardized administrative processes. Leadership that focuses more on aspects of administrative control and compliance with regulations often does not have a significant impact on productivity, because employees carry out their tasks routinely and according to procedures without requiring much interaction or motivation from their leaders. In other words, the limited role of leadership in terms of empowerment and self-development makes its influence on productivity insignificant. This study is in line with the research conducted by Syamsuddin that in the context of the Luwu Regency Education and Culture Office, the leadership style or practice applied has not been able to provide a significant impact on increasing employee productivity. Productivity is more influenced by employee competence and level of work discipline, compared to leadership.

Conclusion

Leadership has a positive but insignificant effect on employee work productivity, with a significance value of $P = 0.749 > 0.05$. This means that leadership does not have a significant impact on increasing employee work productivity.

Suggestion

Considering that the level of welfare has been proven to have an effect on work productivity, it is recommended that the sub-district pay more attention to employee welfare aspects, such as providing incentives, decent allowances, work facilities, and work-life balance programs. Although it does not have a statistically significant effect, it does not mean that the leadership and work environment aspects are ignored. An evaluation of the leadership style and work environment conditions needs to be carried out so that they continue to support long-term work comfort and stability.

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