



The Influence of Work Motivation and Leadership Style on Employee Performance



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Article Info	Abstract
<p>Article History: Submission: 2025-11-02 Accepted: 2026-02-21 Published: 2026-02-28</p> <p>Keywords: Work Motivation, Leadership Style, Employee Performance, Human Resource Management, Productivity.</p>	<p>Effective leadership and employee motivation are widely recognized as critical determinants of organizational performance; however, empirical evidence at the firm level remains essential to validate these relationships in specific contexts. This study aims to analyze the influence of leadership style and work motivation on employee performance at PT Parto Utama Medika. A quantitative approach was employed using a survey method, with primary data collected through a Likert-scale questionnaire. The data were analyzed using Structural Equation Modeling (SEM) with LISREL 8.8, including both measurement and structural model evaluations. The results reveal that leadership style has a positive and significant effect on employee performance ($\beta = 0.57$; $t = 4.61$), while work motivation also exerts a positive and significant influence ($\beta = 0.40$; $t = 6.24$). Furthermore, the model demonstrates an acceptable level of goodness-of-fit (RMSEA = 0.052; CFI = 0.94; GFI = 0.91), indicating that the proposed structural model is empirically supported. These findings suggest that strengthening communicative and participative leadership practices, alongside achievement-oriented motivational strategies, can enhance employee performance and contribute to a more productive and adaptive organizational environment.</p>

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I. INTRODUCTION

Employee performance is widely recognized as one of the primary determinants of organizational success, particularly in healthcare service companies that rely heavily on accuracy, responsiveness, and consistent service quality. Unlike manufacturing-based organizations, service institutions operate in environments where human interaction and professional competence directly shape service outcomes. In the healthcare sector, every service process requires high standards of professionalism, precision, and accountability, as it has a direct impact on customer satisfaction, trust, and long-term organizational reputation.

PT Parto Utama Medika faces challenges commonly experienced by service-oriented organizations, namely maintaining productivity stability while simultaneously ensuring that service quality remains optimal amid dynamic work demands and increasing customer expectations. Rapid changes in service standards, competitive pressures, and internal organizational adjustments further intensify the need for adaptive and high-performing employees. In such circumstances, performance cannot be viewed solely from the perspective of output quantity but must also be assessed through qualitative dimensions of work behavior and professional responsibility.

In this context, employee performance encompasses not only the achievement of measurable targets but also the quality of work contributions reflected in discipline, compliance with established procedures, teamwork capability, initiative, and consistency in carrying out assigned responsibilities. These dimensions collectively determine how effectively employees contribute to organizational objectives. Therefore, it is essential to systematically and empirically identify the

factors influencing employee performance to ensure that managerial policies and strategic interventions are evidence-based, measurable, and capable of enhancing organizational effectiveness in a sustainable manner.

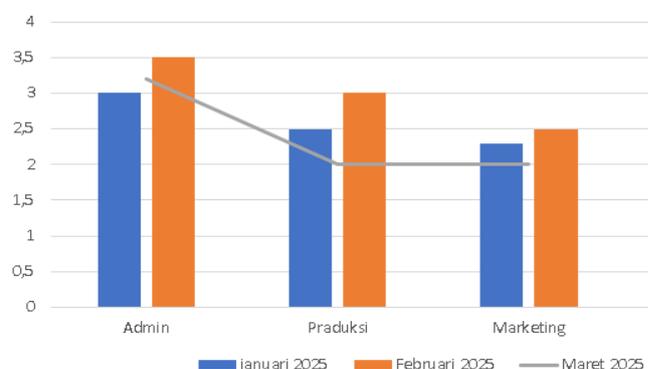


Figure 1. Monthly Target Achievement of PT Parto Utama Medika by Department in Bekasi Regency

Performance is a function of employees' ability to understand job objectives, the level of goal attainment, and the interaction between competence and motivation (Piyu, n.d.). This view is consistent with Iskandar (2018), who states that performance represents work outcomes closely related to organizational strategic objectives, customer satisfaction, and economic value creation. Meanwhile, Soejarminto and Hidayat (2022) define employee performance as the qualitative and quantitative results achieved by an employee in carrying out assigned responsibilities. Furthermore, Hidayat (2021), citing Bambang Guritno and Waridin (2005), identifies employee performance

indicators as: (1) the ability to achieve work targets, (2) timeliness in completing tasks, (3) the ability to generate innovation, (4) creativity in problem-solving, and (5) the ability to minimize work errors.

Based on these perspectives, employee performance is a crucial determinant of success in service organizations, particularly in healthcare services that demand procedural accuracy, service responsiveness, and consistent work quality. In this context, performance is not merely understood as quantitative target achievement but also as the quality of work contributions reflected in discipline, punctuality, procedural compliance, collaboration, and minimal work errors. Leadership plays a vital role in directing, motivating, and influencing employee behavior toward achieving organizational objectives. According to Priyono (2016), as cited in Said and Astutik (2020), leadership refers to an individual's ability to influence others to work in accordance with established guidelines to achieve company goals. An effective leadership style can create a conducive work environment, enhance morale, and encourage employees to perform optimally. In addition to leadership, work motivation is another important factor influencing performance. Motivated employees tend to demonstrate greater responsibility and commitment to their organization. The provision of fair compensation or rewards represents a form of organizational recognition for employee contributions, which in turn can strengthen motivation and work enthusiasm.

Based on preliminary observations at PT Parto Utama Medika, several performance-related issues were identified, including low work motivation, inadequate discipline (such as tardiness and early departures), and relaxed behavior during working hours. Furthermore, employee morale appears relatively low, the applied leadership style is perceived as insufficiently assertive, clear sanctions are lacking, and some employees express dissatisfaction with their salary levels. These conditions indicate that both leadership and motivational aspects require greater managerial attention.

Although numerous studies have examined the influence of leadership and work motivation on employee performance, there remains room for improvement in terms of contextual specificity, consistency of measurement indicators, and rigor in empirical reporting used to formulate managerial recommendations. In the context of PT Parto Utama Medika, performance issues extend beyond target achievement to include discipline, procedural accuracy, collaboration, and reliability, thereby requiring a more comprehensive and measurable examination of inter-variable relationships.

Another gap lies in the need for an analytical approach that not only tests the significance of relationships but also validates the indicators forming each construct (leadership, motivation, and performance) and ensures adequate model fit. Therefore, this study employs Structural Equation Modeling (SEM), enabling simultaneous evaluation of the measurement and structural models to produce more robust and empirically defensible findings. By focusing on PT Parto Utama Medika, this study is expected to provide practical contributions in determining whether leadership strengthening or

motivational strategies should be prioritized based on the magnitude of their empirical effects.

Based on the above background, this study aims to analyze the influence of leadership and work motivation on employee performance at PT Parto Utama Medika using an SEM approach. Two hypotheses are proposed: H1: Leadership has a positive and significant effect on employee performance. H2: Work motivation has a positive and significant effect on employee performance. The findings are expected to serve as a basis for more precise managerial policy recommendations, particularly in strengthening effective leadership practices and designing achievement-oriented motivational strategies to improve performance outcomes

II. METHOD

This study employs a quantitative approach, which aims to examine the relationships among variables objectively and systematically through the collection of numerical data analyzed using statistical techniques. This approach was selected because it enables the measurement of variables, hypothesis testing, and the generalization of findings based on data obtained from a representative sample. According to Creswell (2014), quantitative research is an approach that focuses on the collection of numerical data and the use of statistical analysis to test previously formulated theories or hypotheses.

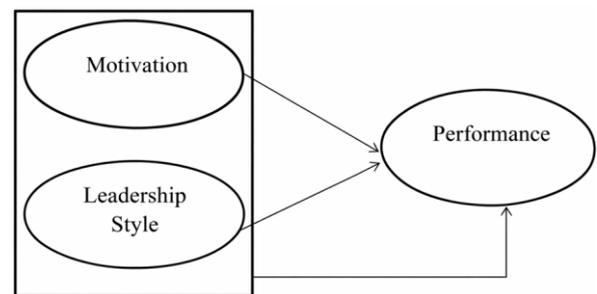


Figure 2. Research Conceptual Framework

This research design focuses on analyzing the influence between independent and dependent variables, namely leadership style (X_1) and work motivation (X_2) as independent variables, and employee performance (Y) as the dependent variable. The study was conducted at PT Parto Utama Medika, a construction company located in Bekasi Regency. The type of data used in this research is primary data, obtained directly from respondents through the distribution of structured (closed-ended) questionnaires. The questionnaire instrument was developed based on established indicators for each research variable and measured using a Likert scale. Respondents were asked to provide written responses according to their perceptions and experiences regarding statements reflecting the dimensions of work motivation, leadership style, and employee performance.

The data were analyzed using Structural Equation Modeling (SEM) with LISREL 8.8 to simultaneously test both the measurement and structural models. At the initial stage, the measurement model was evaluated through Confirmatory Factor Analysis (CFA) to assess

the convergent validity of indicators for each construct, considering standardized loading values (commonly ≥ 0.50) and indicator significance based on t-values ($|t| \geq 1.96$ at $\alpha = 0.05$). Subsequently, construct reliability was examined using Construct Reliability (CR) and Average Variance Extracted (AVE) as evidence of internal consistency and the proportion of variance explained by the latent constructs.

After the measurement model met the required criteria, overall model fit was assessed using goodness-of-fit indices (such as RMSEA, GFI, CFI, and other relevant indices) to ensure the model was appropriate for interpretation. The final stage involved testing the structural model to estimate the path coefficients of work motivation (X_1) and leadership style (X_2) on employee performance (Y) and to evaluate their significance based on t-values at the 5% significance level.

III. RESULTS AND DISCUSSION

A. Results

This section presents the results of data analysis obtained from the distribution of questionnaires to the research respondents. All collected data were processed and analyzed using a quantitative statistical approach to address the research questions and test the previously formulated hypotheses. The analysis was conducted systematically, beginning with the evaluation of the research instruments, including validity and reliability testing, followed by descriptive analysis and hypothesis testing through inferential statistical analysis.

Instrument testing constitutes a crucial initial stage, as it determines the extent to which the measurement tools are capable of producing accurate, consistent, and scientifically accountable data. Valid and reliable instruments provide a solid foundation for drawing conclusions and interpreting empirical findings. Therefore, prior to hypothesis testing, the results of validity and reliability assessments are presented to ensure that each indicator accurately measures the intended constructs in this study.

provide valid representations of the latent variables. The work motivation variable was measured using eight indicators (X1.1–X1.8), with factor loadings ranging from 0.66 to 0.86, all exceeding the minimum threshold of 0.50. This finding confirms that each indicator significantly contributes to the formation of the work motivation construct. The highest loading was observed for indicator X1.6 (0.86), suggesting that internal drive for achievement represents the most dominant component in reflecting employee motivation. Meanwhile, the lowest loading, X1.4 (0.66), remains within the acceptable validity range.

Similarly, the leadership style construct, measured by seven indicators (X2.1–X2.7), produced factor loadings between 0.70 and 0.84, thereby satisfying the criteria for convergent validity. The highest loadings were found for indicators X2.4 (0.84) and X2.6 (0.80), indicating that decisiveness and the ability to provide clear direction are central elements shaping perceptions of effective leadership at PT Parto Utama Medika.

Furthermore, employee performance, as the dependent variable, was measured using seven indicators (Y1–Y7), with high factor loadings ranging from 0.81 to 0.88. These results demonstrate that all indicators strongly contribute to explaining the performance construct. The most dominant indicator was Y4 (0.88), representing the ability of employees to achieve targeted outputs as a key dimension of performance.

The structural path analysis reveals that work motivation positively influences employee performance with a coefficient of 0.40, while leadership style exerts a stronger positive effect with a coefficient of 0.57. Both coefficients are positive, indicating that higher levels of work motivation and more effective leadership styles are associated with improved employee performance. These findings support the proposed hypotheses that work motivation and leadership style significantly influence employee performance, both individually and collectively. Moreover, the structural model aligns with established theoretical perspectives and reinforces prior empirical evidence that motivational and leadership factors serve as primary determinants of optimal performance in business organizations, particularly within the construction industry context of PT Parto Utama Medika.

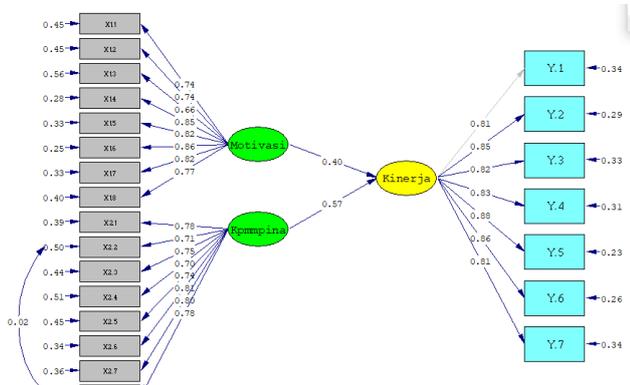


Figure 3. Measurement Model – Confirmatory Factor Analysis (CFA)

The results of the structural model analysis using LISREL 8.8 indicate that all constructs in this study—work motivation (X_1), leadership style (X_2), and employee performance (Y)—demonstrate strong relationships with their respective indicators and

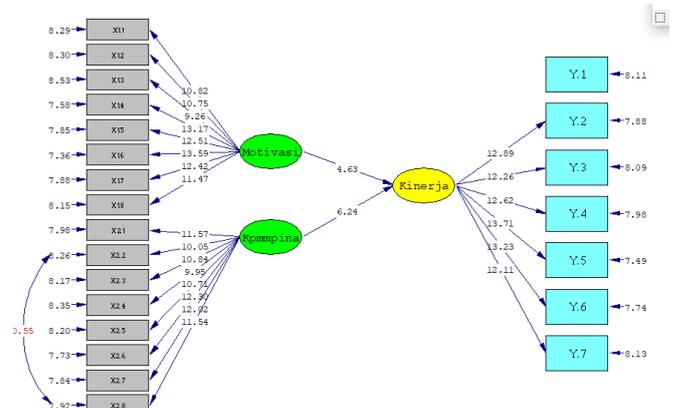


Figure 4. Structural Model – SEM Estimation Results Using LISREL 8.8

The results of the Structural Equation Modeling (SEM) analysis presented in the figure above indicate strong and significant relationships among the constructs of Motivation, Leadership, and Employee Performance at PT Parto Utama Medika. The Motivation variable was measured using eleven indicators (X1.1–X1.11), with t-values ranging from 6.12 to 12.13. Meanwhile, the Leadership variable was measured using ten indicators (X2.1–X2.10), with t-values ranging from 7.08 to 12.94. These values demonstrate that all indicators significantly contribute to their respective constructs, as they exceed the minimum threshold of 1.96 at the 0.05 significance level. Indicators with the highest t-values represent the most dominant dimensions in shaping perceptions of each construct. Within the Motivation construct, the most dominant indicators reflect internal drive and achievement orientation, whereas within the Leadership construct, the highest indicators emphasize the leader's ability to direct, inspire, and establish effective communication.

The Employee Performance construct, as the dependent variable, was measured using seven indicators (Y1–Y7), with t-values ranging from 7.08 to 12.73, all exceeding the significance threshold and therefore considered valid. This confirms that each indicator significantly contributes to explaining employee performance, particularly in terms of target achievement, timeliness, and innovative capability in task execution.

The relationships among latent variables also reveal positive results, with Motivation exerting a significant effect on Performance (path coefficient = 0.42) and Leadership demonstrating a stronger effect (path coefficient = 0.61). Both relationships are positive, indicating that higher levels of work motivation and more effective leadership styles are associated with improved employee performance. Overall, the structural model supports the research hypotheses that work motivation and leadership have positive and significant effects on employee performance, both partially and simultaneously. These findings reinforce prior theoretical perspectives asserting that psychological factors and leadership behavior play strategic roles in enhancing productivity, loyalty, and human resource performance within organizations.

Table 1. Goodness-of-Fit Indices for the Measurement Model of All Variables

Variables	Goodness of Fit	Expected Size	Estimated Results	Conclusions
Motivation	<i>Size Absolute Fit</i>			
	GFI	>0,90	0,99	Good Fit
	RMSEA	<0,06	0,00	Margin Fit
	<i>Size Incremental Fit</i>			
	NNFI	>0,90	1,00	Good Fit
	NFI	>0,90	0,99	Good Fit
	AGFI	>0,90	0,97	Margin Fit
	RFI	>0,90	0,98	Good Fit
	IFI	>0,90	1,00	Good Fit
	CFI	>0,90	1,00	Good Fit
Leadership Style	<i>Size Absolute Fit</i>			
	GFI	>0,90	0,92	Good Fit
	RMSEA	<0,06	0,03	Margin Fit
	<i>Ukuran Incremental Fit</i>			
	NNFI	>0,90	0,99	Good Fit

Employee Performance	NFI	>0,90	0,98	Good Fit
	AGFI	>0,90	0,87	Margin Fit
	RFI	>0,90	0,97	Good Fit
	IFI	>0,90	1,00	Good Fit
	CFI	>0,90	1,00	Good Fit
	<i>Size Absolute Fit</i>			
	GFI	>0,90	0,90	Good Fit
	RMSEA	<0,06	0,08	Good Fit
	<i>Size Incremental Fit</i>			
	NNFI	>0,90	0,97	Good Fit
	NFI	>0,90	0,95	Good Fit
	AGFI	>0,90	0,83	Margin Fit
	RFI	>0,90	0,93	Good Fit
	IFI	>0,90	0,98	Good Fit
	CFI	>0,90	0,98	Good Fit

The t-test is employed to determine the level of significance of the partial influence of each independent variable on the dependent variable. The test is conducted at a 5% significance level ($\alpha = 0.05$) using the following decision criteria: if the calculated t-value exceeds the critical t-value ($t_{\text{calculated}} > t_{\text{table}}$), the independent variable is considered to have a significant effect on the dependent variable. Conversely, if the calculated t-value is lower than the critical value ($t_{\text{calculated}} < t_{\text{table}}$), the independent variable is not considered to have a significant effect on the dependent variable (Rohimah, 2018, cited in Sarwono, 2007:167).

The first hypothesis (H_1) examines the effect of work motivation (X_1) on employee performance (Y). The analysis shows a calculated t-value of 6.24, while the critical t-value is 1.96. Since $t_{\text{calculated}} > t_{\text{table}}$ ($6.24 > 1.96$), it can be concluded that work motivation has a positive and significant effect on employee performance. Therefore, the first hypothesis is accepted. This result indicates that higher levels of employee motivation are associated with improved performance, particularly in terms of target achievement, discipline, and work productivity.

The second hypothesis (H_2) tests the effect of leadership style (X_2) on employee performance (Y). The results show a calculated t-value of 4.61, compared to a critical value of 1.96. Because $t_{\text{calculated}} > t_{\text{table}}$ ($4.61 > 1.96$), leadership style is concluded to have a positive and significant effect on employee performance. Thus, the second hypothesis is accepted. This finding suggests that the implementation of an effective leadership style—characterized by clear direction, decisiveness, and employee support—plays an important role in enhancing work motivation and performance outcomes.

The third hypothesis (H_3) examines the simultaneous effect of work motivation (X_1) and leadership style (X_2) on employee performance (Y). The test results indicate a calculated value of 4.61, while the critical value is 2.45. Since $t_{\text{calculated}} > t_{\text{table}}$ ($4.61 > 2.45$), it can be concluded that work motivation and leadership style jointly have a positive and significant effect on employee performance. Accordingly, the third hypothesis is accepted. These findings reinforce the notion that the combination of high work motivation and effective leadership fosters a productive and harmonious work environment, ultimately

contributing to improved overall employee performance.

B. Discussion

The findings indicate that work motivation (X_1) has a positive and significant effect on employee performance (Y). This implies that higher levels of work motivation are associated with improved employee performance. These results are consistent with Herzberg's Two-Factor Theory, which explains that work motivation is influenced by two groups of factors: motivators (such as achievement, recognition, responsibility, and opportunities for growth) and hygiene factors (such as salary, working conditions, and interpersonal relationships). In the context of PT Parto Group Indonesia, this finding suggests that employees tend to demonstrate optimal performance when their motivational needs are fulfilled, both in terms of recognition and opportunities for professional development.

This result is further supported by McClelland's (1987) theory of the need for achievement, which posits that individuals with a strong achievement drive tend to exert maximum effort to accomplish established targets. Therefore, work motivation serves as a primary driving force in enhancing employee effectiveness and productivity within the organization.

In addition to motivation, the results also show that leadership style (X_2) has a positive and significant effect on employee performance (Y). This means that the more effective the leadership style implemented by management, the higher the level of employee performance achieved. These findings are consistent with the Transformational Leadership theory proposed by Bass and Avolio (1994), which states that leaders who inspire, act as role models, and encourage subordinates to pursue a shared vision can enhance both individual and organizational performance.

Within the context of PT Parto Group Indonesia, leadership characterized by firmness, effective communication, and supportive behavior has been shown to foster responsibility, loyalty, and employee morale. Conversely, leadership that lacks decisiveness and clear direction may reduce employee motivation and performance. Thus, leadership effectiveness plays a crucial role in creating a productive and harmonious work climate.

Furthermore, the simultaneous testing results demonstrate that work motivation and leadership style jointly have a significant effect on employee performance. This confirms that optimal performance is not solely influenced by internal individual factors (motivation), but also by external factors such as the leadership style applied by supervisors. The combination of strong motivation and effective leadership fosters a conducive work environment, enhances employee engagement, and strengthens commitment to organizational goals. These findings are consistent with Said and Astutik (2020), who emphasize that the interaction between motivation and leadership significantly shapes employee performance in the industrial

sector. Therefore, company management should prioritize strategies aimed at enhancing employee motivation while simultaneously developing adaptive and effective leadership styles to ensure sustainable performance improvement.

IV. CONCLUSION

This study concludes that both leadership style and work motivation have positive and significant effects on employee performance at PT Parto Utama Medika, with leadership demonstrating a stronger influence ($\beta = 0.57$; $t = 4.61$) compared to work motivation ($\beta = 0.40$; $t = 6.24$). These findings indicate that improving employee performance is more effectively achieved when organizations enhance leadership quality—particularly in terms of work direction, decisiveness, and consistency in decision-making—while simultaneously maintaining employee motivation through supportive work systems that encourage achievement. The SEM model was deemed acceptable for interpretation based on the goodness-of-fit indices (RMSEA = 0.052; CFI = 0.94; GFI = 0.91), indicating an adequate model fit. Therefore, the findings of this study may serve as a data-driven managerial recommendation for PT Parto Utama Medika in strengthening leadership practices and motivational strategies to sustainably improve employee performance.

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