



## The Influence of Leadership Style, Work Environment, End Work Motivation on Employee Performance at The Wonogiri Regency Disport Office

Fiki Hendro Yunanto<sup>1\*</sup>, Sri Wijastuti<sup>2</sup>, Zandra Dwanita Widodo<sup>3</sup>

<sup>1,2,3</sup>Universitas Tunas Pembangunan, Surakarta, Indonesia

\*Corresponding Author: [fikiyunanto418@gmail.com](mailto:fikiyunanto418@gmail.com)

**Abstract.** This research aims to determine the influence of Leadership Style, Work Environment, and Work Motivation on the Performance of Wonogiri District Dispora Office Employees, both partially and simultaneously. This research is quantitative using primary and secondary data. Data quality analysis testing uses validity tests and reliability tests. This research uses a survey method by distributing questionnaires. From a population of 32 people, all were sampled using saturated sampling techniques. The analysis used is multiple linear regression. This research shows that Leadership Style partially influences employee performance by 35.1%. The work environment partially influences employee performance by 14.7%. And Work Motivation partially influences employee performance by 20.2%. Leadership style, work environment, and work motivation simultaneously or together also have an influence on employee performance, shown by a significant value of  $0.000 < 0.05$ . Meanwhile, the coefficient of determination test results have an Adjusted R Square value of 92.80%, which means that employee performance variables are influenced by leadership style variables, work environment, work motivation and the remaining 7.208% are influenced by other variables.

**Keywords:** Leadership Style, Work Environment, Work Motivation, Employee Performance.

### 1. INTRODUCTION

Management is the science and art of carrying out the process of achieving goals by utilizing existing resources in the organization efficiently and effectively. In this management there are management elements which are usually called 6M, namely men, money, methods, materials, machines and markets. Human resource management, which is usually called HRM, is a field of science that develops the human element or men. Human resources who have the capacity and potential are needed to carry out activities in a company or organization. Therefore, companies or organizations must make human resources the most important factor to manage. One of the efforts made to manage human resources within a company is Human Resources Management (Imbron & Pamungkas, 2021).

Human resources can support the achievement of organizational goals, so organizations must utilize human resources more effectively and efficiently with a tendency towards increasing employee performance. Human resources play a major role in designing, organizing and developing an organization so that it can survive and succeed in achieving its goals. Organizational goals will not be realized without the active role of its people. Human resource problems are a challenge for management because the success of management and others depends on the quality of human resources. If individuals in the company, namely

Human Resources, can run effectively, the company will continue to run effectively (Badrianto et al., 2022).

The quality of human resources can be achieved through several efforts, including providing education and training, increasing discipline, providing strict sanctions, and assessing work performance. With education and training, employees will gain additional knowledge and skills, allowing them to perform work with higher quality than before (Lotu et al., 2022).

Good human resources are expected to produce good performance in accordance with the expectations and desires of the agency. Performance is a description of the level of achievement of the implementation of an activity, program, policy in realizing the goals, objectives, vision and mission of an agency as stated in the formulation of an agency's strategic scheme. According to Rivai (2011) employee performance is very important in the company's efforts to achieve its goals (Tolu et al., 2021).

So with the importance of human resources in a company, they must be maintained optimally and given more attention so that they can develop themselves optimally so as to achieve company goals (Rauuf et al., 2022). Employee empowerment is an effort to bridge and motivate employees to remain responsible personal and is an employee's effort to improve the process in completing their work which aims to achieve the company's organizational goals. So management leaders who oversee human resources must have technical capabilities for managing human resources which has been honed by the company (Wijiastuti et al., 2021).

Based on their research, Naharuddin and Sadegi concluded that an employee's ability to do their job depends on their own level of performance and their ability to work well with other people. Various internal and external factors influence an employee's performance. Existing knowledge, skills and competitiveness, as well as work motivation, personality, attitudes and behavior which have performance penalty points, are factors within a person. Factors from outside oneself such as superior leadership, relationships between employees, and the work environment in which employees work (Badrianto et al., 2022).

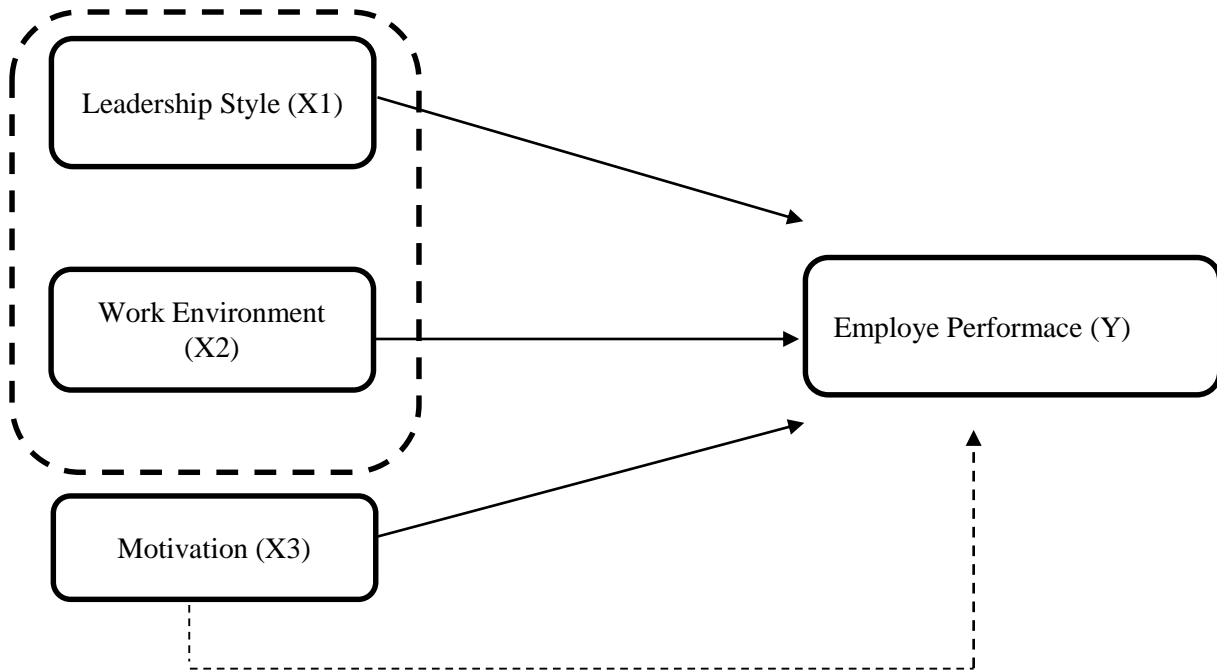
For organizational leaders, employee performance is very important because it is a benchmark for their success in managing the work unit they lead. Performance is very important for an organization because it will determine the effectiveness of the organization (Ningrum et al., 2023). Performance is also important because it reflects the measure of success of managers in managing the organization and its human resources. Organizational goals can be achieved through the good performance of its employees. On the other hand, organizations will face obstacles in achieving their goals when employee performance is ineffective, meaning

they cannot meet the job demands desired by the organization (Haryati et al., 2022)

The survival and continuity of a company cannot be separated from the role of a leader who is one of the factors in achieving the vision, mission and goals of a company. Leaders in a company must be able to create and organize a conducive work atmosphere, where the work atmosphere makes employees feel comfortable and a leader must have the ability to make his employees carry out the tasks given happily without coercion, be disciplined in completing the tasks given and responsible for everything he does (Widodo et al., 2022). According to Soekarso, leadership style is the behavior or actions of a leader in carrying out the tasks required for managerial work. A leader's leadership style will have a big impact on how well his team members or subordinates perform. When leadership style is used effectively and appropriately, it can influence the achievement of personal and organizational goals (Tanjung et al., 2021)

From the explanation above, it can be concluded that to influence employee performance in a company, a consistent pattern of behavior is needed and direction is needed to achieve the expected goals. The pattern of behavior in this case is leadership, because the leader is the main control holder in the running of a company. Another important factor is the work environment, comfortable working conditions and proper organization which can influence employee performance in carrying out their work. Apart from that, work motivation is also important in a company because motivating employees can increase and build work morale in a company, where this can also influence employee performance.

Based on observations at the Wonogiri District Dispora Office, there are problems including, the lack of discipline of Dispora Office employees in attendance resulting in services being hampered, as well as tasks not being completed on time. Based on the formulation of the problem above, then try to raise it in writing a thesis with the title: Influence Leadership Style, Work Environment, and Work Motivation on Employee Performance at the Wonogiri District Dispora Office.



### **Hypothesis**

The hypothesis proposed in this research is:

H1 = It is suspected that there is an influence of leadership style variables on the performance of Wonogiri District Dispora Office employees.

H2 = It is suspected that there is an influence of work environment variables on the performance of Wonogiri Regency Dispora office employees.

H3 = It is suspected that there is an influence of work motivation variables on the performance of Wonogiri District Dispora Office employees.

H4 = It is suspected that there is an influence of leadership style variables, work environment, and work motivation on the performance of Wonogiri Regency Dispora office employees.

## **2. RESEARCH METHODS**

This research was conducted at the Wonogiri District Dispora Office located in Sukorejo, Giritirto, Wonogiri District, Central Java. The sample used in this research is saturated sampling, that is, all members of the population are used as samples. So the population in this study, 32 employees were taken as samples. The data analysis technique uses multiple linear regression and the data source used is primary, by distributing questionnaires directly to respondents. Multiple linear regression in this study was processed using SPSS version 25.

### 3. RESULTS AND DISCUSSION

Primary data used in this research is in the form of a questionnaire regarding Leadership Style, Work Environment, Work Motivation, and Employee Performance which was filled out by employees of the Wonogiri District Dispora Office. The data obtained is the total of all respondents. The research results from respondents were then processed using SPSS version 25.

#### Research Results

##### a. Description of Respondent Characteristics

Respondents who have filled out the questionnaire will then be identified based on age, gender, last education and length of work. The results of the characteristics of these respondents are presented in the table below:

**Table 1. Years**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 30 Years	6	18.8	18.8	18.8
	31-40 Years	9	28.1	28.1	46.9
	41-50 Years	8	25.0	25.0	71.9
	> 50 Years	9	28.1	28.1	100.0
	Total	32	100.0	100.0	

*Source: Primary data processed, 2024*

**Table 2. Gender**

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	21	65.6	65.6	65.6
	Female	11	34.4	34.4	100.0
	Total	32	100.0	100.0	

*Source: Primary data processed, 2024*

**Table 3. Last education**

Last Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA/K	11	34.4	34.4	34.4
	Diploma III	1	3.1	3.1	37.5
	Sarjana (S1)	16	50.0	50.0	87.5
	Magister (S2)	4	12.5	12.5	100.0
	Total	32	100.0	100.0	

Source: Primary data processed, 2024

**Table 4. Length of work**

Length of work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 Years	5	15.6	15.6	15.6
	5-10 Years	8	25.0	25.0	40.6
	> 10 Years	19	59.4	59.4	100.0
	Total	32	100.0	100.0	

Source: Primary data processed, 2024

## Research Instrument Test Results

### 1. Validity Test

The validity test is used to test whether a questionnaire is valid or valid. The criterion for determining the validity of a questionnaire is if  $R_{count} > R_{table}$  then the statement can be said to be valid. Meanwhile, if  $R_{count} < R_{table}$  then the statement is said to be invalid. The calculation results use the SPSS version 25 program. The detailed validity test results will be explained in table 5 below.

**Table 5. Validity Test Results**

No	Indikator	rHitung	RTable	Information
1.	Leadership Style(X1)			
	X1.1			
	X1.2	0,922	0.3610	Valid
	X1.3	0,878	0.3610	Valid
	X1.4	0,867	0.3610	Valid
	X1.5	0,918	0.3610	Valid
		0,861	0.3610	Valid
2.	Work environment(X2)			
	X2.1			
	X2.2	0,714	0.3494	Valid
	X2.3	0,495	0.3494	Valid
	X2.4	0,811	0.3494	Valid
	X2.5	0,773	0.3494	Valid
		0,813	0.3494	Valid
3.	Work motivation(X3)			
	X3.1	0,501	0.3494	Valid
	X3.2	0,744	0.3494	Valid
	X3.3	0,815	0.3494	Valid
	X3.4	0,769	0.3494	Valid
	X3.5	0,802	0.3494	Valid
4.	Employee Performance (Y)			
	Y.1	0,501	0.3494	Valid
	Y.2	0,623	0.3494	Valid
	Y.3	0,688	0.3494	Valid
	Y.4	0,705	0.3494	Valid
	Y.5	0,687	0.3494	Valid

The significant test was carried out by comparing the calculated r value with the r table for degree of freedom

(df) = n – 2, with n being the number of samples and a two-sided test with a significance level of 0.05.

Table 6 shows that all indicators used to measure the variables used in this research have the same correlation coefficient of rtable = 0.3494 (rtable value for Df = n – 2 = 32 – 2 = 30), so that all indicators is declared valid.

## 2. Reliability Test

(Ghozali, 2019) classifies Cronbach's Alpha values as follows: Cronbach's Alpha values between 0.00-0.20 are said to be less reliable. Cronbach's Alpha values between 0.21-0.40 are said to be somewhat reliable. Cronbach's Alpha values between 0.41-0.60 are said to be quite reliable. Cronbach's Alpha values between 0.61-0.80 are said to be reliable. The Cronbach's Alpha value between 0.81-1.00 is said to be very reliable. The

results of the reliability test in this research can be seen in the table below:

**Table 6. Test Reliabilitas**

Variabel	Cronbach's Alpha	Kriteria	Information
Leadership Style(X1)	0,930	0,60	Reliabel
Work environment(X2)	0,764	0,60	Reliabel
Work motivation(X3)	0,754	0,60	Reliabel
Employee Performance (Y)	0,644	0,60	Reliabel

Source: Primary data processed, 2024

## Descriptive Analysis

### 1) Statistik Deskriptik

**Table 7. Statistik Deskriptif**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	32	19	25	22.69	2.334
Work environment	32	15	25	20.06	2.639
Work motivation	32	15	25	19.03	2.879
Employee Performance	32	18	24	20.69	1.491
Valid N (listwise)	32				

Source: Primary data processed, 2024

Based on the table above, it shows the minimum, maximum, average and standard deviation values for each variable. This value explains the actual range of the lowest respondent answer score and the highest respondent answer score based on the number of questions on each variable.



2) Test Classical assumptions

a) Normality Test

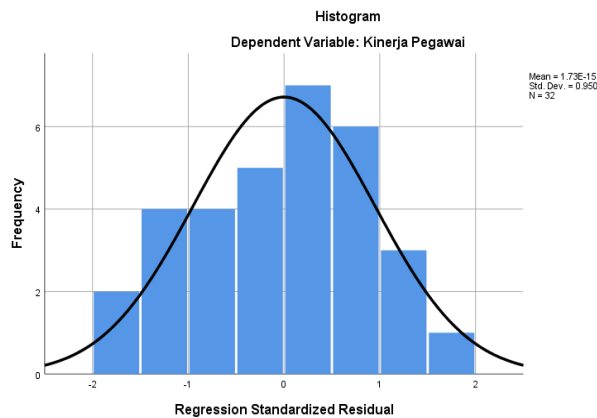
The kolmogorov smirnov test shows that the asymp.sig (2-tailed) of 0,200 is greater than 0,05, so it can be started that the data is distributed normally.

**Table 8. Test Kolomogorov-Smirnov**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		32
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.94635363
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.074
Test Statistic		.075
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

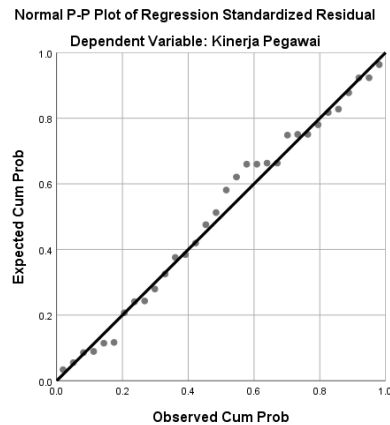
*Source: Primary data processed, 2024*

The Normality Test can also be seen in the P-Plot histogram graph as follows:



**Figure 1. Normality Test Histogram**

Based on the diagram above, it is known that the histogram ordinariess graph provides a distribution pattern that forms a bell shape, which means the data is normally distributed



**Figure 2. Normal P-Plot Graph**

Based on Figure 2 above, it can be seen that the P-Plot graph shows that the data distribution pattern tends to follow a diagonal line pattern or normal distribution so it can be concluded that the data distribution is normally distributed.

**b) Test Multikolinieritas**

**Table 9. Hasil Uji Multikolinieritas**

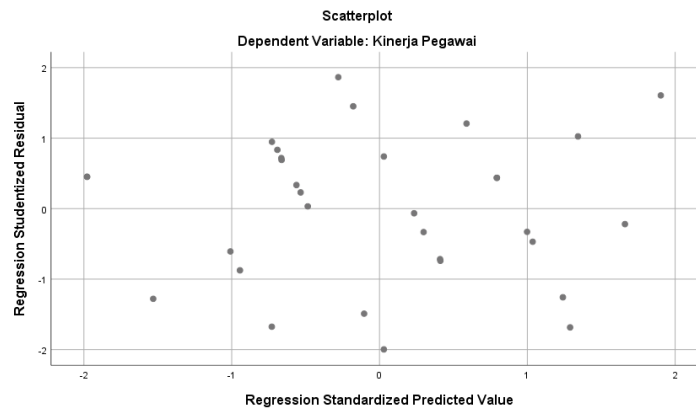
Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.937	.754		7.877	.000		
	Leadership Style	.351	.042	.549	8.378	.000	.539	1.855
	Work environment	.147	.040	.261	3.726	.001	.472	2.118
	Work motivation	.202	.028	.390	7.237	.000	.798	1.254

a. Dependent Variable: Employee Performance

Source: Primary data processed, 2024

Based on the results of the multicollinearity test, the VIF value for all independent variables is less than 10 and the tolerance value is more than 0.1. This means that there is no multicollinearity in the results of this study.

**c) Heteroscedasticity Test**



**Figure 3. Scatter plot**

Based on the image above, it shows that the points spread above or below the zero value do not form a particular pattern in the distribution of points in the scatter plot image. It can be concluded that there is no heteroscedasticity in the research data.

**3) Multiple Linear Regression Analysis**

**Table 10. Bergands Linear Regression**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.937	.754		7.877	.000
	Leadership Style	.351	.042	.549	8.378	.000
	Work environment	.147	.040	.261	3.726	.001
	Work motivation	.202	.028	.390	7.237	.000

a. Dependent Variable: Employee Performance

*Source: Primary data processed, 2024*

**Take the following equation:**

$$Y = 5.937 + 0.351 X_1 + 0.147 X_2 + 0.202 X_3 + e$$

Based on the regression equation above, it means that the constant value ( $\alpha$ ) is 5.937, which states that all independent variables have a value of zero, so Employee Performance (Y) will have a positive value. Meanwhile, the regression coefficient value for the variable Leadership Style (X1) is 0.351, Work Environment (X2) is 0.147, Work Motivation (X3) is 0.202. Thus, all independent variables have a positive (+) value, which means the higher the value, the higher the employee's performance.

## Hypothesis Testing

### 1) t test (Partial)

**Table 11. T test**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.937	.754		7.877	.000
Leadership Style	.351	.042	.549	8.378	.000
Work environment	.147	.040	.261	3.726	.001
Work motivation	.202	.028	.390	7.237	.000

a. Dependent Variable: Employee Performance

Source: Primary data processed, 2024

The T test is carried out to see the magnitude of the partial or individual influence of the independent variable on the dependent variable.

- H1 is accepted with the calculated t value > t table ( $8.378 > 2.036$ ) and the Sig level. equal to  $0.000 < 0.05$ .
- H2 is accepted with the calculated t value > t table ( $3.726 > 2.036$ ) and the Sig level. equal to  $0.001 < 0.05$ .
- H3 is accepted with the calculated t value > t table ( $7.237 > 2.036$ ) and the Sig level. equal to  $0.046 < 0.05$ .

### 2) F Test (Simultaneous)

The F test is used to see the simultaneous or joint influence of the independent variable on the dependent variable.

**Table 12. F test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.412	3	21.471	134.716	.000 <sup>b</sup>
	Residual	4.463	28	.159		
	Total	68.875	31			

a. Dependent Variable: :Employee Performance  
b. Predictors: (Constant), Work Motivation, Leadership Style, Work Environment

Source: Primary data processed, 2024

Based on table 12, the Fcount value is  $134,716 > 2.95$  and the significant value is  $0.000 < 0.05$ . So it can be concluded that Leadership Style, Work Environment, and Work Motivation simultaneously have a significant and positive effect on Employee Performance.

**3) Coefficient of Determination**

**Table 13. Coefficient of Determination**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.967 <sup>a</sup>	.935	.928	.399
a. Predictors: (Constant), Work Motivation, Leadership Style, Work Environment				
b. Dependent Variable: Employee Performance				

*Source: SPSS 25 data processing results, 2024*

Based on table 13, the Adjusted R Square figure is 0.928 or 92.80% of the variation in the dependent variable, namely employee performance, which can be explained by variations in the independent variables, namely leadership style, work environment and work motivation. And 7.20% is explained by other variables not studied.

**4. CONCLUSION AND RECOMMENDATIONS**

**Conclusion**

- a) There is a positive and significant influence on the Style variable on Employee Performance at the Wonogiri Regency Dispura Office. This is shown by the test results, the tcount value is 8.378 while the ttable is 2.036 and the Sig level.  $0.000 < 0.05$  means  $H_0$  is rejected and  $H_a$  is accepted.
- b) There is a positive and significant influence on the Work Environment variable on Employee Performance at the Wonogiri Regency Dispura Office. This is shown by the test results, the tcount value is 3.726 while the ttable is 2.036 and the Sig level. of  $0.001 < 0.05$  means  $H_0$  is rejected and  $H_a$  is accepted.
- c) There is a positive and significant influence on the Work Motivation variable on Employee Performance at the Wonogiri Regency Dispura Office. This is shown by the test results, the tcount value is 7.237 while the ttable is 2.036 and the Sig level. of  $0.046 < 0.05$  means  $H_0$  is rejected and  $H_a$  is accepted.

- d) The F Test (Simultaneous) shows the results that Leadership Style (X1), Work Environment (X2) and Work Motivation (X3) have a positive and significant effect on Employee Performance at the Wonogiri Regency Dispora Office. This is based on the results of the F test, an Fcount value of  $134,716 > 2.95$  and a significant value of  $0.000 < 0.05$ .
- e) The Determination Coefficient Test shows that the Leadership Style, Work Environment and Work Motivation variables on Employee Performance at the Wonogiri Regency Dispora Office can be seen from the Adjusted R Square, namely 0.928, meaning that they are jointly influenced by 92.80% while the remaining 7.20% explained by other variables not studied.

### **Recommendations**

It is hoped that future researchers can further develop and perfect this research so that it can provide even greater benefits for the Management of the Wonogiri Regency Dispora Office, and it is also hoped that they will add variables to provide a broader picture of what is being researched.

### **REFERENCES**

- Adhan, M., & Prayogi, M. A. (2021, June). Peranan kinerja pegawai: Kepemimpinan dan motivasi kerja. In *Seminar Nasional Teknologi Edukasi Sosial dan Humaniora* (Vol. 1, No. 1, pp. 260-274).
- Adinda, T. N., Firdaus, M. A., & Agung, S. (2023). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan. *Indonesian Journal of Innovation Multidisipliner Research*, 1(3), 134-143.
- Badrianto, Y., Ekhsan, M., & Mulyati, C. (2022). Pengaruh gaya kepemimpinan, lingkungan kerja, dan beban kerja terhadap kinerja karyawan. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 5(1), 401-410.
- Bambang Sudaryana, D. E. A., Ak, M., Agusiady, H. R., & SE, M. (2022). *Metodologi penelitian kuantitatif*. Deepublish.
- Ghozali, I. (2020). *Aplikasi analisis multivariate dengan program SPSS (IV ed.)*.
- Gujarati, D. N. (2021). *Essentials of econometrics*. Sage Publications.
- Haryati, E., Lutviani, M., Husna, A., & Sulaiman, F. (2022). Pengaruh gaya kepemimpinan, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan PT Mega Trans Medan. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, 3(4), 809–812.
- Heriyanti, S. S., & Putri, R. (2021). Pengaruh gaya kepemimpinan, lingkungan kerja, dan stres

kerja terhadap kinerja karyawan PT NT Cikarang. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 4(2), 915–925.

Hudzaifah, K. N. (2023a). Peran gaya kepemimpinan, lingkungan kerja, motivasi kerja, dan kepuasan kerja terhadap kinerja karyawan restoran yang ada di Kota Rantau Perapat. In *Unikal National Conference* (pp. 540–550).

Hudzaifah, K. N. (2023b). Peran gaya kepemimpinan, lingkungan kerja, motivasi kerja, dan kepuasan kerja terhadap kinerja karyawan restoran yang ada di Kota Rantau Perapat. In *Unikal National Conference* (pp. 540–550).

Huzain, H. (2021). *Pengelolaan sumber daya manusia*.

Imbron, I., & Pamungkas, I. B. (2021). *Manajemen sumber daya manusia*.

Jannah, M. (2021). *Manajemen sumber daya manusia*.

Jopanda, H. (2021). Pengaruh gaya kepemimpinan dan lingkungan kerja terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening. *Jurnal Manajemen*, 6(1), 84–101.

Ningrum, D. A., Fauzi, A., Supu, A. L. A., Agustin, P., Afriliani, S. N. I., Airani, V., & Mahardhika, W. T. (2022). Pengaruh gaya kepemimpinan, lingkungan kerja, dan stres kerja terhadap kinerja karyawan (Studi pustaka manajemen kinerja). *Jurnal Ekonomi Manajemen Sistem Informasi*, 4(2), 224–233.

Nurjaya, N. (2021). Pengaruh disiplin kerja, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan pada PT. Hazara Cipta Pesona. *Akcelerasi: Jurnal Ilmiah Nasional*, 3(1), 60–74.

Nurla, Y., Al Munawwarah, R., Mustafa, H., & Sani, A. (2021). Pengaruh kemampuan intelektual dan motivasi kerja terhadap kinerja guru SMK Negeri 4 Soppeng. *Amkop Management Accounting Review (AMAR)*, 1(1).

Pusparani, M. (2021). Faktor yang mempengaruhi kinerja pegawai (Suatu kajian studi literatur manajemen sumber daya manusia). *Jurnal Ilmu Manajemen Terapan*, 2(4), 534–543.

Sa'adah, R. N. (2021). *Metode penelitian R&D (Research and Development): Kajian teoretis dan aplikatif*. CV Literasi Nusantara Abadi.

Safrizal, H. B. A. (2022). *Monograf kepemimpinan transformasional, motivasi kerja, dan kinerja pegawai*.

Salsabilla, B., Lestari, F. I., Erlita, M., Insani, R. D., Santika, R., Ningsih, R. A., Triska, T., & Mustika, D. (2022). Tipe dan gaya kepemimpinan pendidikan. *Jurnal Pendidikan Tambusai*, 6(2), 9979–9985.

Shobirin, A., & Siharis, A. K. (2022). Pengaruh kepemimpinan, lingkungan kerja, kompensasi, dan motivasi kerja terhadap kinerja karyawan: Studi literatur. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 2(5), 235–246.

Silaen, N. R., Syamsuriansyah, S., Chairunnisah, R., Sari, M. R., Mahriani, E., Tanjung, R.,

- Triwardhani, D., Haerany, A., Masyuroh, A., & Satriawan, D. G. (2021). Kinerja karyawan.
- Sudiantini, D., & Saputra, F. (2022). Pengaruh gaya kepemimpinan: Kepuasan kerja, loyalitas pegawai, dan komitmen di PT Lensa Potret Mandiri. *Formosa Journal of Sustainable Research*, 1(3), 467–478.
- Sugiyono, P. D. (2019). *Metode penelitian pendekatan kuantitatif*. CV. Alfabeta.
- Supiani, S., Nurdin, N., Syahid, A., & Fakhurrozi, H. (2022). Manajemen sumber daya manusia pada UPT perpustakaan Universitas Tadulako Palu. *Jurnal Integrasi Manajemen Pendidikan*, 1(2), 13-25.
- Tanjung, R., Nurcahyani, R. W., Hasibuan, R., & Ratnasari, S. L. (2021). Pengaruh gaya kepemimpinan, lingkungan kerja, beban kerja, dan kompensasi terhadap kinerja karyawan Lamoist Layer Cakes. *Sains: Jurnal Manajemen Dan Bisnis*, 13(2), 193–212.
- Tolu, A., Mamentu, M., & Rumawas, W. (2021). Pengaruh gaya kepemimpinan, lingkungan kerja, dan motivasi kerja terhadap kinerja pegawai. *Jurnal Administrasi Bisnis (JAB)*, 11(1), 7–1.