



Analysis Of Factors That Can Influence Employee Performance

Budi Rismayadi^{1*}

^{1*}Buana Perjuangan University, Karawang, Indonesia, Email: budi.rismayadi@ubpkarawang.ac.id

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ABSTRACT

Human resources are a factor that has an important role in an organization. Every company or organization needs human resources to involve the process of activities to achieve the set goals. This research aims to analyze the influence of leadership style, work motivation and job satisfaction on employee performance. A quantitative approach was used in this research with a sample of 46 people. The data collection technique was carried out using saturated sampling using a questionnaire distributed to employees at PT Saltindo Perkasa. Next, the collected samples were analyzed in the form of validity, reliability, classical assumption tests and hypothesis tests with the help of the SPSS 25 for Windows tool. The research results show that leadership style partially has a positive and significant influence on employee performance. Work motivation partially has a positive and significant influence on employee performance. Job satisfaction partially has a positive and significant influence on employee performance. And finally leadership style, work motivation, job satisfaction simultaneously have a positive and significant effect on employee performance. The magnitude of the influence of the independent variable on the dependent variable is 73.7%

Keywords: Leadership Style, Work Motivation, Job Satisfaction, Employee Performance.

A. INTRODUCTION

Human resources are indeed a vital core for the success of every organization (Sartika, 2024). In an era filled with high competitive dynamics, organizations do not only rely on sophisticated technology or infrastructure, but also on the ability, competence and dedication of their human resources (Prasetyo, 2020). Effective and efficient human resource management is the key to achieving organizational goals. If not managed well, it can result in the organization's inability to compete, and can even have serious impacts such as financial losses or even organizational failure (Amelia et al, 2022).

In this context, the role of human resource management (HR) is very important. HR management must be able to identify, develop and motivate employee potential so that they can contribute optimally to achieving organizational goals (Angliawati & Fatimah, 2020). In addition, with technological advances and rapid changes in the business environment, HR management must also be adaptive and responsive to these changes. The quality of human performance is a determining factor in achieving competitive advantage for organizations (Shabrina et al, 2023). Therefore, investment in human resource development, whether through training, career development, or improving working conditions, is a very important strategy for the long-term continuity and success of an organization (Suryani & Rindaningsih, 2023).

The performance of an organization really depends on the contribution and performance of the employees who work in it (Rohmah et al, 2023). Silaen et al (2021) state that performance can be defined as work results that are successfully achieved by individuals or groups in an organization, in accordance with their duties and responsibilities, with the aim of achieving organizational targets legally and in accordance with legal, moral and ethical norms. Widyaningrum & Widiana (2020) explained that performance assessment requires aspects such as cooperation between employees, initiative and the quality of work produced. Human resources that have high quality and professionalism tend to show better performance, so improving this is an important focus for organizational leaders. In other words, the organization aims to achieve optimal performance through

employees who have good performance. Abdullah (2014) describes employee performance as the extent to which they fulfill the job requirements given.

Leadership style plays a crucial role in determining employee performance. As stated by Yanoto (2018), the application of leadership styles within a company has a significant impact on employee motivation and behavior. When leadership style is implemented appropriately, it can be a powerful incentive for employees to improve the quality of their work. Employees tend to respond positively to a leadership style that motivates and provides clear direction (Djaluputro & Andrias, 2023). In a well-led environment, employees feel more motivated to contribute optimally. The impact can be seen through increased work productivity and better performance results from employees. Therefore, selecting and implementing a leadership style that is appropriate to the context and needs of the organization is the key to improving employee performance and creating a productive and harmonious work environment (Sugiyono & Rahajeng, 2022).

The next factor that influences employee performance is work motivation. Employee motivation must be maintained because the motivation provided by the organization to employees can support each employee to do something that benefits the organization (Liyas, 2019). Hasibuan (2009) defines motivation as a process that determines an individual's intensity, direction and persistence in efforts to achieve goals. Motivation is a process that originates from physiological and psychological forces or needs that result in behavior or encouragement aimed at a goal or incentive. According to Susanto (2019) motivation is described as a driving force that makes someone have the desire to do the best at what they do. Wijayanti (2013) explains that providing motivation by leaders to employees is very important, because it can increase a person's strength and enthusiasm at work and achieve the desired results optimally.

Apart from motivation and job satisfaction, job satisfaction is also a significant factor in influencing employee performance. Job satisfaction can be defined as a person's overall attitude towards their work, which reflects the comparison between the rewards received by workers and their expectations of these rewards (Robbins, 2003). Wiliandari (2015) states that job satisfaction includes a person's positive or negative perception of their work. By having a clear and focused job satisfaction system, organizations can provide opportunities for employees to improve their professional skills in a healthy and appropriate manner. Consistent job satisfaction in accordance with job demands can result in increased employee productivity and performance, and enable them to qualify for available structural positions (Nabawi, 2019). Thus, it is important for organizations to pay attention to and manage employee job satisfaction as part of a strategy to improve overall

PT Saltindo Perkasa has a vision to become a salt company recognized for its superior quality and contribution to improving community welfare. Through the production of quality industrial salt, the company is determined to have a positive impact on society and advance industry in Indonesia. By focusing on high quality standards and commitment to domestic industrial development, PT Saltindo Perkasa strives to be a leader in the industrial salt sector, providing sustainable economic and social benefits for all parties involved. In achieving this vision and mission, employee performance is a key factor for PT Saltindo Perkasa. Employees who have optimal performance will contribute significantly to achieving company goals, both in terms of producing quality products and in efforts to advance the salt industry in Indonesia. Therefore, it is important to understand the factors that influence employee performance, such as leadership style, work motivation, and job satisfaction, so that companies can take appropriate steps to improve performance and achieve the vision and mission that has been set. This research is relevant because it will provide deeper insight into how these factors influence employee performance at PT Saltindo Perkasa, so that it can provide more targeted recommendations for company management in improving performance and achieving desired goals.

B. LITERATURE REVIEW

Leadership Style

Leadership style is an important concept in the context of organizational management, because it reflects the way a leader interacts with his subordinates to achieve common goals (Riyadi, 2011). In Nikmat's (2022) perspective, leadership style is defined as a pattern of behavior used by a leader to influence his followers. An emphasis on the dynamics of leadership style suggests that an effective approach for a leader can vary depending on the individual being led and the situation at hand. Meanwhile, according to Zaharuddin & Wahyuningsih (2021), leadership style refers to the methods or behavior chosen and implemented by a leader to influence the thoughts, attitudes and actions of organizational members under him. Leadership style also has a significant impact on employee passion, job satisfaction and productivity, according to the views of Hasibuan (2017). From these various definitions, researchers conclude that leadership style includes a series of characteristics or strategies used by leaders to influence subordinates, so that organizational goals can be achieved effectively. Research on leadership styles is important because a deeper understanding of this concept can help organizations develop leadership strategies that suit internal needs and dynamics. By exploring the various leadership styles that exist and understanding how these styles influence employee performance, management can take more appropriate steps in managing the team and achieving company goals.

Work motivation

According to Bahri & Nisa (2017), work motivation is an internal drive that encourages a person to act in the context of work. This motivation is influenced by various forces, both internal and external, which direct individuals to choose certain paths of action and behavior. Work motivation is often related to the goals to be achieved, so it includes behavior that contributes to achieving organizational goals. A similar view was also conveyed by Hamzah Uno (2012), who defined work motivation as an internal force within a person that influences the direction, intensity and persistence of voluntary behavior in carrying out work. The psychological process of work motivation awakens and directs individuals to act voluntarily to achieve certain goals, both individual and organizational. Thus, understanding work motivation is key in managing and motivating employees to achieve optimal performance (Saleh & Utomo, 2018). From the experts' understanding and definition of work motivation above, it can be concluded that work motivation is a condition or condition that encourages, stimulates or moves a person to carry out work or activities so that he can achieve his goals .

Job satisfaction

Job satisfaction is an emotional response that arises as a result of various aspects of work felt by individuals. According to Afandi (2018), this includes employees' perceptions of pleasure or discomfort in carrying out their duties, as well as the difference between the number of awards received and their expectations of these awards. Edy Sutrisno (2019) states that job satisfaction also includes employee attitudes towards work situations, cooperation between employees, the rewards they receive, as well as physical and psychological factors in the work environment. A similar opinion was expressed by Khair (2019), who emphasized that job satisfaction is reflected in employees' positive behavior towards work and the work environment as a whole. From these various definitions, it can be concluded that job satisfaction includes a positive evaluation of work, both in the form of feelings and behavior, which is reflected in employees' assessments of the awards and values they achieve in carrying out their duties.

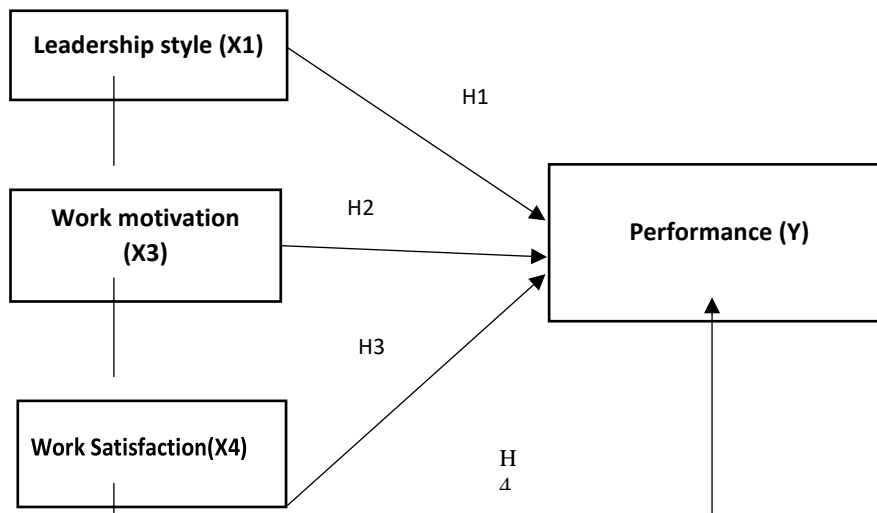
Employee performance

Employee performance is the work result that has been achieved by a group of employees that is in accordance with the duties and obligations given by the company (Arifin et al., 2019). Employee performance is the achievement or result of work, both quality and quantity, achieved by Human Resources within a combined period of time to carry out their work duties in accordance with the responsibilities given (Mangkunegara, 2017). Meanwhile, according to Hasibuan (2019) performance is the work result achieved by a person or employee in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. Performance is very important for the progress of an organization or company, the higher the employee's performance, the easier it will be for the organization to achieve organizational goals (Kusjono & Ratnasari, 2019). Employee performance is the work result that can be achieved by someone in the organization, in order to achieve organizational goals legally and without violating morals and ethics. The description of performance concerns three important components, namely: objectives, measures and assessment. Determining the goals of each organizational unit is a strategy to improve performance. This goal will provide direction and influence what work behavior the organization expects of each personnel. Thus, the definition of employee performance is carrying out work and the results achieved from that work which are based on skills, experience and sincerity as well as the time previously determined.

conceptual framework

The thinking framework is a synthesis of the theories used in research so that it is able to operationally explain the variables studied, shows the relationship between the variables studied and is able to differentiate the values of variables in various or different populations (Sugiyono, 2018). The following is the research framework:

Figure 1 Conceptual Framework



Hypothesis

- H1: Leadership style influences employee performance
- H2: Work motivation influences employee performance
- H3: Job satisfaction influences employee performance
- H4: Leadership style, work motivation and job satisfaction influence employee performance

C. METHOD

This research uses a causality research approach with quantitative methods. The causality research approach is used to investigate cause-and-effect relationships between variables through hypothesis testing, as explained by Sugiyono (2011). Meanwhile, the quantitative method is a research approach based on the philosophy of positivism, where research is carried out on a certain population or sample, sampling is generally carried out randomly, data collection uses research instruments, and data analysis is carried out quantitatively or statistically with the aim of testing hypotheses. which has been set. The population in this study was all employees of PT Saltindo Perkasa, totaling 46 people. This research uses a sampling technique, namely a saturated sample so that the entire population is used as a sample. In order to obtain the required data, the author uses data collection through primary data sources, namely data sources obtained directly from the source, recorded for the first time and directly related to the problem being studied. The primary data source used in this research is the method of distributing questionnaires with the help of Google Form. The measurement scale used is a modified Likert model scale. Likert scale model. The collected data was then analyzed with the help of the SPSS 25.0 for Windows tool.

D. RESULTS AND DISCUSSION

1. Validity

Instrument validity indicates the extent to which the data collected corresponds to the intended description of the variables studied. To determine the validity of the instrument, a test was carried out by comparing the calculated r value with the table r value. If the calculated r value is greater than the table r value (0.291), then the instrument is considered valid. However, if the calculated r value is smaller than the table r value, then the instrument is considered invalid.

Table 1 Validity Test Results

Variable	Indicator	R Count	R table	Information
Leadership Style(X1)	X1.1	0.431	0.291	Valid
	X1.2	0.577	0.291	Valid
	X1.3	0.439	0.291	Valid
	X1.4	0.607	0.291	Valid
	X1.5	0.471	0.291	Valid
	X1.6	0.499	0.291	Valid
	X1.7	0.464	0.291	Valid
	X1.8	0.578	0.291	Valid
	X1.9	0.643	0.291	Valid

Work Motivation (X2)	X1.10	0.633	0.291	Valid
	X2.1	0.507	0.291	Valid
	X2.2	0.550	0.291	Valid
	X2.3	0.555	0.291	Valid
	X2.4	0.519	0.291	Valid
	X2.5	0.531	0.291	Valid
	X2.6	0.366	0.291	Valid
Job Satisfaction (X3)	X2.7	0.314	0.291	Valid
	X3.1	0.508	0.291	Valid
	X3.2	0.304	0.291	Valid
	X3.3	0.503	0.291	Valid
	X3.4	0.466	0.291	Valid
	X3.5	0.485	0.291	Valid
	X3.6	0.567	0.291	Valid
Employee Performance (Y)	X3.7	0.593	0.291	Valid
	Y.1	0.563	0.291	Valid
	Y.2	0.594	0.291	Valid
	Y.3	0.495	0.291	Valid
	Y.4	0.828	0.291	Valid
	Y.5	0.829	0.291	Valid
	Y.6	0.863	0.291	Valid
	Y.7	0.819	0.291	Valid
	Y.8	0.642	0.291	Valid
	Y.9	0.344	0.291	Valid
Y.10	0.620	0.291	Valid	

The analysis results show that all output values from data processing of the four variables exceed the r table value set at 0.291. This indicates that each question item in these four variables can be considered valid.

2. Reliability Test

Reliability testing is used to evaluate questionnaires which are indicators of the variables studied. In this analysis, the Cronbach Alpha statistical test was used with the help of SPSS software. If the Cronbach Alpha value is greater than 0.70, then the instrument is considered to have good reliability .

Table 2 Reliability Test Results

Variable	Cronbach Alpha	Information
Leadership Style	0.834	Reliable
Work motivation	0.744	Reliable
Job satisfaction	0.728	Reliable
Employee performance	0.898	Reliable

The data presented shows that after testing, each variable in this study was declared reliable because the Cronbach Alpha value exceeded 0.700. This is supported by the Cronbach Alpha value for each variable, namely employee performance of 0.898, leadership style of 0.834, work motivation of 0.744, and job satisfaction of 0.727. The fact that all Cronbach Alpha values exceed the threshold of 0.700 indicates that the instruments used in the research have a high level of consistency and reliability in measuring the variables studied. Thus, it can be concluded that the data obtained from this research is reliable for further analysis of the relationship between these variables.

3. Classic assumption test Multicollinearity Test

Multicollinearity can be identified by looking at the tolerance and VIF (Variance Inflation Factor) values. The tolerance value measures how much variability in an independent variable cannot be explained by other independent variables. On the other hand, VIF measures how much of the variability of an independent variable can be explained by other independent variables (because $VIF = 1/\text{tolerance}$). According to Ghozali (2013), the cut-off value commonly used to detect multicollinearity is a tolerance value ≤ 0.10 or a VIF value ≥ 10 .

Table 3 Multicollinearity Test Results

Variables	Collinearity Statistics Tolerance	VIF
Leadership Style	0.431	2,316
Work motivation	0.397	2,509
Job satisfaction	0.416	2,397

Based on the results of this table, the tolerance value for each independent variable is greater than 0.10, and the VIF value is in accordance with the specified model. This shows that there is no multicollinearity in the regression model. Thus, it can be concluded that the independent variables in the regression model are not strongly correlated with each other, so there are no multicollinearity problems that influence the results of the regression analysis.

Normality test

This test is used to find out whether the variables are normally distributed or not. If the significance value is greater than 0.05 then the regression value is normal.

Table 4 Normality Test Results

Significance Value	Standard of Normality	Information
0.199	0.05	Normal

Based on the data presented, a significance value greater than 0.05 indicates that the residual value from the regression model has a normal distribution. Apart from that, the regression test result of 0.199 shows that this value is greater than 0.005. This indicates that the variables in the regression model also have a normal distribution. Thus, these two results provide evidence that supports the assumption that the residuals and variables in the regression model are normally distributed.

Heteroscedasticity Test

The decision making guideline used is that the regression model does not experience symptoms of heteroscedasticity if the significance value (Sig.) is greater than 0.05, but the regression model is said to experience symptoms of heteroscedasticity when the significance value (Sig.) is less than 0.05. The results of heteroscedasticity testing are shown in the following table:

Table 5 Heteroscedasticity Test results

Variables	Significance
Leadership Style	0.596
Work motivation	0.055
Job satisfaction	0.990

Based on the results of heteroscedasticity testing in the table presented, the significance value for the leadership style variable is 0.596, the work motivation variable is 0.055, and the job satisfaction variable is 0.990. From these values, it can be concluded that the significance for all independent variables exceeds the threshold value of 0.05, indicating that the regression model is not affected by heteroscedasticity problems. This indicates that the variability of the errors (residuals) in the regression model is homogeneous, so that the results of the regression analysis can be relied on to interpret the relationship between the independent variable and the dependent variable.

4. Multiple Linear Regression Test

Multiple linear regression analysis is a useful analytical tool for measuring the influence of two or more independent variables on the dependent variable. The research uses multiple linear regression because this research uses 3 independent variables and 1 dependent variable.

Table 6 results of multiple linear regression tests

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-16.228	3.858		-4.204	.000
Style Leadership	.308	.093	.379	3.266	.001
Motivation Work	.418	.193	.260	2.157	.036
Satisfaction Work	.554	.199	.328	2.779	.007

Based on the table above, the following regression equation is obtained:

$$Y = -16.228 + 0.308X_1 + 0.418X_2 + 0.554X_3$$

- a. The constant value (a) shows the magnitude of the employee's performance value (Y). This states that if the variables of leadership style, work motivation and job satisfaction are considered constant, then the employee performance value is -16.228.

- b. The regression coefficient for the leadership style variable (X1) has a value of 0.308. This means that if the leadership style (X1) increases by 1, the level of employee performance (Y) will increase by 0.308 assuming the other independent variables are constant.
- c. The regression coefficient for the work motivation variable (X2) has a value of 0.418. This means that if work motivation (X2) increases by 1, the level of employee performance (Y) will increase by 0.418 assuming the other independent variables are constant.
- d. The regression coefficient for the job satisfaction variable (X3) has a value of 0.554. This means that if job satisfaction (X3) increases by 1, the level of employee performance (Y) will increase by 0.554 assuming the other independent variables are constant.

5. Hypothesis testing

t Test (Partial)

The T test is a useful test of whether the independent variable has an effect on the dependent variable by comparing the t value with the t table. The significance of this influence can be estimated by comparing the ttable value with the tcount value. The test criteria are with provisions, such as: if T count < T table, then H0 is accepted, while Ha is rejected, if T count > T table, then H0 is rejected, while Ha is accepted.

Table 6 t test results (partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-16.228	3.858		-4.204	.000
Style Leadership	.308	.093	.379	3.266	.001
Motivation Work	.418	.193	.260	2.157	.036
Satisfaction Work	.554	.199	.328	2.779	.007

Based on the table above, it can be concluded that:

- 1) The results of calculating the leadership style variable (X1) with a significance value of 0.001 show that this value is smaller than 0.05 ($0.001 < 0.05$), with a calculated t value of $3.266 > t$ table 1.679. This shows that the research hypothesis H0 is rejected and Ha is accepted. Thus, it shows that H1 "leadership style has a partially positive and significant effect on employee performance".
- 2) The calculation results of the work motivation variable (X2) with a significance value of 0.036 show that this value is smaller than 0.05 ($0.036 < 0.05$), with a calculated t value of $2.157 > t$ table 1.679. This shows that the research hypothesis H0 is rejected and Ha is accepted. Thus, it shows that H2 "work motivation has a partially positive and significant effect on employee performance".
- 3) The results of calculating the job satisfaction variable (X3) with a significance value of 0.007 show that this value is smaller than 0.05 ($0.007 < 0.05$), with a calculated t value of $2.779 > t$ table 1.679. This shows that the research hypothesis H0 is rejected and Ha is accepted. Thus, it shows that H3 "job satisfaction has a partially positive and significant effect on employee performance".

f Test (Simultaneous)

The F test is used to determine the effect of independent variables on the dependent variable together. The F test is carried out by comparing calculated F with table F. With the interpretation that when F count > F table then together the independent variables influence the dependent variable.

Table 7 f Test results (Simultaneous)

Mode	F Count	Sig.
1	43.242	0,000

Based on the analysis results, the F table value in this study is 43.242, which is greater than the calculated F value of 3.220. In addition, the significance value obtained is 0.000, which is smaller than the alpha value generally used (0.05). From these results, it can be concluded that simultaneously, the independent variables significantly influence the dependent variable in the regression model. This means that the independent variables used in this research have a joint influence on the dependent variable. This indicates that the overall regression model is significant and can explain variations in the dependent variable.

6. Coefficient of Determination Test (R²)

The coefficient of determination test was carried out by looking at the adjusted R square (Adj.R²) value to determine how much the independent variables were able to explain the dependent variable.

Table 8 Hasji Determination Coefficient Test

Model	R	R Square	Adj R Square	Std error
1	.868	.753	.737	3.1158

Based on the results of data analysis in the table presented, the adjusted R squared value obtained is 0.737. This shows that 73.7% of the variation in employee performance variables can be explained by the variables of leadership style, work motivation and job satisfaction which are included in the regression model. Meanwhile, the remaining 26.3% is explained by other factors not included in the regression model. In other words, the independent variables used in this research are able to explain most of the variation in employee performance, but there are still other factors outside the model that also influence employee performance.

Discussion

The Influence of Leadership Style on Employee Performance

The research results show that the alternative hypothesis (H₁) is accepted, confirming that leadership style has a positive and significant influence on employee performance at PT Saltindo Perkasa. These findings strengthen the concept that an effective leadership style has a direct impact on improving individual performance in the organization. When leaders are able to lead well, including making accurate and effective decisions, this encourages employees to give their best in their work. By feeling valued and supported by leaders, employees tend to be more motivated to improve their performance. In the context of PT Saltindo Perkasa, the results of this research can be used as an example of how a quality leadership style can have a positive impact on organizational performance and success. This research supports research conducted by Hasyim (2022) which states that leadership style influences employee performance.

The influence of work motivation on employee performance

The research results show that the second hypothesis (H₂) is proven, indicating that work motivation has a positive and significant influence on employee performance at PT Saltindo Perkasa. The positive correlation between work motivation and employee performance is caused by employees' awareness of the balance between the work responsibilities they carry out. In addition, the existence of fair opportunities for career advancement provides incentives for employees to achieve high performance standards. With management being proactive in monitoring employee development, this provides additional encouragement for employees to demonstrate optimal performance. Overall, a high level of work discipline among employees can result in a significant increase in performance productivity. This research supports research conducted by Novriansya et al (2022) which states that work motivation influences employee performance.

The influence of job satisfaction on employee performance

From the research results, it can be concluded that the third hypothesis (H₃) is accepted, indicating that job satisfaction has a positive and significant influence on employee performance at PT Saltindo Perkasa. These findings illustrate that the level of job satisfaction has an important role in determining the level of individual performance in the organization. When employees feel satisfied with the work environment, job responsibilities, and interpersonal relationships at work, they tend to be more motivated to give their best in their work. Thus, increasing job satisfaction can have a positive impact on overall employee performance at PT Saltindo Perkasa. The results of this research support research conducted by Suryani & Resniawati (2022) which states that performance satisfaction has an influence on employee performance.

The influence of leadership style, work motivation, job satisfaction on employee performance

From the research results above, it can be seen that the fourth hypothesis (H₄) is accepted, where simultaneously leadership style, work motivation, job satisfaction have a positive and significant effect on employee performance at PT Saltindo Perkasa. This shows that the role of an effective leader, a motivating work environment, and individual satisfaction at work have a direct impact on employee productivity and performance. When employees feel supported by leaders who lead well, inspired by a motivating work environment, and satisfied with their work, they tend to provide the best results in carrying out their duties. Therefore, it is important for organizations to pay attention to and develop these factors in order to improve overall performance and success at PT Saltindo Perkasa. This research supports research conducted by Firmansyah & Hidayat (2023) which states that leadership style, work motivation, job satisfaction have a positive and significant effect on employee performance.

E. CONCLUSION

Based on the results of the analysis and discussion carried out using multiple linear regression, the following conclusions can be drawn:

1. Leadership style has a significant influence on the employee performance of PT. Saltindo Perkasa.
2. Motivation has a significant influence on the employee performance of Saltindo Perkasa.
3. Job satisfaction has a significant influence on the employee performance of PT. Saltindo Perkasa.
4. Leadership style, motivation and work discipline together or simultaneously have a significant influence on employee performance of PT Saltindo Perkasa.

This research faces several limitations, one of which lies in the data collection technique using a questionnaire. This results in the possibility of filling out the questionnaire being subjective. Therefore, it is recommended to add other methods, such as direct interviews with respondents, to obtain more accurate data. In addition, there is the potential for biased responses from respondents because the information provided through questionnaires may not always reflect actual opinions.

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