


## The Influence Of Leadership Style And Work Motivation On Employee Performance At PT Rayandra Ataulah Aryaguna, South Tangerang

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Article Info	ABSTRACT
<b>Keywords:</b> Leadership Style, Work Motivation, Employee Performance.	The purpose of this study was to determine the effect of leadership style and work motivation on employee performance at PT. Rayandra Orullah Aryaguna. The method used is quantitative. The sampling technique used saturated sampling and obtained a sample of respondents. Data analysis involved validity testing, reliability testing, classical assumption testing, regression analysis, correlation coefficient, coefficient of determination, and hypothesis testing. The results of this study show that leadership style has a significant effect on employee performance, with a determination coefficient indicating a substantial relationship. Hypothesis testing confirmed the significance of this effect. Work motivation also has a significant impact on employee performance, supported by the coefficient of determination and hypothesis testing results. Leadership style and work motivation, when considered together, have a significant effect on employee performance, as indicated by the regression equation. The coefficient of determination suggests that a significant portion of the variance in employee performance can be explained by these factors, while the remaining variance is influenced by other factors. Hypothesis testing also confirms the significance of the combined effect.
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### INTRODUCTION

The era of globalization has brought significant changes in almost all sectors of life, including the business world. These changes require companies to adapt quickly to remain competitive in an increasingly competitive market (Nasution, 2023). Advances in science and technology have accelerated these dynamics, making business competition increasingly tough and complex. In the midst of these changes, companies must be able to empower and optimize their human resources (HR) (Fonna, 2019). HR is not only considered the company's most valuable asset, but is also the most determining element in the success of an organization. The quality and performance of human resources is the main key in achieving company goals (Riniwati, 2016).

To survive and excel in global competition, companies are required to make dynamic changes. One of the main strategies that must be implemented is effective HR management. Competent and competitive human resources are the foundation for business success, while incompetent human resources can actually become a detrimental burden (Bairizki, 2020;

Rachmad et al., 2009). In this context, leadership and work motivation are two important factors that greatly influence employee performance (Kosasih, 2017; Sari et al., 2020). Good leadership will be able to direct employees towards achieving company goals, while high work motivation will encourage employees to provide their best performance. These two aspects are interrelated and require serious attention from company management (Saputro, 2021; Setiawan, 2021).

The phenomenon that occurred at PT Rayandra Ataulloh Aryaguna in South Tangerang shows that there are a number of problems in HR management, especially related to leadership style and work motivation. Based on the pre-survey results, it was found that many employees felt they lacked motivation from their leaders. For example, as many as 92% of respondents stated that the wages they received were not in accordance with predetermined standards, which was one of the factors in decreasing work motivation. Apart from that, company policies that provide freedom to employees are not balanced with sufficient responsibility. This results in a low sense of responsibility among employees, which ultimately has a negative impact on their performance. Based on the pre-survey results, 68% of employees admitted that they did not always work to the quality set by the company, which indicated a problem in implementing the responsibility policy.

Decisions made by leaders are also often too centralized, so that subordinates have to wait for direct direction from leaders to be able to carry out their duties. This creates high dependency and inhibits employee initiative and creativity at work. These limitations in decision making can slow down work processes and reduce the company's operational effectiveness. Pre-survey results show that only 16% of employees are proactive in seeking new work arrangements to produce more practical work, indicating a low level of initiative driven by leadership policies. On the other hand, the existence of a strong sense of family within the company sometimes backfires. Too friendly an attitude between leaders and subordinates makes control over employees less effective. As a result, there is a tendency to ignore work rules and discipline, which in turn has a negative impact on overall performance. Pre-survey results show that 76% of employees feel they do not have extensive knowledge that can assist in decision making, which reflects the low quality of guidance from leadership.

Low work motivation is also a major problem in this company. Based on the pre-survey results, only 24% of respondents felt that the leadership always encouraged each division to work together well, while 76% of respondents felt the opposite. In addition, only 45% of employees feel they receive proper recognition for their achievements, while 55% of employees feel they are underappreciated. This situation shows that companies must pay more attention to important aspects in HR management. Implementing a more adaptive and supportive leadership style, as well as providing work motivation that meets employee expectations, is very important to improve their performance. In this way, companies can create a more productive and competitive work environment.

The success of a company is not only determined by the technology and facilities available, but more on how HR carries out their role in achieving company goals. With good HR management, companies can ensure that employees work optimally, so that organizational goals can be achieved more effectively and efficiently (Farchan, 2016;

Rachman et al., 2023). Companies must view HR as a strategic asset that must be managed well. An effective leadership style and high work motivation are two key factors that must be considered to improve employee performance. In this way, companies can ensure their sustainability and growth amidst increasingly fierce competition in this era of globalization (Nashar & Manurung, 2019; Peoni, 2014). Therefore, research on the extent to which leadership style and work motivation influence employee performance at PT Rayandra Ataulloh Aryaguna has important urgency. With better understanding, company management can identify areas that need improvement and take strategic steps to improve employee performance. In the long term, this research is expected to make a significant contribution to improving HR management in companies, so that it can increase the company's competitiveness in facing global challenges.

## METHOD

This research method uses a quantitative approach, as explained by Sugiyono (2017), that quantitative research is a method based on the philosophy of positivism, which is used to research certain populations or samples. This research was conducted at PT Rayandra Ataulloh Aryaguna, which is located at Ruko Emerald Blok AA1 No. 15 Pondok Pucung Bintaro, South Tangerang. This research lasted for eight months, starting from September 2023 to April 2024. Research activities were carried out in stages, starting with writing proposals, seminars, preparing research instruments, collecting primary and secondary data, to data processing and preparing the final report.

The operationalization of variables in this research includes two independent variables and one dependent variable. The independent variables include leadership style and work motivation, while the dependent variable is employee performance. Leadership style is measured through indicators such as traits, habits, temperament, disposition, and personality, while work motivation is measured through physiological, security, social, esteem and self-actualization needs. Employee performance is measured based on quality, quantity, timeliness, effectiveness and independence.

The population in this study were all employees of PT Rayandra Ataulloh Aryaguna, totaling 62 people. The sampling technique uses a saturated sample method, where all members of the population are used as research samples. Data collection was carried out using primary and secondary data. Primary data was obtained through observation, questionnaires and direct interviews with employees. The questionnaire is structured based on a Likert scale with five answer categories that measure respondents' attitudes, opinions and perceptions of the variables studied. Secondary data is obtained from company documentation which includes company history, vision and mission, and other related data. To analyze the data, this research used multiple linear regression analysis with SPSS 26.00.

## RESULT AND DISCUSSION

### Organizational Overview

PT. Rayandra Ataulloh Aryaguna (RayCorp) is a company operating in the cosmetics industry, providing beauty and body care products. Founded in 2018, RayCorp has

demonstrated significant growth, especially in the areas of Advertising, Packaging, and Cosmetic Manufacturing. This company has met strict production standards, including BPOM requirements, and applies international equivalent Standard Operating Procedures (SOP) in every stage of production to product storage. In addition, through its RayPack division, RayCorp also provides high-quality packaging solutions for cosmetic manufacturers, making it one of the top choices in the market.

Vision of PT. Rayandra Ataullah Aryaguna's goal is to become a trusted company in the cosmetics industry with the best quality products, as well as contributing to improving the nation's health and prosperity. The company's mission includes responsible development of beauty product resources, improving people's standard of living in the beauty sector, as well as sustainable product development to maintain quality and innovation.

PT organizational structure. Rayandra Ataullah Aryaguna is designed to support efficient operations, with key positions such as Director, General Manager and various Managers responsible for the Finance, HRD, Marketing, Production and Operations divisions. Each position has clear duties, ensuring that all aspects of the company's operations run smoothly and are coordinated, from financial and human resource management to marketing and operational supervision. This structure allows RayCorp to continue to grow and compete in the cosmetics industry.

### **Respondent Characteristics**

The characteristics of respondents in this study include several aspects, namely gender, age, education level and length of work. Based on gender, the majority of respondents were men, as many as 42 people or 67.7%, while there were 20 women or 32.3%. This shows that the dominance of male workers at PT Rayandra Ataullah Aryaguna is quite significant, although the contribution of female workers is also quite significant.

In terms of age, most of the respondents were in the 36-45 year age range, namely 22 people or 35.5%. The 25-35 year age group followed with 19 people or 30.6%, while respondents aged 46-50 years were 9 people or 14.5%. Respondents aged under 25 years and over 50 years were 5 people (8.1%) and 7 people (11.3%) respectively. This age distribution reflects that the company has a fairly diverse workforce in terms of age, with the majority being of productive age.

In terms of education, the majority of respondents had a high school or equivalent education, namely 43 people or 69.4%. Respondents who had a Bachelor's degree (S1) amounted to 14 people or 22.6%, while those with a Diploma and Masters (S2) education amounted to 3 people (4.8%) and 2 people (3.2%) respectively. This shows that the majority of the workforce at PT Rayandra Ataullah Aryaguna has a secondary education background, with a small number of respondents having higher education. In terms of length of service, most respondents have worked at this company for 3-4 years (37.1%) and 5-6 years (32.3%), indicating a fairly good level of loyalty among employees.

### Validity and Reliability Test

**Table 1.** Validity Test of Leadership Style Variables

No	Questionnaire	r count	r table	Information
1	My leadership always takes firm action against employees who commit violations.	0,518	0,250	Valid
2	My leader always gives clear work instructions to his employees.	0,375	0,250	Valid
3	My leader is willing to accept suggestions from his subordinates.	0,356	0,250	Valid
4	My boss always creates a pleasant working relationship with me	0,533	0,250	Valid
5	Leaders always provide good ideas and are agile in their work and take the right steps	0,750	0,250	Valid
6	Leaders are respectful, listen to complaints, share information, and can admit	0,609	0,250	Valid
7	Leaders provide opportunities to complete tasks in their own way.	0,760	0,250	Valid
8	Management is warm and friendly towards employees.	0,790	0,250	Valid
9	Leaders give rewards or appreciation to employees who excel.	0,729	0,250	Valid
10	Leaders carry out two-way communication with employees in solving problems.	0,345	0,250	Valid

**Table 2.** Validity Test of Work Motivation Variables

No	Questionnaire	r	r	Information
1	The rest hours provided by the company are sufficient.	0,645	0,250	Valid
2	The company really cares about the welfare of its employees.	0,418	0,250	Valid
3	Safety information and health equipment have been provided by the company for	0,473	0,250	Valid
4	The condition of the work space used by this company is quite good.	0,509	0,250	Valid
5	The interactions built by the company were well received.	0,464	0,250	Valid
6	I get recognition and appreciation from my colleagues/team when I do a good job.	0,534	0,250	Valid
7	The company provides rewards to employees who have the best work performance.	0,590	0,250	Valid

No	Questionnaire	r	r	Information
8	I feel appreciated by my colleagues and superiors, for the strengths and positive	0,578	0,250	Valid
9	The company provides training to employees to improve work abilities and skills.	0,545	0,250	Valid
10	The company provides opportunities for employees to obtain higher positions.	0,453	0,250	Valid

**Table 3.** Validity Test Results for Employee Performance Variables (Y)

No	Questionnaire	r count	r table	Information
1	The skills I have are appropriate to the work I do.	0,356	0,250	Valid
2	I do a job deftly.	0,571	0,250	Valid
3	I can complete the amount of work given according to the work unit target.	0,621	0,250	Valid
4	The level of achievement of the volume of work that I produce is in line with expectations pcompany.	0,372	0,250	Valid
5	I am always on time in completing the work given.	0,460	0,250	Valid
6	My time efficiency exceeds the average of other employees.	0,424	0,250	Valid
7	The company provides rewards to employees who have the best work performance.	0,707	0,250	Valid
8	Effective and efficient are my work principles.	0,558	0,250	Valid
9	I am personally responsible for the results of my work.	0,582	0,250	Valid
10	I do my work without being ordered by my superiors.	0,577	0,250	Valid

Based on the data in the table above, all research variable statement items obtained a calculated r value  $>$  r table (0.250). Thus, all questionnaire items are declared valid, so that the questionnaire used is suitable for processing as research data.

**Table 4.** Reliability Test

Vvariable	Cronbatch Alpha	Cronbatch Standard Alpha	Kescription
Leadership Style (X1)	0.776	0.600	Reliable
Work Motivation (X2)	0.691	0.600	Reliable
KEmployee performance (Y)	0.699	0.600	Reliable

Based on the test results in the table above, it shows that the variables leadership style

(X1), work motivation (X2) and employee performance (Y) are declared reliable, this is proven by each variable having a cronbatch alpha value greater than 0.600.

### Classic Assumption Test

#### Normality Test

**Table 5. Normality Test  
Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance (Y)	.091	62	.200 <sup>*</sup>	.978	62	.327

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Based on the test results in the table above, a significance value of  $0.200 > 0.050$  was obtained. Thus, the assumed distribution of equations in this test is normal.

#### Multicollinearity Test

**Table 6. Multicollinearity Test**

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
	B	Std. Error	Beta	t	Sig.		
1 (Constant)	8.632	3.160		2.731	.008		
Leadership Style (X1)	.420	.079	.497	5.334	.000	.771	1.296
Work Motivation (X2)	.381	.087	.407	4.373	.000	.771	1.296

a. Dependent Variable: Performance (Y)

Based on the results of the multicollinearity test in the table above, the tolerance value for the leadership style variable is 0.771 and the work motivation value is 0.771, this value is less than 1, and the Variance Inflation Factor (VIF) value for the leadership style variable is 1.296 and the work motivation variable is 1.296, this value is less than 10. Thus, this regression model is stated to have no multicollinearity interference.

#### Autocorrelation Test

**Table 7. Autocorrelation Test**

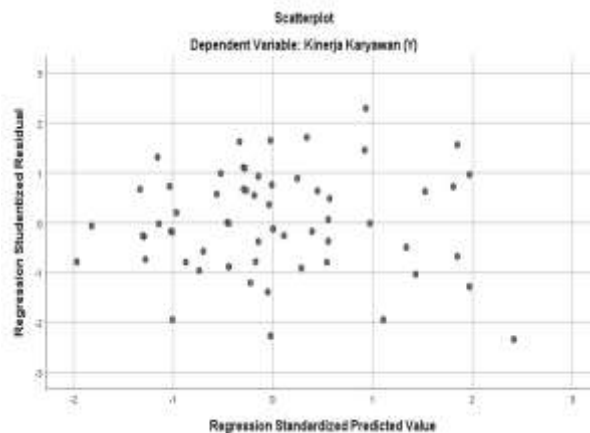
#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.778 <sup>a</sup>	.606	.592	2.322	1.644

a. Predictors: (Constant), Work Motivation (X2), Leadership Style (X1)

b. Dependent Variable: Performance (Y)

Based on the test results in the table above, this regression model has no autocorrelation, this is proven by the Durbin-Watson value of 1.644 which is in the interval 1,550 – 2,460.



**Figure 1.** Heteroscedasticity Test

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a particular pattern. Thus, it is concluded that there is no heteroscedasticity interference in the regression model so that this regression model is suitable for use as research data.

**Multiple Linear Regression Test**

**Table 8.** Multiple Linear Regression Test

		<b>Coefficients<sup>a</sup></b>				
		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	8.632	3.160		2.731	.008
	Leadership Style (X1)	.420	.079	.497	5.334	.000
	Work Motivatioan (X2)	.381	.087	.407	4.373	.000

a. Dependent Variable: Performance (Y)

Based on the test results in the table above, the regression equation  $Y = 8.632 + 0.420X1 + 0.381X2$  can be obtained. From the equation above it can be concluded as follows:

1. A constant value of 8.632 means that if the variables of leadership style (X1) and work motivation (X2) are not considered then employee performance (Y) will only be worth 8.632 points.
2. A leadership style value (X1) of 0.420 means that if the constant remains and there is no change in the work motivation variable (X2), then every 1 unit change in the leadership style variable (X1) will result in a change in employee performance (Y) of 0.420 points. Based on the test results in the table above, the calculated t value > t table or (5.334 > 2.000) is obtained. This is also reinforced by the significance value < 0.050 or (0.000 < 0.050). Thus, H0 is rejected and H1 is accepted, this shows that there is a significant influence between leadership style on employee performance
3. The work motivation value (X2) of 0.381 means that if the constant remains and there is no change in the leadership style variable (X1), then every 1 unit change in the work

motivation variable (X2) will result in a change in employee performance (Y) of 0.381 points. Based on the test results in the table above, the calculated t value > t table or (4.373 > 2.000) is obtained. This is also reinforced by a significance value < 0.050 or (0.000 < 0.050). Thus, H0 is rejected and H2 is accepted, this shows that there is a significant influence between work motivation and employee performance

**Table 9.** Correlation and Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 <sup>a</sup>	.606	.592	2.322

a. Predictors: (Constant), Work Motivation (X2), Leadership Style (X1)

Based on the test results in the table above, a correlation coefficient value of 0.778 was obtained, where this value is in the interval 0.600-0.799, meaning that the leadership style and work motivation variables have a strong level of relationship to employee performance. Based on the test results in the table above, the coefficient of determination value obtained is 0.606, so it can be concluded that the variables of leadership style and work motivation have an influence on employee performance variables by 60.6% while the remainder is (100-60.6%) = 39.4 % influenced by other factors that were not researched.

## Discussion

Based on the results of the analysis, a regression equation was obtained which shows that leadership style has a significant influence on employee performance. The relationship between these two variables is quite strong, with an influence contribution of around half, while the rest is influenced by other factors. Hypothesis testing shows that the influence of this leadership style is quite significant. This research is in line with several previous studies. For example, research conducted by Bachtiar Arifudin Husain (2019) at PT. Bima Bangun Sentana also found that the leadership style received a very good response and had a positive and significant influence on employee performance. In this research, leadership style was proven to increase employee performance significantly. Another research conducted by Farida Agustin (2021) at PT. Gema Panca Makmur in Tangerang also shows that leadership style is strongly related to employee performance, with significant results.

The method used in this research is explanatory research involving a number of respondents to measure this influence. Similar research by Syarifah Ida Farida (2020) at PT. Sarimelati Kencana Pizza Hut Delivery Ciputat Branch also found that leadership style has a strong influence on employee performance, with a significant and dominant influence. This research was conducted using quantitative methods involving a sample of company employees. Overall, this research confirms that leadership style plays an important role in influencing employee performance in various companies, supporting the findings of previous research that highlights the importance of leadership aspects in organizational contexts.

Based on the test results, a regression equation was obtained which shows that there is a strong relationship between work motivation and employee performance. The contribution of motivation to employee performance is significant, while the rest is influenced

by other factors. Hypothesis testing also shows that there is a significant influence of work motivation on employee performance. This research is in line with studies conducted by Aden Prawiro Sudarso et al (2020) at PT. Eternal Excellence in Jakarta. This research found that work motivation has a positive and significant effect on employee performance. The method used involves statistical analysis, and the results show that motivation has a strong relationship with employee performance.

The results of this research also support the findings of Muhamad Abid and Abdul Rahman Safiih (2021) at PT. Putra Mulia Telecommunication during the implementation of WFH. This research shows that work motivation has a significant influence on employee performance, although the influence is relatively small compared to other factors that were not studied. Similar research by Sri Mardiana and colleagues (2020) in East Ciputat District, South Tangerang City also found that motivation has a positive and significant effect on employee performance. This research uses a descriptive quantitative approach involving a number of employees as samples, and the results show that motivation is an important factor in improving employee performance.

Based on the research results, it was found that leadership style and work motivation have a significant influence on employee performance. The resulting regression equation shows a strong relationship between these two variables and employee performance, where the overall contribution is quite large, while the remainder is influenced by other factors. Hypothesis testing also confirms that there is a significant simultaneous influence of leadership style and work motivation on employee performance.

This research is in line with a study conducted by Jecson Tinambunan and Ali Zaenal Abidin (2022), who also found that leadership style and work motivation made a significant contribution to employee performance at PT Mitra Sinergi Telematics, South Jakarta. This study uses quantitative methods by collecting data through questionnaires and analysis using the SPSS program. The research results show that these two variables have a positive and significant effect on employee performance. Apart from that, research conducted by N. Lilis Suryani (2018) at PT. Boga Lestari Sentosa (Kenny Rogers Roasters) Indonesia also supports this finding. The results show that leadership style and motivation have a strong influence on employee performance, although there are other factors that also influence overall performance. This research uses a quantitative approach with samples from the entire employee population in the company, and the results show that leadership style and motivation play an important role in improving employee performance.

Similar research by Dira Karlina and Yulies Herni (2022) at the BPPT Technology Center also found that leadership style had a significant effect on employee performance, although work motivation did not show the same strong influence. This study aims to evaluate the influence of these two variables simultaneously on employee performance, and the results show that although work motivation does not always have an influence, leadership style remains an important factor in determining employee performance.

## CONCLUSION

Based on the results of research at PT Rayandra Ataulloh Aryaguna, it was concluded that

leadership style and work motivation significantly influence employee performance. The regression equation shows that these two variables have a strong relationship with employee performance, with a fairly large contribution. Hypothesis testing also supports the simultaneous significant influence of leadership style and work motivation on employee performance. This research is consistent with several previous studies which also found that effective leadership styles and high work motivation play an important role in improving employee performance in various companies. Although other factors also have an influence, leadership style and work motivation remain the main factors that must be considered in human resource management. This shows that companies need to focus on developing an adaptive leadership style and appropriate work motivation strategies to achieve optimal employee performance.

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