

The Influence of Leadership Style on Employee Performance

*Leadership and
Employee
Performance*

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ABSTRACT

This research aims 1) to understand the leadership style applied in the Mega Kemayoran area by PT. Nairindo Servitama, and 2) to assess the positive impact of leadership style on employee performance. The research population includes 120 employees who work in the operational section of PT. Nairindo Servitama in the Mega Kemayoran area. This research involved 30 respondents as samples, with sampling using the incidental sampling method. Data collection was carried out through the use of a questionnaire, and data analysis was carried out using a simple linear regression analysis method. From the research results, it can be concluded that 1) PT. Nairindo Servitama Area Mega Kemayoran applies a democratic leadership style, and 2) there is a positive impact of leadership style on employee performance at PT. Nairindo Servitama Mega Kemayoran area.

Keywords: Leadership style, Performance

INTRODUCTION

The development of the era of globalization and the progress of the industrial revolution 4.0 is marked by increasingly fierce competition in various sectors. To face the progress of the 4.0 revolution, companies need to improve the quality of their human resources in response. Human resources are considered one of the main assets in achieving the company's vision, mission and goals. Robbins and Judge (2017) stated that, although progress in the era of globalization is increasingly rapid with the presence of technology, humans remain one of the resources that is difficult to replace by machine technology. Even though complete technological facilities and infrastructure are available to support company activities, efficiency will still not reach its maximum without human participation as operators who operate it. As a valuable value for the company, the workforce has capability, potential, expertise and innovation that can be applied in the company's activities. Therefore, to achieve organizational success, companies need to be able to improve and develop the skills possessed by employees. In this way, employee performance productivity can be increased, and company goals can be achieved effectively .

The development of a company is very dependent on the ability of human resources (HR) who are able to optimize the company's internal resources in carrying out their duties, with the aim of achieving the company's vision and mission. This has become increasingly crucial in the midst of the global Covid-19 pandemic that has hit the entire world, which has affected various aspects, including the economic aspect. Someone is needed who is able to guide a group of individuals so they can collaborate and work efficiently to achieve company goals. A person who leads the group is known as a leader. Leadership is a process that involves directing and influencing the activities of group members who are interrelated in their duties (Stonner). One method to achieve the company's goals is to implement effective, competent leadership, providing high work motivation, and in accordance with basic management principles. This shows the close relationship between the success or failure of a company in achieving its goals and the

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role of a leader. In Robbins' (2007) view, leadership style refers to the method a person uses to influence a group to achieve set goals.

According to Stonner (1996), leadership style refers to the pattern of behavior chosen by a leader to direct and influence workers. With his leadership style, a leader can influence morale and job satisfaction by paying attention to and meeting employee needs. When employees' needs are met, they tend to work optimally, improving their performance. According to Mangkunegara (2005), employee performance refers to work performance, both in terms of quality and quantity, which can be produced by an employee in carrying out his duties in accordance with the responsibilities given to him. Leadership is one element that can influence employee performance (Siagian, 2002).

Successful leadership can support a company's continuity amidst future uncertainty. A company requires a leadership style to influence employees with the aim of making a positive contribution to the company. Realizing the importance of the impact of leadership style on company operations, the author is interested in studying leadership style at PT. Nairindo Servitama Mega Kemayoran area. To answer the question whether the application of this leadership style in the company has an impact on employee performance.

The problem formulation in this research is as follows: (1) What is the leadership style applied by PT Nairindo Seryitama in the Mega Kemayoran area? (2) How does leadership style influence the performance of PT Nairindo Deryitama employees in the Mega Kemayoran area

According to the definition from Hasibuan and Hasibuan (2016), management can be defined as a combination of science and art that manages the process of utilizing human resources and other resources in an effective way to achieve a certain goal. According to Manulang's definition quoted in (Fauzie 2016), management can be defined as the science and art of planning, organizing, directing, compiling and supervising human resources, with the aim of achieving predetermined targets.

According to Stoner and Freeman, as detailed by Anggraeni (2021), management is a process that involves planning, organizing, leadership and controlling the efforts of members of the organization. This process also involves utilizing all organizational resources to achieve the goals set by the organization. In the company context, the role of human resources is very vital to support employee performance. Management is a combination of art and science which involves planning, organizing, arranging, directing and supervising resources, especially human resources, with the aim of achieving predetermined goals, emphasized by Manullang and Marihot Manullang in (Fahmi and Hariasih 2017) Management is a science, which means that not all individuals who study management will automatically become competent managers. A quality manager is born and honed through education. In other words, to be an effective manager, you need talent as a leader and a willingness to learn management knowledge.

According to Amirullah (2019), leadership is an individual who is given the authority to set tasks, has skills in persuading or influencing other people through positive relationships, with the aim of achieving predetermined goals. Griffin (2000), as quoted in Bashori, Yolanda, and Wulandari (2020), divides the concept of leadership into two aspects, namely as a process and as an attribute. As a process, leaders focus on the activities carried out by their subordinates, namely a process in which they use their influence to clarify organizational goals. In terms of attributes, leadership is a set of characteristics that a manager must have. According to Erni Tisnawati and Kurniawan Saefullah (2005), as quoted in (Wardatus 2018), leadership refers to individuals who have the capacity to influence the behavior of other people without using force, so that the people they lead accept themselves as a figure worthy of leading them. Leadership can be explained as a process of influencing and guiding employees to carry out the tasks or work that have been given to them. This is the ability to inspire the people led to follow the leadership's direction and make it a reality.

Leadership style refers to a set of characteristics used by a leader to influence his subordinates to achieve organizational goals. It can also be interpreted that leadership

style is a pattern of behavior and strategies that a leader likes and often applies. According to Rivai (2014), leadership style reflects a leader's belief in the abilities of his subordinates, both directly and indirectly. Leadership style includes actions and plans that arise from a combination of philosophy, skills, traits and attitudes that are often applied by a leader when trying to influence the performance of his subordinates.

According to Mangkunegara and Prabu (2012), employee performance is the achievement of work achievements, both in terms of quality and quantity, carried out by human resources over a certain period of time in carrying out tasks in accordance with the responsibilities given to them. The definition of performance according to Amirullah and Saleh (2015) is all the results produced in certain work functions or activities during a certain period of time. From this explanation it can be concluded that performance is the output of work produced in a planned manner by employees and organizations at a certain time and place. According to Sjafrri and Aida as quoted in Majid (2019), performance is a multidimensional construct that involves various factors that influence it. Some of these factors include:

1. Personal/individual factors involve elements such as skills, knowledge, abilities, motivation, self-confidence and level of commitment possessed by each individual employee.
2. Leadership factors involve aspects of the quality of managers and team leadership in providing motivation, enthusiasm, direction and support in carrying out tasks to employees.
3. Team factors involve the quality of support and encouragement provided by teammates, the level of trust among team members, the cohesiveness and engagement of team members.
4. System factors involve work systems, work facilities or infrastructure provided by the organization, organizational processes, and performance culture within the organization.
5. Contextual factors include external and internal environmental pressures and changes.

According to Robis (2006) as quoted in Maulana and Robin (2020), there are five indicators or criteria for assessing individual employee performance, namely:

1. Quality. Work quality is measured based on the employee's view of the quality of the work produced and the level of perfection in completing tasks, taking into account the employee's skills and capabilities.
2. Quantity. Quantity refers to the amount of output produced, expressed in terms such as the number of units or the frequency of completion of the activity performed.
3. Punctuality. Timeliness includes the extent to which activities are completed according to the specified schedule, evaluated from the perspective of coordination with output results and optimizing the use of time for other activities.
4. Effectiveness. Effectiveness refers to the level of optimization of the use of organizational resources with the aim of increasing the results of each unit in utilizing existing resources.
5. Independence. Independence involves how well an employee can carry out job functions with intrinsic commitment, showing instinct and responsibility for the office tasks at hand.

METHODS

This type of research uses quantitative methods with case studies at PT. Nairindo Servitama Mega Kemayoran area. According to Sugiyono (2015) as quoted in Dwianto, Purnamasari, and Tukini (2019), quantitative research methods are a research approach rooted in the philosophy of positivism. This method is used to investigate a particular population or sample, where the sampling technique is generally carried out randomly. Data collection in this method uses research instruments, and data analysis is carried out using a quantitative or statistical approach, with the aim of testing predetermined hypotheses. The data collection method in this research will use a questionnaire. A

questionnaire is a data collection method that involves presenting a series of questions or written statements to respondents with the aim of obtaining answers from them (Sugiyono, 2014). The t test was carried out to significantly evaluate the impact of the independent variable, such as leadership style, on the dependent variable, namely employee performance.

1. Determining H_0 H_a
 H_0 : $b_1 = 0$, meaning that the leadership style partially has influence on employee performance
 H_a : $b_1 \neq 0$, meaning that the independent variable has no partial value influence on the dependent variable.
2. Determining the level of significance (α). This research sets the largest significance level at 0.05 (5%) with degrees of freedom ($df = n-2$, where n is the number of samples in the study).
3. Determine t_{count} using SPSS or with the t_{count} formula (Sunyoto, 2009)

$$t_{hitung} = \frac{b_1}{sb_1}$$

Where

Where: b_1 variable regression coefficient and sb_1 = standard error of variable i

By carrying out this analysis, decisions will be taken based on:

H_0 is rejected. If $t_{count} > t_{table}$ then H_a is accepted

H_0 is accepted. If $t_{count} \leq t_{table}$ then H_a is rejected

FINDING AND DISCUSSION

Respondent Characteristics

From the data collected through the most concise profile in the questionnaire, we can understand the characteristics of the respondents in this study.

Table 1 Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage
Man	16	53.3
Woman	14	46.7
Total	30	100

Source: SPSS Output (2021)

Based on the data in Table 1, it can be concluded that of the 30 respondents, the majority were 16 men (53.3%), while 14 were women (46.7%).

Table 2 Characteristics of Respondents Based on Age

Age	Frequency	Percentage
26 – 30	17	56.7
30 – 35	10	33.3
35 – 40	3	10.0
Total	30	100

Source: SPSS Output (2021)

Based on information from Table 2, it can be concluded that of the 30 respondents, the majority were aged 26-30 years, namely 17 people (56.7%). Meanwhile, there were 10 respondents aged 30-35 years (33.3%), and those aged at least 35-40 years were 3 people (10.0%).

Table 3 Characteristics of Respondents Based on Education

Education	Frequency	Percentage
elementary school	4	13.3
JUNIOR HIGH SCHOOL	10	33.3
High School Equivalent	16	53.3
Total	30	100

Source: SPSS Output (2021)

Based on Table 3, it can be concluded that of the 30 respondents, the majority of respondents had a high school or equivalent education, 16 respondents (53.3%) while 10

respondents had a junior high school education (33.3%) and 4 respondents had an elementary school education (13.3%).

Table 4 Characteristics of Respondents Based on Years of Work

Years of service	Frequency	Percentage
≤ 1 Year	12	40.0
13 years old	14	46.7
35 years old	4	13.3
Total	30	100

Source: SPSS Output (2021)

From the data in Table 4, it can be stated that the characteristics of the 30 respondents, 12 respondents (40.0%) had a work period of less than 1 year, 14 respondents (46.7%) had a work period of between 1-3 years, and 4 respondents (13.3%) had a working period of between 3-5 years.

Instrument Testing Results

The validity test aims to verify whether an instrument used in research is able to accurately measure the variables to be measured or to determine the validity of the questionnaire used, whether it is suitable or not for use in research. Researchers will use the Pearson Product Moment correlation formula to calculate the correlation value. With the condition that if the calculated correlation value (r_{count}) is greater than or equal to the table correlation value (r_{table}) with a significance level of 0.05 and degrees of freedom ($n-2$), then it can be concluded that the questionnaire data has a level of validity. Conversely, if r_{count} is less than r_{table} with a significance level of 0.05 and degrees of freedom ($n-2$), then the questionnaire data is considered invalid.

The application program used to test the validity of this research is SPSS Version 25. Knowing that the number of samples (n) is 30 and the significance level (α) is 5%, the correlation table (r_{table}) value is at a significance level of 5% and the degrees of freedom ($30-2$) is 0.361. An item is categorized as valid if the correlation value exceeds 0.361. Research data can be seen in the following information.

Table 5 Validity Test Results for Leadership Style Variables

Variable	Items	r_{count}	r_{table}	information
Leadership Style	Statement 1	0.819	0.361	Valid
	Statement 2	0.516	0.361	Valid
	Statement 3	0.862	0.361	Valid
	Statement 4	0.802	0.361	Valid
	Statement 5	0.555	0.361	Valid
	Statement 6	0.843	0.361	Valid
	Statement 7	0.793	0.361	Valid
	Statement 8	0.646	0.361	Valid

Source: SPSS Output (2021)

From the data contained in Table 5 regarding the validity of leadership styles, all question items 1-8 related to leadership styles in the research instrument are considered valid for use in research, because the $r_{calculated}$ is >0.361 .

Table 6 Result of Validity Test for Employee Performance Variables

Variable	Items	r_{count}	r_{table}	information
Employee performance	Statement 1	0.845	0.361	Valid
	Statement 2	0.785	0.361	Valid
	Statement 3	0.92	0.361	Valid
	Statement 4	0.882	0.361	Valid
	Statement 5	0.813	0.361	Valid
	Statement 6	0.752	0.361	Valid
	Statement 7	0.699	0.361	Valid
	Statement 8	0.884	0.361	Valid

Source: SPSS Output (2021)

From the results listed in Table 4.6 regarding the validity of employee performance, it can be concluded that all question items related to employee performance in the research

instrument are considered valid, because the calculated correlation value $r_{is} > 0.361$. Therefore, based on data analysis from these tables, it can be concluded that all question items are considered valid because the correlation value exceeds 0.361. Therefore, all question items can remain used in further analysis.

Reliability testing results were obtained using the SPSS 25 program and can be seen from the Cronbach's Alpha value. A variable is considered reliable if the Cronbach's Alpha value is greater than the $r_{table\ value}$, which in this case is 0.361. Complete information regarding the reliability test results can be found in Table 7.

Table 7 Reliability Test Results for Leadership Style Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0.878	8

Source: SPSS Output (2021)

From Table 7 Reliability Test of Leadership Style, it can be concluded that the leadership style variable instrument can be considered to have reliability because the Cronbach's Alpha value for the Leadership Style variable is 0.878, exceeding the limit value of 0.361.

Table 8 Reliability Test Results for Employee Performance Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0.932	8

Source: SPSS Output (2021)

Based on Table 8 Employee Performance Reliability Test, it can be concluded that the employee performance variable instrument can be said to be reliable because the Cronbach's Alpha value of the employee performance variable is $0.932 > 0.361$.

The method used to test normality is Kolmogorov-Smirnov, where a data set is considered normal if the Asymp. Sig. (2-tailed) > 0.05 . Apart from that, whether the data tends to be normal or not can also be seen through the Normal PP Plot graph. Data is considered normal if the data points are spread around the diagonal line and follow the diagonal line pattern. This normality test was carried out using the SPSS Version 25 application. The following are the results of the normality test:

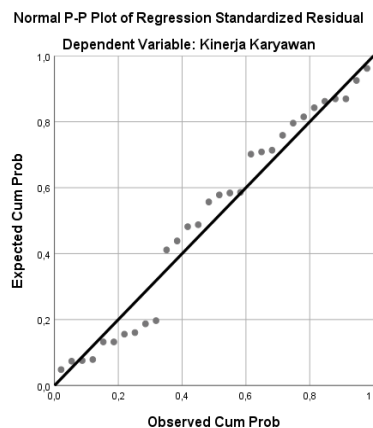


Figure 1 Normal PP Plot Graph

Source: SPSS Output (2021)

Normal PP Plot Graph in Illustration 5.1 Normality Test Results show that the distribution of data (dots) is around the diagonal line and follows the diagonal line pattern. Therefore, it can be suggested that the data follows a normal distribution. From Table 9 Normality Test Results, it can be concluded that the data is normally distributed, considering the value of Asymp. Sig. (2-tailed) is 0.133 which is greater than the significance level of 0.05.

The approach applied in testing heteroscedasticity is through the Scatterplot test. If the points on the Scatterplot graph are distributed randomly, both above and below zero on the vertical axis or Y axis, it can be concluded that heteroscedasticity does not occur,

which is also known as homoscedasticity. The software tool used in this heteroscedasticity test is SPSS version 25.

Table 9 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		30
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	3.73951006
	Absolute	,141
Most Extreme Differences	Positive	,141
	Negative	-,105
Statistical Tests		,141
Asymp. Sig. (2-tailed)		,133 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: SPSS Output (2021)

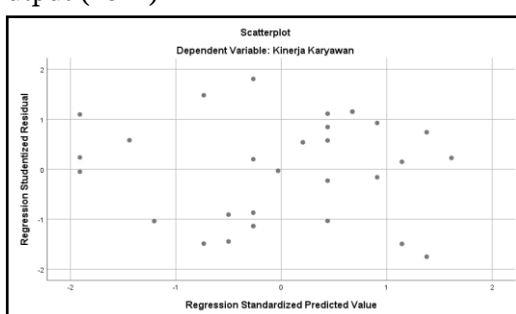


Figure 2 Scatterplot graph

Source: SPSS Output (2021)

If you look at the Scatterplot graph, where the points are distributed randomly, it can be concluded that heteroscedasticity did not occur in this test.

Data Description Results

Leadership Style. The author will calculate the score or total value of the questionnaire for group I with the aim of answering the first problem, namely to determine the type of leadership style applied by the company. The author will utilize four categories of leadership style, including very authoritarian, authoritarian, democratic, and very democratic, as recorded in Table 1. This leadership style variable is divided into three indicators, namely decision making, leader behavior, and dimensions with eight aspects of statements.

Table 9 Description of Leadership Style

Variable	Indicator	Statement	Mean	Total Mean	Category
Leadership Style	Decision-making	Decision-making X1	4.13	4.14	Very Democratic
		Decision-making X2	4.07		Very Democratic
		Decision-making X3	3.97		Very Democratic
	Leader Behavior	Leader Behavior X4	4.07		Very Democratic
		Leader Behavior X5	4.47		Very Democratic
		Leader Behavior X6	4.1		Very Democratic
	Dimensions	Dimensions X7	4.03		Very Democratic
		Dimensions X8	4.3		Very Democratic

Source: SPSS Output (2021)

From the information listed in Table 10, it can be concluded that the average leadership style variable reaches 4.14. This figure is in the scale range of 4.00 - 5.00, which falls into the very democratic category.

Employee performance. In order to understand the level of employee performance in the company, the author will use a questionnaire in group II. The Likert scale range that

will be used includes the categories very high, high, moderate, low and very low, as can be identified in Table 2.

Table 10 Description of Employee Performance

Variable	Indicator	Statement	Mean	Total Mean	Category
Employee performance	Quality	Quality Y1	4.13	4.03	Very high
		Quality Y2	4.07		Very high
	Quantity	Quantity Y3	3.97		Very high
		Y4 quantity	4.03		Very high
	Punctuality	Punctuality Y5	3.97		Very high
		Punctuality Y6	4.03		Very high
	Effectiveness	Effectiveness Y7	3.97		Very high
	Independence	Independence	4.07		Very high

Source: SPSS Output (2021)

From table 11, it can be concluded that the average employee performance variable reaches 4.03. This value lies in the scale range of 4.20 - 5.00, which is in the very high category.

Data Analysis Results

Simple Regression Analysis Results

Testing the extent of the causal relationship between the independent variable, namely leadership style (X), and the dependent variable (Y), was carried out through simple linear regression analysis. The following are the results of a simple linear analysis using the SPSS Version 25 application:

Table 12 Results of Simple Regression Analysis

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	3,476	5,545
Leadership Style	0.868	0.166

a. Dependent Variable: Employee Performance

Source: SPSS Output (2021)

By referring to Table 12, the output from simple linear regression analysis can be expressed in the form of the following equation:

$$Y = 3,476 + 0,868x$$

Constant. In the equation above, the constant value is 3.476, which means that if the score on the leadership style variable is equal to zero, the employee's performance will be 3.476. Leadership Style Regression Coefficient. The leadership style in the equation above is obtained at 0.868, which means it is positive in the same direction and if the score on the leadership style variable increases then employee performance will increase and vice versa if the score on the leadership style variable decreases then employee performance will decrease, assuming the other variables are equal to zero or in a state constant.

Hypothesis Testing Results

The t test is used to assess whether leadership style influences employee performance. If $t_{count} > t_{table}$, then the null hypothesis (H0) will be rejected and the alternative hypothesis (Ha) will be accepted, indicating that there is an influence of leadership style on employee performance. In this research, the significance level (α) is set at 5%, with degrees of freedom (df) = $n - 2 = 30 - 2 = 28$. By referring to the t table for $\alpha = 5\%$, the t table value for df of 28 is 2.048407.

Table 11 t Test Results

Model	Unstandardized Coefficients		Standardized Coeff.	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,476	5,545		0.627	0.536
Leadership Style	0.868	0.166	0.703	5,228	0,000

a. Dependent Variable: Employee Performance

Source: SPSS Output (2021)

Hypothesis test

Formulate the null hypothesis (H0), and alternative hypothesis (Ha)

H₀: Leadership style does not have a positive impact on employee performance.

H_a : Leadership style has a positive effect on employee performance

Determining the critical value or *level of significance* (α). In this research, the significance level or critical value (α) used is 5% or 0.05.

Determine testing criteria. The criteria used in this research is 1-sided testing.

H_0 is rejected, if $t_{\text{count}} > t_{\text{table}}$

H_0 is accepted, if $t_{\text{count}} \leq t_{\text{table}}$

Based on the results of the t test in Table 13, it was found that t_{count} was 5.228, while the t_{table} value for degrees of freedom (df) = $(nk) = 30 - 2 = 28$ with a significance level (α) = 0.05 was 2.048407. Because $t_{\text{count}} > t_{\text{table}}$, the null hypothesis (H_0) is rejected, indicating that leadership style has a positive influence on employee performance.

Discussion

From the data analysis, it can be concluded that the leadership style variable has a positive and significant influence on employee performance, as evidenced by the $t_{\text{calculated}}$ value of 5.228 which exceeds the $t_{\text{table value}}$ of 2.048407. This fact shows that the performance of employees at PT. Nairindo Servitama in the Mega Kemayoran area is influenced by leadership style. Findings from the research indicate that PT. Nairindo Servitama in the Mega Kemayoran area applies a democratic leadership style. In addition, the results of hypothesis testing show that leadership style has a positive and significant influence on employee performance. This explanation illustrates that the higher the level of democracy in the leadership style, the higher the level of employee performance. In this leadership style, there is a tendency to be happy to accept suggestions, opinions and criticism from subordinates. Leadership styles that need to be maintained primarily focus on employee involvement in decision making, while aspects that need to be improved involve attention to the interests of both employees and the company. This finding is in line with the theory proposed by Amirullah (2015), Leadership is an individual who is given the authority to assign tasks, has skills in persuading or influencing other people through positive relationships, with the aim of achieving predetermined targets. This concept is in accordance with the theory presented by Kartika (2014), the characteristics of a democratic leadership style include several aspects. First, decisions and policies are produced through collaboration between leaders and their subordinates. Second, communication is mutually interactive, both between leaders and their subordinates and between colleagues. Third, there are many opportunities for subordinates to convey suggestions, considerations, or opinions. The results of survey research show that the aspect of employee performance that should be maintained is in terms of completing each task given to employees carefully and thoroughly. However, the aspect of employee performance that requires improvement lies in the employee's ability to adapt to the work environment.

The results of this research survey are in accordance with the concept of Anwar Prabu (2013), which states that employee performance refers to work performance or work results, both in terms of quality and quantity, which can be achieved by human resources during a certain period in carrying out tasks in accordance with responsibilities. given to them. The results of this research also receive support from the theory of work management stages presented by Sjafri and Aida (2007). These stages involve performance planning, performance implementation, performance assessment, and performance improvement as the main components.

CONCLUSIONS

Based on the results of research and data analysis regarding the impact of Leadership Style on Employee Performance, several conclusions can be drawn. The leadership style applied at PT. Nairindo Servitama in the Mega Kemayoran area has a democratic leadership style, and it turns out that this leadership style has a positive influence on employee performance in the company.

Recommendations are expected to make a positive contribution to improving employee performance at PT. Nairindo Servitama Mega Kemayoran area is to provide

freedom to subordinates to take the initiative in decision making. In this way, employees will continue to be motivated and do their work optimally. Therefore, employee performance can be improved if leaders can establish good cooperation with subordinates, such as giving employees the freedom to take the initiative in making decisions, even though they are still under the supervision of the leadership. Maintain and improve optimal employee performance so that all company targets and goals can be achieved effectively.

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