

Article

# The Effect of Leadership, Work Facilities, Competence, and Motivation on Employee Performance of Ketakasi Fruit Cooperative Jember

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**Abstract:** This research analyzes the influence of leadership, work facilities, competence and motivation on the performance of employees of the Ketakasi Fruit Cooperative in Jember. Effective leadership, adequate work facilities, employee competence, and motivation are the main factors that influence productivity. This research used a total population of 69 employees of the Ketakasi Fruit Cooperative in Jember. This research uses a saturated sample method. The results of the research show that leadership, work facilities, competence and work motivation have a significant influence on lecturer performance and together these factors have a significant influence on lecturer performance. From the results, it is concluded that the research emphasizes the importance of competency-based leadership (communication, analysis, decision making) to create a supportive work environment, increase employee motivation and performance. The results can help design more effective leadership development programs. Adequate work facilities increase employee comfort, efficiency and productivity. These findings encourage organizations to improve relevant facilities to create a conducive work environment and reduce turnover rates. Employee competencies (knowledge, skills, attitudes) have a significant influence on performance. Organizations can use these results to develop training that focuses on increasing competency, supporting productivity, and increasing competitiveness. And work motivation has a no direct impact on employee performance. Institutions can leverage these results to design motivation-enhancing programs, such as rewards or recognition, to create a more productive work environment.

**Keywords:** Leadership, Work Facilities, Competence, Motivation, Performance

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## 1. Introduction

In today's competitive world of work, employee performance is one of the crucial aspects that determine the success of an organization, including cooperatives (Liana, B. D. A., Ardianto, Y., & Retno, 2023). Employee performance reflects the productivity of individuals and the organization as a whole. Optimal performance can be achieved through various supporting internal and external factors, such as leadership, work facilities, competence, and motivation (Wildan, M. A., Lailatus, S. A., & SE, 2021).

Effective leadership is one of the main keys in mobilizing employees to achieve organizational goals (Madyarti, 2021). A good leader not only plays a role in directing and supervising, but is also able to inspire and motivate his subordinates (Madyarti, 2021). The leadership style applied in a cooperative largely determines how employees respond to their duties and responsibilities. Leaders who are able to create a positive work climate, support creativity, and provide clear direction will significantly improve employee performance (Ficalista, 2011).

Adequate work facilities are also an important factor affecting employee performance. Work facilities include facilities and infrastructure provided by the organization to support employee work, such as work space, equipment, technology, and a comfortable work environment (Delviarista, 2023). Cooperatives that provide complete and quality work facilities will help employees work more efficiently, reduce stress, and increase productivity. The availability of good facilities is also a form of appreciation for employees, which in turn can motivate them to work harder (Supiyanto, 2015).

Employee competencies, which include knowledge, skills, and attitudes, determine the extent to which they are able to carry out their duties and responsibilities effectively (Supiyanto, 2015). Adequate competence will make it easier for employees to face job challenges and complete tasks with maximum results (Novitasari, 2023). Competency development through training and continuing education is needed, especially in cooperatives that operate in a dynamic and evolving environment (Rusdiana, 2014).

Motivation is a psychological factor that influences employee behavior at work. Motivated employees will work with high enthusiasm, have initiative, and try to give their best for the organization (Shodiq, 2021). Motivation can come from within the employee (intrinsic motivation) or from external factors, such as rewards, bonuses, and recognition (extrinsic motivation) (Lao, 2018). In cooperatives, employee motivation needs to be managed well so that they remain energized and committed to the common goal (Diantini, 2023).

The performance of cooperative employees is strongly influenced by various factors, including leadership, work facilities, competence, and motivation (Lestari, R. Y., Ratnanto, S., & Purnomo, 2021). Therefore, cooperatives need to manage and optimize these factors in order to improve overall employee performance. With optimal employee performance, cooperatives can achieve organizational goals more effectively and efficiently (Moron, L. M., Herdi, H., & Ranga, 2023).

Cooperatives and SMEs play an important role in the Indonesian economy, with MSMEs contributing 61% of GDP and absorbing 69% of the workforce by 2023. To improve the competitiveness of MSMEs, it is important to develop the quality of human resources (HR) in cooperatives. Quality HR is the key to organizational success, as stated by (Sihite, 2018) that HR is not only active, but also dominant in achieving organizational goals.

Ketakasi Fruit Cooperative, a Jember-based cooperative engaged in robusta coffee production, faces operational challenges especially when its leader is absent, indicating a high dependency on leadership. In addition, inadequate work facilities and low employee motivation are also obstacles in achieving optimal performance. This study aims to analyze the influence of leadership, work facilities, competence, and motivation on the performance of Ketakasi Fruit Cooperative employees, and propose solutions so that the cooperative can develop more independently and efficiently.

Nevertheless, the phenomenon of operational dependency is a valuable lesson for Ketakasi Fruit Cooperative. In the future, the cooperative needs to continue to develop a more robust organizational system and structure, so that it no longer depends on one individual, but is able to move forward with the collective strength of its members. Based on the phenomenon of the problems described earlier, it can be concluded that the role of leaders and work briefings play an important role in improving employee performance. Thus, the author took a study entitled *The Effect of Leadership, Work Facilities, Competence, Motivation, on Employee Performance of Ketakasi Fruit Cooperative Jember*.

## 2. Literature Review

### 1. Leadership

Leadership is a science that comprehensively examines how to direct, influence, and supervise others to perform tasks in accordance with planned orders. The science of leadership has grown along with the dynamics of human life development (Akbar & Fahmi, 2020).

To understand the concept of leadership more deeply, let's look at some definitions put forward according to (S. P. & T. A. J. Robbins, 2008), is the ability to influence a group of

people to jointly achieve the desired goal. This definition emphasizes the leader's ability to motivate and direct others towards a common goal. According to (Griffin, Ricky W., 2011) the definition of a leader is an individual who can influence the behavior of others without having to rely on violence, leaders are individuals who are accepted by others as leaders. Meanwhile, according to (Cleary, 2002) argues that leadership is: "A matter of intelligence, trustworthiness, gentleness, courage, and firmness. So, it can be concluded that leadership is a way for someone to influence individuals and groups to achieve a goal.

According to Bass (1990), an expert in the field of leadership, leadership styles are divided into two main types in his theory, namely transformational leadership and transactional leadership. Bass developed this model as a continuation of previous research on leadership behavior and traits.

According to Robbins (2008), an expert on management and organizational behavior, leadership style can be defined as the behaviors and ways used by a leader in influencing, motivating, and directing others to achieve organizational goals. Robbins divides leadership styles into several categories based on various theoretical approaches.

## **2. Work Motivation**

According to (Robbins, Stephen P. and Coulter, 2010) motivation is a willingness to carry out high efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs. According to (Wibowo, 2016) Motivation is the impetus for a series of human behavior processes to achieve goals. Meanwhile, motivation according to (Edy Sutrisno, 2010) in (Bijaksana et al., 2020) is as follows: "Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior. Every activity carried out by someone must have a factor that encourages this activity. The driving factor of a person to carry out a certain activity is generally the needs and desires of that person. A person's needs and desires are different from the needs and desires of others. The difference in a person's needs and desires occurs because of the mental process that occurs in that person. The mental process is the formation of perception in the person concerned and the process of forming self-perception is essentially a person's learning process towards everything he sees and experiences from the environment around him."

## **3. Work Facilities**

Work facilities are a very important indicator in the world of work and are crucial for employees in carrying out their duties. (Jufrizen, J., Farisi, S., Azhar, M. E., & Daulay, 2020) When job support tools are fully available, employees are encouraged to improve their performance. Work facilities include everything that is used, occupied, and enjoyed by employees, either directly or indirectly, to support the smooth running of their work (Rustan & Munawir, 2020)

Newstrom (2007) states that facilities include everything that is occupied and interested by employees, both directly related to work and for the smooth running of work. This facility is considered as one of the supporting factors for employees in carrying out the tasks assigned by the company. Good work facilities and equipped with appropriate tools will create a more conducive work environment, so that work becomes more effective and efficient (Hasibuan, 2012). In addition, (Jufrizen, J., Farisi, S., Azhar, M. E., & Daulay, 2020) defines work facilities as physical equipment that provides convenience for its users, so that their needs can be met.

## **4. Competence**

Competence is identified with those who have better and more consistent performance than those who have average performance or even no competence at all in doing their jobs. Competence as a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply that knowledge in new situations. Competence also indicates the characteristics of knowledge and skills possessed or required by each individual that make them perform their duties and responsibilities effectively and raise the standard of professional quality in their work. Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2016). In addition, according to (Edison, Emron., 2016) competence is: "The ability of individuals to carry out a job correctly and have excellence based on matters concerning knowledge, skills, and attitudes". Competence can also be interpreted as intelligent action, full of responsibility that a person has as a requirement to be considered capable by

the community in carrying out tasks in certain fields of work (Hersey, P. and Blanchard, K.H., 1969).

### 5. Employee Performance

Oktaviani & Pramusinto (2019) reveal Performance or achievement is a record of the results obtained from certain job functions or certain activities during a certain period of time. Performance according to A.A. Anwar Prabu Mangkunegara (2016) performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the result of work produced by employees or real behavior displayed in accordance with their role in the organization. According to Wirawan (2006) performance is the output produced by the functions or indicators of a job or a profession in a certain time. Work is the activity of completing something or making something that only requires certain energy and skills. From the explanation of the experts above about the definition of performance, it can be concluded that performance is the result of individual work during one period in an organization in carrying out the assigned tasks and responsibilities.

### 3. Method

The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, it is hoped that this research can explain the relationship and influence between the independent and dependent variables in the hypothesis. The sample in this study were all 69 employees of the Ketakasi Cooperative. Research data comes from primary data and secondary data with data collection techniques, namely observation, questionnaires, and documentation. The research variables consist of four independent variables, namely leadership, work facilities, competence and motivation, while the dependent variable is employee performance. The data analysis model uses multiple linear regression using SPSS.

### 4. Results

#### 1. Validity Test

**Table 1. Result Validity Test**

| No. | Item Pernyataan | Pearson Correlations | r tabel | Sig   | Keterangan |
|-----|-----------------|----------------------|---------|-------|------------|
| 1.  | X1.1            | 0.787                | 0,239.  | 0.000 | valid      |
| 2.  | X1.2            | 0.776                | 0,239.  | 0.000 | valid      |
| 3.  | X1.3            | 0.532                | 0,239.  | 0.000 | valid      |
| 4.  | X1.4            | 0.770                | 0,239.  | 0.000 | valid      |
| 5.  | X1.5            | 0.784                | 0,239.  | 0.000 | valid      |
| 6.  | X2.1            | 0.619                | 0,239.  | 0.000 | valid      |
| 7.  | X2.2            | 0.562                | 0,239.  | 0.000 | valid      |
| 8.  | X2.3            | 0.681                | 0,239.  | 0.000 | valid      |
| 9.  | X2.4            | 0.660                | 0,239.  | 0.000 | valid      |
| 10. | X2.5            | 0.547                | 0,239.  | 0.000 | valid      |
| 11. | X2.6            | 0.688                | 0,239.  | 0.000 | valid      |
| 12. | X3.1            | 0.639                | 0,239.  | 0.000 | valid      |
| 13. | X3.2            | 0.645                | 0,239.  | 0.000 | valid      |
| 14. | X3.3            | 0.614                | 0,239.  | 0.000 | valid      |
| 15. | X3.4            | 0.613                | 0,239.  | 0.000 | valid      |
| 16. | X3.5            | 0.604                | 0,239.  | 0.000 | valid      |
| 17. | X4.1            | 0.825                | 0,239.  | 0.000 | valid      |
| 18. | X4.2            | 0.690                | 0,239.  | 0.000 | valid      |
| 19. | X4.3            | 0.796                | 0,239.  | 0.000 | valid      |
| 20. | Y1              | 0.778                | 0,239.  | 0.000 | valid      |
| 21. | Y2              | 0.883                | 0,239.  | 0.000 | valid      |

| No. | Item Pernyataan | Pearson Correlations | r tabel | Sig   | Keterangan |
|-----|-----------------|----------------------|---------|-------|------------|
| 22. | Y3              | 0.604                | 0,239.  | 0.000 | valid      |
| 23. | Y4              | 0.733                | 0,239.  | 0.000 | valid      |
| 24. | Y5              | 0.624                | 0,239.  | 0.000 | valid      |

From the table above, it can be seen that all statement items have a value of  $r_{count} > r_{table}$  with  $r_{table}$  0.239 which means that the research instrument can be said to be valid. The significance level shows a value below 0.05 which also confirms that each statement item is valid so that the existing statement items have been able to represent the variables being measured.

## 2. Reliability Test

Table 2. Comparison of Reliability Test

| Variable | Cronbach Alpha | r table | Description |
|----------|----------------|---------|-------------|
| X1       | 0.781          | 0.6     | Reliable    |
| X2       | 0.690          | 0.6     | Reliable    |
| X3       | 0.606          | 0.6     | Reliable    |
| X4       | 0.662          | 0.6     | Reliable    |
| Y        | 0.777          | 0.6     | Reliable    |

From the table above, it can be concluded that each variable has a Cronbach Alpha value of more than 0.6 and more than the  $r_{table}$  value so that it is declared reliable, which means that the research questionnaire instrument shows consistency even though it is used repeatedly.

## 3. Multiple Linear Regression Analysis

Tabel 3. Multiple Linear Regression Analysis Results

Coefficients<sup>a</sup>

| Model           | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig  |
|-----------------|-----------------------------|------------|---------------------------|--------|------|
|                 | B                           | Std. Error | Beta                      |        |      |
| (Constant)      | 3.756                       | 2.091      |                           | 1.796  | .077 |
| Leadership      | .214                        | .078       | .246                      | 2.729  | .008 |
| 1 Work Facility | -.132                       | .052       | -.138                     | -2.519 | .014 |
| Competence      | .736                        | .083       | .715                      | 8.843  | .000 |
| Work Motivation | .017                        | .198       | -.106                     | -.548  | .582 |

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 3.756 + 0.214X_1 - 0.132X_2 + 0.736X_3 + 0.017X_4$$

The explanation of the equation is as follows:

- Intercept (Constant): 3.756 is positive, meaning that if leadership, work facilities, competence and work motivation are assumed to be constant (unchanged), employee performance is positive or good
- The regression coefficient for the leadership variable ( $X_1$ ) is positive : 0.375 with a significance value of 0.008 which is smaller than the 5% significance level (0.05). This means that if leadership is more tailored to the needs of employees, employee performance will increase with the assumption that other variables remain.

- c) The regression coefficient for the work facility variable (X2) is negative: - 0.132 with a significance value of 0.014 which is smaller than the significance level of 5% (0.05). This means that even though work facilities are improved, employee performance decreases with the assumption that other variables remain.
- d) The regression coefficient for the Competency variable (X3) is positive: 0.736 with a significance value of 0.000 which is smaller than the 5% significance level (0.05). This means that if competence increases, employee performance will increase with the assumption that other variables remain.
- e) The regression coefficient for the work motivation variable (X4) is positive: 0.017 with a significance value of 0.852 which is greater than the 5% significance level (0.05). This means that work motivation has no significant effect on employee performance.

#### 4. Coefficient of Determination (R2)

**Table 4. Results of the Coefficient of Determination**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | ,916 <sup>a</sup> | ,839     | ,829              | 1,03231                    |

R<sup>2</sup> shows how much contribution or contribution of the independent variable to the dependent variable. Based on the test results table above, it is known that the coefficient of determination is 0.829 or 82.9%. This shows that the ability of Lecturer performance can be explained by Leadership (X1), Work Facilities (X2), Competence (X3), and Work Motivation (X4) by 82.9% while the remaining 17.1% is influenced by other factors outside the model.

#### 5. Hypothesis Test

Based on the results in Table 3 first Hypothesis Testing: sig value. 0.008 > 0.05 means that leadership has a significant effect on employee performance at a significant level of 5%. Second Hypothesis Testing: sig value. 0.014 > 0.05 means that work facilities have a significant effect on employee performance at a significant level of 5%. Third Hypothesis Testing: sig value. 0.000 > 0.05 means that competence has a significant effect on employee performance at a significant level of 5%. Testing the fourth hypothesis: sig value. 0.852 < 0.05 means that work motivation has no significant effect on employee performance at a significant level of 5%

**Table 9. F Test Results**

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                  | Regression | 354,435        | 4  | 88,609      | 83,148 | ,000 <sup>b</sup> |
|                    | Residual   | 68,203         | 64 | 1,066       |        |                   |
|                    | Total      | 422,638        | 68 |             |        |                   |

After data processing, the Fcount value is 83.148 and the Ftable value is 2.695. It can be seen that the Fcount value is greater than Ftable (83.148 > 2.695). So that the decision H0 is rejected at the  $\alpha = 5\%$  level. So it is concluded that Leadership (X1), Work Facilities (X2), Competence (X3) and Work Motivation (X4) together have a significant effect on Employee Performance (Y).

## Discussion

### 1. The Effect of Leadership on Employee Performance

Overall, positive perceptions of the Leadership Variable (X1), especially in the aspects of listening ability and assertiveness, indicate that these indicators have a significant influence on employee performance. The combination of analytical leadership, effective communication, courage, listening skills, and assertiveness helps create a conducive work environment. With supportive leaders, employees are more motivated, productive, and able to achieve optimal performance.

The discussion above, which links leadership effectiveness to improved employee performance, is supported by theory and research from (Avolio, B.J., Bass, B.M. and Jung, 1999) that employees show that transformational leadership, which includes analytical ability, good communication, courage, listening ability, and assertiveness, has a significant effect on employee performance. Leadership that can inspire and provide clear direction to employees consistently results in better performance and (S. P. Robbins, 1996) asserts that good leadership in communication and decision-making courage creates harmonious relationships in the workplace. Employees who feel heard and well directed show more productive performance.

### 2. Effect of Work Facilities on Employee Performance

In general, respondents' perceptions of the Work Facilities variable (X2) tend to be positive, especially in the indicators of ease of use, acceleration of the work process, and proper arrangement of facilities. With work facilities that support needs, increase efficiency, and provide security, employees can work more productively, motivated, and effectively, which ultimately improves overall performance.

The above discussion can be supported by several studies that show the importance of work facilities in improving efficiency, safety, and comfort, which have a positive effect on employee performance, such as research by (Sedarmayanti, 2011) stating that good work facilities greatly affect employee productivity and comfort. Adequate facilities can help employees complete work more efficiently and reduce the potential for errors in work and research (Hasibuan, 2012) which emphasizes that work facilities that meet the needs and safety standards will have a direct impact on employee motivation and productivity. Facilities that support the work process are also considered important to create a conducive work environment.

### 3. The Effect of Competence on Employee Performance

Overall, the competency variable (X3) has a significant effect on employee performance. Competencies that include knowledge, understanding, skills, values, and attitudes help employees to work optimally, improve the quality of work results, and complete tasks more efficiently. The high level of respondent agreement on competency indicators indicates that employees feel capable and ready to carry out their responsibilities. Good competence makes employees more motivated, productive, and take high initiative, which supports the achievement of overall organizational goals.

The discussion of the influence of competencies which include knowledge, understanding, skills, values, and attitudes on employee performance has been widely supported by research such as (Richard Florida, 2017) in Competency-Based Human Resource Management also emphasizes the importance of competency development, including attitudes and values, as a key factor in improving productivity and performance and (Sutrisno, 2019) in the book Human Resource Management in Indonesia underlines that employee competencies which include knowledge, skills, and work values significantly affect performance in the context of organizations in Indonesia. In addition to that research, these findings are also supported by research conducted by (Wahyuni & Budiono, 2022) which states that Competence has a positive and significant effect on performance, this is due to The more often people do the same task, the faster and more skillful they do the job. The more work that is completed, the more work experience the employee gets, and the better the employee's performance.

#### 4. The Effect of Work Motivation on Employee Performance

Overall, this data supports the idea that all three work motivation drives to produce high performance, achieve organizational goals, and meet personal needs influence employee performance. Most employees feel motivated to give their best in their work, contribute to organizational goals, as well as meet their personal needs through work outcomes. Although some respondents were neutral or disagreed, this motivational drive remains an important factor in improving overall performance. But the results in this study show that there is no significant effect of work motivation on employee performance, this may be due to external factors that cause employee motivation cannot affect employee performance.

The findings of this study are in line with research conducted by (Hidayat, 2021) which states that work motivation has no effect on employee performance due to the lack of appreciation in the form of praise or bonuses from superiors to subordinates can result in low employee motivation at work even though the three indicators in this study the majority chose strongly agree but it is important to understand that work motivation does not only depend on external factors. In addition, this is also supported by (Hidayatullah et al, 2023) which states that work motivation has a negative and insignificant effect on employee performance, meaning that the ups and downs of work motivation have no effect on employee performance at the Kampar Regency DPRD Secretariat.

#### 5. Leadership, Work Facilities, Competence, and Work Motivation simultaneously affect Employee Performance

Based on the relationship between leadership variables, work facilities, competence, and work motivation with employee performance as measured through indicators such as work quality, work quantity, time, effectiveness, and independence.

Factors such as leadership, work facilities, competence are interrelated and have a significant influence on employee performance. Employee performance which includes work quality, work quantity, effectiveness, time, and independence is strongly influenced by how leaders lead, the facilities available, and the level of competence possessed by employees. Organizations that can manage and optimize these factors will see an increase in overall employee performance. Meanwhile, work motivation may not necessarily affect employee performance due to several external factors that can occur.

### CONCLUSION

The results of this study concluded:

1. The results showed that leadership has a significant influence on employee performance. Effective leadership plays an important role in improving employee performance. Leadership styles that include analytical skills, good communication, courage in decision making, listening skills, and assertiveness have a positive effect on employee performance.
2. The results showed that work facilities have a significant influence on employee performance. Based on the respondents' assessment of the Work Facility variable (X2), it can be concluded that adequate and well-organized work facilities have a positive influence on employee performance.
3. The results showed that competence has a significant influence on employee performance. Based on respondents' assessment of the Competency variable (X3), it can be concluded that employee competence, which includes knowledge, understanding, skills, values, and attitudes, has a significant influence on employee performance.
4. The results showed that work motivation has no significant effect on employee performance. Based on the research results, it can be concluded that work motivation does not have a significant influence on employee performance.

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