

The Influence of Leadership Style, Work Ethic, and Job Satisfaction on the Performance of Local Government Office Employees

*The Influence of
Leadership Style*

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ABSTRACT

Optimal performance can be achieved when every individual in the organization works effectively and efficiently. This study aims to analyze the influence of leadership style, work ethic, and job satisfaction on employee performance at the Regional Office of the Directorate General of Taxes (Direktorat Jenderal Pajak/DJP) East Java II. The research sample consisted of 53 employees selected using purposive sampling techniques. Data were collected through questionnaires and analyzed using multiple linear regression methods. The partial test results show that leadership style does not significantly affect employee performance, whereas work ethic and job satisfaction have a positive and significant impact on employee performance. The simultaneous test results indicate that leadership style, work ethic, and job satisfaction collectively have a significant effect on employee performance. The coefficient of determination, at 71.1%, shows that leadership style, work ethic, and job satisfaction explain 71.1% of the variation in employee performance, while the remaining percentage is influenced by other factors not examined in this study. This study concludes that work ethic and job satisfaction play a crucial role in improving employee performance at the Regional Office of the Directorate General of Taxes (DJP) East Java II.

Keywords: Leadership Style, Work Ethic, Job Satisfaction, Employee Performance

ABSTRAK

Kinerja yang optimal dapat tercapai apabila setiap individu dalam organisasi mampu bekerja secara efektif dan efisien. Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan, etos kerja, dan kepuasan kerja terhadap kinerja pegawai di Kantor Wilayah DJP Jawa Timur II. Sampel penelitian terdiri atas 53 pegawai yang dipilih menggunakan teknik purposive sampling. Pengumpulan data dilakukan melalui kuesioner, dan data dianalisis menggunakan metode regresi linier berganda. Hasil uji parsial menunjukkan bahwa gaya kepemimpinan tidak berpengaruh signifikan terhadap kinerja pegawai, sedangkan etos kerja dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Hasil uji simultan menunjukkan bahwa gaya kepemimpinan, etos kerja, dan kepuasan kerja secara bersama-sama berpengaruh signifikan terhadap kinerja pegawai. Koefisien determinasi sebesar 71,1% mengindikasikan bahwa variabel gaya kepemimpinan, etos kerja, dan kepuasan kerja mampu menjelaskan 71,1% variasi kinerja pegawai, sedangkan sisanya dipengaruhi oleh faktor lain yang tidak diteliti. Penelitian ini menyimpulkan bahwa etos kerja dan kepuasan kerja memiliki peran penting dalam meningkatkan kinerja pegawai di lingkungan Kantor Wilayah Direktorat Jenderal Pajak (DJP) Jawa Timur II.

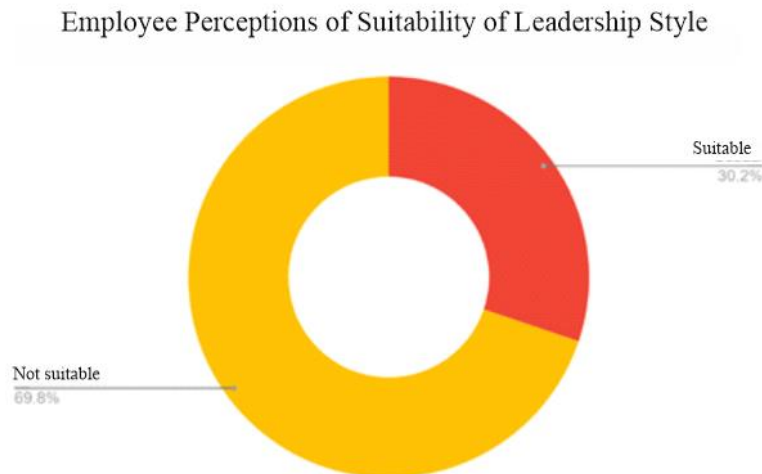
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INTRODUCTION

In the world of organizations, employee performance is one of the most important aspects of achieving institutional goals. Optimal performance can be attained when each individual in the organization works effectively and efficiently. Employee performance not only reflects individual success but also illustrates how well the organization manages its human resources. Therefore, the factors that influence performance need to be properly studied to increase productivity and overall organizational performance. One important factor that influences employee performance is leadership style (Buulolo, 2021). Effective leaders can direct, motivate, and guide their subordinates to achieve organizational goals. The leadership style adopted by a leader can directly impact how employees work and the results they achieve (Erri et al., 2021). Leaders who provide clear direction, support creativity and demonstrate empathy encourage better performance (Sulantara et al., 2020). In addition to leadership style, work ethic also affects employee performance. Work ethic reflects an individual's values, discipline, and dedication to their work. Employees with a high work ethic exhibit strong commitment and consistency in their work, making them more likely to deliver optimal results (Juliati, 2021). In public organizations, such as the Regional Office of the Directorate General of Taxes, a good work ethic is essential to provide the best service to the public. Another factor that influences performance is job satisfaction (Paparang et al., 2021; Subiyanti & Trisnadi, 2022). Job satisfaction reflects the extent to which employees are satisfied with their jobs, including aspects such as salary, work environment, relationships with coworkers, and career development opportunities. Satisfied employees tend to be more motivated and perform better than those who are dissatisfied (Rediansyah & Aditiarno, 2023).

The Government Office in Region X is one of the government agencies with a vital role in collecting state revenue. Therefore, employee performance in this institution is crucial for achieving the set tax revenue targets (Aeni & Kuswanto, 2021). To reach these goals, it is necessary to consider internal factors such as leadership style, work ethic, and job satisfaction, as they can significantly impact overall employee performance. Based on this background, conducting in-depth research on the influence of leadership style, work ethic, and job satisfaction on employee performance in Government Offices in Region X is essential. This study aims to provide a clearer understanding of the relationship between these variables, serving as a basis for strategic decision-making in human resource management. Several previous studies have shown that leadership style plays a significant role in improving employee performance (Agustin, 2021; Buulolo, 2021; Erri et al., 2021). However, there are still differing views on which leadership style is most effective in various organizational contexts. Therefore, further investigation is needed to determine the most effective leadership style for Government Offices in Region X, which have unique characteristics and challenges. The theoretical gap in leadership style arises from the mismatch between the existing leadership styles in Government Offices in Region X and employee expectations.



Source: Primary Data Processed by the Author (2024)

Figure 1. Employee Perception of Leadership Style Suitability

The results of the author's initial observations of 53 employees at the Government Office in Region X of the Directorate General of Taxes showed that 16 employees, or 30.19%, stated that the existing leadership style met their expectations, while 37 employees, or 69.81%, stated that the leadership style did not meet their expectations. Work ethic is often associated with work culture and organizational values. Several studies have shown that a high work ethic is positively correlated with good performance, as dedicated employees typically work harder and are more committed to their duties (Asmad, 2021; Butarbutar et al., 2021; Sondari et al., 2023). However, there is still a lack of research focusing on how work ethic is formed and developed in government organizations. This study aims to identify the factors that shape the work ethic of employees at the Government Office in Region X and to examine how it affects employee performance.

The theoretical gap related to work ethic lies in the lack of studies exploring its relationship with employee performance in the public sector, particularly in government agencies with strict regulations and procedures. This study aims to address this gap by analyzing how work ethic affects employee productivity and efficiency in tax agencies. Job satisfaction has been widely studied in human resource management research. Several studies indicate that it has a positive relationship with performance (Paparang et al., 2021; Subiyanti & Trisnadi, 2022; Rediansyah & Aditiarno, 2023). This study will focus on the role of job satisfaction in the Government Office environment in Region X. However, the theoretical gap regarding job satisfaction arises from inconsistent findings on its influence on employee performance. This presents an opportunity for further exploration, particularly in public organizations, where job satisfaction may be shaped by factors such as job stability, government regulations, and the incentive system in place. This study will examine how leadership style, work ethic, and job satisfaction interact and influence employee performance in Government Offices in Region X. By focusing on this specific context, the findings are expected to provide more targeted recommendations for management to enhance employee performance.

LITERATURE REVIEW

Leadership is a process that involves efforts to influence subordinates so that they are willing to take the necessary actions or work required to achieve common goals (Terri in Sutrisno, 2019). In the context of an organization, a leader plays an important role in motivating and directing team members to stay focused on organizational goals. Leadership style refers to the approach or method used by a leader to influence the behavior of subordinates, with the aim of encouraging them to work productively, effectively, and efficiently to achieve organizational success (Agustin, 2021; Cai, 2023).

Work ethic can be defined as a work spirit that characterizes a person or group of people who work based on values or perspectives they believe in and demonstrate through determination and real behavior in the workplace (Asmad, 2021). It reflects an employee's belief and trust that the work being done plays an important role in achieving success. This work ethic is evident in a high commitment to work, discipline, and perseverance that is maintained consistently, both in the short and long term. Consequently, work ethic contributes to the achievement of individual and organizational goals (Butarbutar et al., 2021). A strong work ethic also motivates employees to continually improve their competence and work quality, enabling them to face challenges with full responsibility and dedication (Sutaguna et al., 2023; Natalia & Sutawidjaya, 2024).

Job satisfaction refers to the positive attitude employees have toward their work, including a healthy adjustment to various aspects such as compensation, and social, physical, and psychological conditions (Shahara & Rahmawati, 2021). Additionally, job satisfaction can be understood as a person's feelings about the balance between the income they receive and their expectations of the rewards they believe they should receive (Waworuntu et al., 2022; Ramdhani et al., 2024). This satisfaction plays an important role in increasing employee motivation, performance, and loyalty to the organization, contributing to the achievement of common goals. High job satisfaction typically has a positive impact on productivity levels and relationships among employees within the organization. Conversely, job dissatisfaction can lead to decreased performance, increased absenteeism, and higher turnover rates.

Performance is the work produced by an employee over a certain period, which is then compared to previously set standards, targets, goals, or criteria. The performance measurement process aims to assess the extent to which a person can meet the expectations or achievements desired by the organization (Al-Jedaia & Mehrez, 2020; Sitopu et al., 2021). Performance is not only measured by the final results but also by the effectiveness in carrying out the tasks and responsibilities assigned. In this context, performance can be seen as the contribution of an individual or group to achieving the overall goals of the organization. Each employee has clear authority and responsibility that affect their performance achievement. Therefore, effective performance management involves setting clear goals, providing constructive feedback, and offering ongoing coaching. Optimal performance will contribute directly to the success and progress of the organization (Gupta et al., 2020; Maryadi et al., 2024).

METHODS

This study uses a quantitative approach, which aims to produce findings based on statistical procedures or quantification (Sujarweni, 2015). The main focus of this approach is to analyze the relationship between variables objectively with relevant theories. The population in this study consisted of 150 employees at the Government Office in Region X. The sample was determined using a purposive sampling technique, consisting of 53 non-echelon and non-functional tax employees. Data were collected through a questionnaire, which consisted of a set of written questions to obtain information from respondents. Data measurement used a Likert scale to assess attitudes, opinions, and perceptions related to social phenomena. Data analysis was carried out in several stages. First, the data validity test included a validity test (comparing r count and r table) and a reliability test (using Cronbach's Alpha > 0.6). Second, the classical assumption test included a normality test (bell curve histogram), a multicollinearity test (VIF 1–10), and a heteroscedasticity test (scatterplot pattern that spreads without a pattern). Furthermore, multiple linear regression analysis was used to test the effect of independent variables on the dependent variable. The coefficient of determination (R^2) measures the percentage of influence of the independent variable on the dependent variable. The t -test (partial) determines the individual influence of the independent variable if $\text{sig} < 0.05$, while the F -test (simultaneous) measures the joint influence of the independent variables on the dependent variable with the same criteria.

RESULTS

The following table presents the results of the validity test of the research instrument to measure four main variables, namely Leadership Style, Work Ethic, Job Satisfaction, and Employee Performance. The test was conducted by comparing the r-calculation value with the r-table at a certain level of significance. The statement item is declared valid if the r-calculation value is greater than the r-table. The results of the analysis show that all statement items meet the validity criteria. Thus, this research instrument can be used to collect data accurately.

Table 1. Validity Test Results

Variable	Question	r-count	r-table	Result
Leadership Style Variable	1	0.807	0.271	Valid
	2	0.648	0.271	Valid
	3	0.664	0.271	Valid
	4	0.824	0.271	Valid
Work Ethic Variable	1	0.490	0.271	Valid
	2	0.598	0.271	Valid
	3	0.705	0.271	Valid
	4	0.776	0.271	Valid
	5	0.721	0.271	Valid
Job Satisfaction Variable	1	0.783	0.271	Valid
	2	0.739	0.271	Valid
	3	0.894	0.271	Valid
	4	0.844	0.271	Valid
	5	0.780	0.271	Valid
Employee Performance Variable	1	0.885	0.271	Valid
	2	0.849	0.271	Valid
	3	0.910	0.271	Valid
	4	0.806	0.271	Valid
	5	0.802	0.271	Valid

The validity test was conducted by comparing the calculated r value with the r table (0.271). A statement is considered valid if the calculated r is greater than the r table. For the Leadership Style variable, there are four statements with calculated r values ranging from 0.648 to 0.824, all of which are valid. The Work Ethic variable has five statements with calculated r values between 0.490 and 0.776, all of which are also valid. Furthermore, the Job Satisfaction variable consists of five statements with calculated r values ranging from 0.739 to 0.894, all of which meet the validity criteria. Similarly, the Employee Performance variable has five statements with calculated r values between 0.802 and 0.910, meaning all statements are valid. Thus, all statement items in this research instrument have passed the validity test and can be used to measure the research variables accurately.

The next stage is the test. The reliability test is used to measure the consistency of a research instrument in producing stable and reliable data. This test ensures that each question item provides uniform results and continues to produce the same data when used under similar conditions at different times. Based on the results of the reliability test, the Cronbach's Alpha value of 0.920 indicates that the research instrument used to measure the variables of Leadership Style, Work Ethic, Job Satisfaction, and Employee Performance has a very high level of reliability. This value far exceeds the minimum limit set, which is 0.6, so it can be concluded that the respondents' answers to the questionnaire in this study are reliable and can be trusted. Thus, the data obtained from the instrument is consistent and can be used for further analysis in this study.

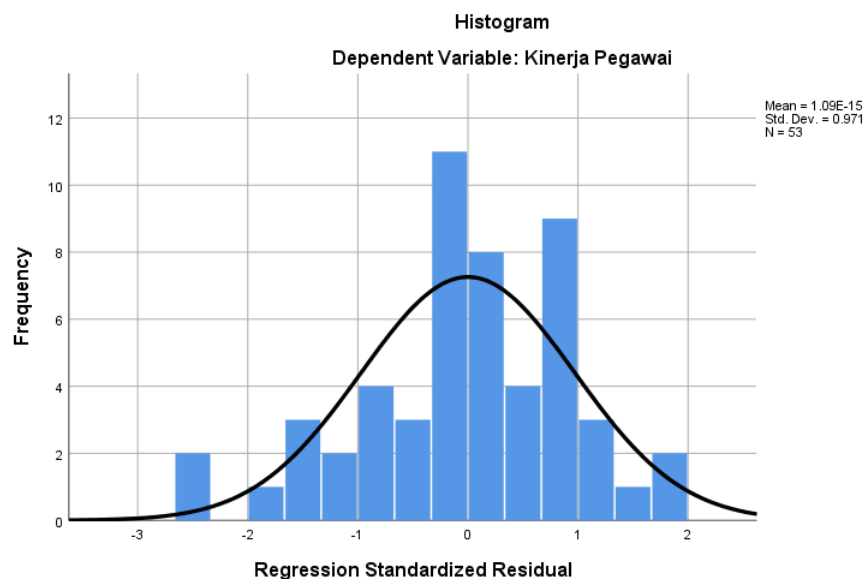


Figure 2. Data Normality Test Results

The results of the data normality test show that the histogram displays a pattern resembling a bell-shaped curve. The peak of the distribution is in the center, with symmetrical left and right sides. This pattern indicates that the residual data in this study are normally distributed. Therefore, the assumption of normality, which is one of the requirements for regression analysis, has been met. As a result, the analysis can be considered valid for explaining the influence of Leadership Style, Work Ethic, and Job Satisfaction on Employee Performance in Government Offices in Region X.

Table 2. Multicollinearity, Multiple Linear Regression and Partial T Test Result

Model	Un-std. Coef. B	Un-std. Coef. Std. Error	Std. Coef. Beta	t	Sig.	Tolerance	VIF
(Constant)	-3.084	2.458	-	-1.255	0.216	-	-
Leadership Style	0.057	0.143	0.045	0.396	0.694	0.466	2.148
Work Ethic	0.882	0.129	0.656	6.836	0.000	0.640	1.563
Job Satisfaction	0.201	0.077	0.265	2.602	0.012	0.569	1.758

The Variance Inflation Factor (VIF) values for Leadership Style (2.148), Work Ethic (1.563), and Job Satisfaction (1.758) are all below 10, indicating no multicollinearity among the independent variables. This allows for the simultaneous use of these variables in the regression model without correlation issues, ensuring reliable and valid results. The regression model yields a constant of -3.084, suggesting that if all independent variables are zero, Employee Performance would be -3.084. The regression coefficients reveal varying impacts on Employee Performance: Leadership Style (0.057), Work Ethic (0.882), and Job Satisfaction (0.201). Leadership Style shows a positive but weak relationship, where a 1-point increase would result in a 0.057-point rise in performance. Work Ethic has the strongest positive effect, with a 1-point increase leading to a 0.882-point rise in performance. Job Satisfaction also positively impacts performance, with a 0.201-point increase for every 1-point rise. Partial Test Results reveal the significance of each variable. Leadership Style has a significance value of 0.694, greater than 0.05, indicating no significant effect on Employee Performance. This suggests that variations in Leadership Style do not strongly influence performance. In contrast, Work Ethic (significance value of 0.000) and Job Satisfaction (0.012) significantly impact Employee Performance, implying that higher Work Ethic and Job Satisfaction levels contribute substantially to improved performance. The study concludes that while Leadership Style has no significant effect, both Work Ethic and

Job Satisfaction significantly enhance Employee Performance at the Regional Government Office X.

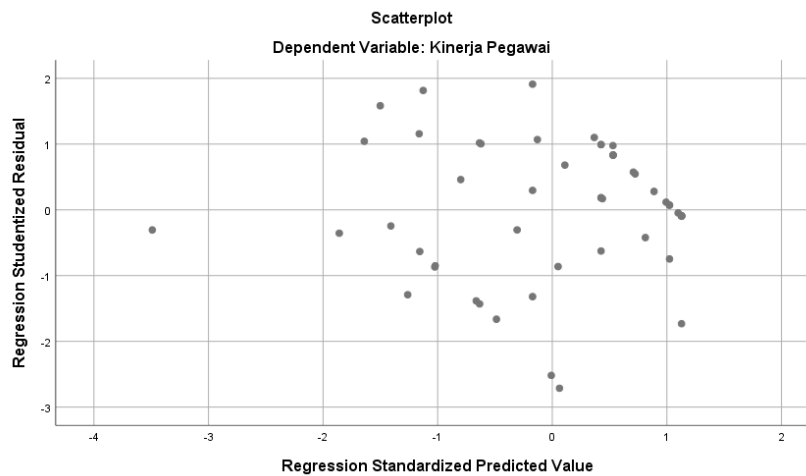


Figure 3. Results of Heteroscedasticity Test

The even distribution of data above and below the zero line on the Y-axis indicates that there is no sign of heteroscedasticity in the regression model used. In other words, the error variance in this model is constant, meaning the assumption of homoscedasticity is met. This demonstrates that the regression model can be relied upon to measure the relationship between the variables of Leadership Style, Work Ethic, and Job Satisfaction on Employee Performance. By fulfilling this assumption, the results of the regression analysis are more valid and can serve as a basis for decision-making related to improving employee performance.

Table 3. Results of Determination Coefficient

Analysis	Value
R	0.843 ^a
R Square	0.711
Adj. R Square	0.694
Std. Error of the Estimate	1.25191

The results of the determination coefficient test (R Square) are 0.711 or 71.1%. It can be concluded that the variation in employee performance at the Regional Government Office X can be explained by the variables of leadership style, work ethic, and job satisfaction. The regression model used is able to explain most of the factors influencing employee performance. However, 28.9% of the variation in employee performance is influenced by other factors outside this model. This indicates that there are other variables that play a role in determining employee performance. Some factors that may have an influence include compensation, work-life balance, and self-efficacy.

Table 4. Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	189.128	3	63.043	40.224	0.000 ^b
Residual	76.797	49	1.567		
Total	265.925	52			

The results of the simultaneous test (F-test) show a significance value of 0.000, which is smaller than the significance level of 0.05. This indicates that, simultaneously, the variables of Leadership Style, Work Ethic, and Job Satisfaction have a significant influence on Employee Performance at the Regional Government Office X. In other words, the combination of these three independent variables contributes to determining the level of employee performance. These results strengthen the validity of the research

model used, as they demonstrate a significant relationship between the independent and dependent variables. Therefore, improving employee performance can be achieved by addressing aspects of leadership, work ethic, and job satisfaction simultaneously.

DISCUSSION

In the partial test results, the Leadership Style variable has a significance value of 0.694, which is greater than the set significance level of 0.05. Thus, it can be concluded that Leadership Style does not have a significant effect on employee performance at the Regional Government Office X (Sabastian, 2021). Regarding the leadership style's lack of effect on employee performance, it can be explained from the perspective that although leadership style can influence the work atmosphere and dynamics, this variable may not be strong enough or directly measurable in influencing employee performance in an established and structured work environment, such as at the Regional Government Office X. Other factors, such as work ethic, job satisfaction, and organizational culture, may be more dominant in influencing employee performance, given the complexity of the tasks at hand. Based on the results of the multiple linear regression test, the regression coefficient for Leadership Style is 0.057, which indicates a positive relationship between leadership style and employee performance, although this relationship is not significant. In other words, while there is a small positive influence in theory, it is not strong enough to have a significant impact on employee performance at the Regional Government Office X. Empirically, this may be related to the presence of other factors that are more dominant in influencing employee performance, such as the quality of the managerial system, individual motivation, or external conditions that have a greater influence. The results of the hypothesis align with research by Eliyana & Ma'arif (2019), which states that leadership style does not affect employee performance. However, they contradict research by Fitriyah et al. (2024), which states that leadership style affects employee performance.

The partial test results, the Work Ethic variable has a significance value of 0.000, which is smaller than the set significance level of 0.05. Thus, Work Ethic significantly affects employee performance at the Regional Government Office X. This finding is consistent with research by Ngebursian et al. (2024), which states that Work Ethic significantly affects employee performance. A good work ethic encourages employees to work with more discipline, responsibility, and commitment in carrying out their duties. In this context, employees with a high work ethic tend to have strong motivation to achieve organizational goals, which, in turn, directly impacts their performance. Additionally, a supportive environment and positive organizational culture further strengthen the importance of work ethic in encouraging employees to give their best. Based on the results of the multiple linear regression test, the regression coefficient for Work Ethic is 0.882, indicating a fairly strong positive influence between work ethic and employee performance. This means that if work ethic increases by one point, employee performance at the Regional Government Office X is predicted to increase by approximately 0.882 points. Empirically, this shows that work ethic has a significant impact on employee performance, which can be explained by the fact that employees with a high work ethic tend to be more productive and high-achieving, and can work more effectively and efficiently in completing the tasks assigned to them (Chua et al., 2018).

The partial test results, the Job Satisfaction variable has a significance value of 0.012, which is smaller than the set significance level of 0.05. Thus, Job Satisfaction significantly affects employee performance at the Regional Government Office X. Job satisfaction is one of the key factors that can motivate employees to work better. Employees who are satisfied with their jobs tend to have a higher commitment to the organization, are more motivated to achieve targets, and demonstrate positive work behavior. In this context, job satisfaction includes various aspects, such as appreciation, harmonious working relationships, and fairness in the organization, all of which can encourage employees to improve their performance. Based on the results of the multiple

linear regression test, the regression coefficient for Job Satisfaction is 0.201, indicating a positive influence between job satisfaction and employee performance. This means that if job satisfaction increases by one point, employee performance at the Regional Government Office X is predicted to increase by approximately 0.201 points. Empirically, this shows that although its influence is smaller than other variables, such as work ethic, job satisfaction remains an important factor in improving employee performance. Employees who are satisfied with their jobs tend to experience positive emotions that can increase productivity and reduce stress levels, thereby improving performance (Sulistio & Darmastuti, 2024).

The results of the simultaneous test show that the variables Leadership Style, Work Ethic, and Job Satisfaction together have a significant effect on Employee Performance at the Regional Government Office X. This is indicated by the significance value of the F-test of 0.000, which is smaller than the significance level of 0.05. The success of an organization is highly dependent on the synergy between effective leadership, a strong work ethic, and adequate job satisfaction (Basit et al., 2017). Leadership Style provides direction and motivation, Work Ethic reflects employee dedication and effort, while Job Satisfaction creates an environment that supports productivity. The three complement each other, and when applied simultaneously, they can create a significant positive impact on overall employee performance. The coefficient of determination (R^2) value of 71.1% indicates that Leadership Style, Work Ethic, and Job Satisfaction together explain 71.1% of the variation in Employee Performance, while the remaining 28.9% is explained by other factors not included in this research model. The empirical argument related to this coefficient of determination value is that most of the variation in employee performance can be attributed to these three variables, confirming the importance of strategic management in building leadership, encouraging work ethic, and increasing job satisfaction as integral components of efforts to improve employee performance in the organization.

CONCLUSION

The study found that leadership style has a positive but insignificant impact on employee performance, suggesting that changes in leadership style do not significantly influence performance, although they may provide some support. In contrast, work ethic and job satisfaction positively and significantly affect employee performance. An increase in work ethic leads to better performance, while a decline results in poorer performance. Similarly, higher job satisfaction enhances performance, whereas lower satisfaction negatively impacts it. When analyzed together, leadership style, work ethic, and job satisfaction significantly influence employee performance, explaining 71.1% of its variation. This indicates that the combination of these factors plays a major role in determining employee performance, while the remaining 28.9% is influenced by other factors. The study recommends that Regional Government Office X improve work ethic and job satisfaction by implementing training programs, reward systems, and creating a supportive work environment. Although leadership style was not found to be a significant factor, leaders are encouraged to enhance their leadership competencies. Other organizations are advised to prioritize initiatives that boost work ethic and job satisfaction and evaluate leadership styles to maximize employee performance. For future research, it is recommended to include additional variables such as competence or motivation and conduct comparative studies between government and private sectors. Using qualitative or mixed methods is also suggested to gain deeper insights into the factors influencing employee performance. The study's limitations include its focus solely on Regional Government Office X, limiting generalizability to other contexts. It also only examined three variables, excluding other potential influencers like motivation or competence. Additionally, the use of cross-sectional data restricts the analysis of long-term changes in employee performance or the dynamics between variables.

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