

## **Influence of Leadership Style and Work Motivation on Employee Performance**

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### **Submission Info :**

Received 06 April 2021  
Accepted 30 April 2021  
Available online 10 Mei 2021

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### **Keyword :**

Leadership Style  
Work Motivation  
Employee Performance

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### **Abstract**

This study aims to analyze the influence of leadership style and work motivation, either partially or simultaneously, on employee performance at the BAPPEDA office of Gowa Regency. This study also determines the most dominant influence of leadership style and work motivation on employee performance. The sample of this research was 39 employees of the BAPPEDA office of Gowa Regency. Data collection using a questionnaire. The data analysis used a validity test, reliability test, multiple linear regression, determination coefficient analysis, simultaneous test, partial test, normality test, and heteroscedasticity test. The results of the study found that: (1) leadership style has a positive and significant effect on employee performance at the BAPPEDA office of Gowa Regency; (2) work motivation has a positive and significant effect on employee performance at the BAPPEDA office in Gowa Regency; and (3) leadership style is the most dominant factor influencing employee performance at the BAPPEDA office of Gowa Regency.



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## **1 Introduction**

Excellent public service is a form of awareness from the government of managing government and fulfilling all aspects of community needs. The services provided by the government can more satisfy the community who use services. So there is a need for a change in the structure of all public services implementing apparatus as a first step to providing that service. In Indonesia, public services have been in the public spotlight on government performance for a long time, (Sutopo, 2014) It is indicated that there are still many complaints coming from the public that are conveyed through the mass media, causing a bad image in the eyes of the public towards government officials. In principle, public services are a form of responsibility and are carried out by government

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agencies in the central, regional, and BUMN environments. The purpose of public service is to satisfy the community. In achieving the target, it is necessary to know that the method used for the right target is carried out in professional ways (Wibawa, 2014). According to (Tjandra, 2004) poor performance of public services is the result of problems arising from within the bureaucracy itself. First, there is a lack of instructions from the leadership to perform service tasks properly. Second, the lack of motivation of employees to improve their performance. Third, there is no initiative to make improvements to the intensive system. These factors play a very fundamental role in optimizing the quality of public services for the community.

Successful organizations or companies need employees who do more than just their usual duties, who will deliver performance that exceeds expectations or exceeds expectations in today's dynamic world of work. Tasks are increasingly being done in teams or collaborations because flexibility is essential. Organizations need employees who will highlight good organizational behavior (Robbins & Judge, 2015). In achieving organizational goals, employees are required to maximize their performance. Performance is an essential element for organizations to pay attention to because it can affect the achievement of goals and the progress of the organization in a global competition. (Mathis et al., 2015), states that performance is basically what an employee does or does not do. Achievement of performance reflects the governance of every government apparatus that has shown good service excellence standards. It then raises an assumption or assumption that the success of governance is closely related to many factors such as leadership style, motivation, and the quality of human resources, in this case, employees, institutional strengthening, implementable regulations, and so on.

In government agencies, BAPPEDA Gowa requires a leader who has the knowledge and an optimistic attitude to influence employee performance in carrying out their work. This service in government agencies is directly related to the community. Therefore, it is also necessary to have a leader who can solve problems quickly, which are usually difficult for employees to solve when dealing directly with the community, and give an influence of optimism to employees to improve their performance. The interview method was used to conduct the pre-research observations, which attracted up to 5 people. The information obtained is about the leadership style and motivation for employee performance. First of all, it is known that the leadership style used by the leader (Head of the Agency) is a charismatic leadership style where employees perceive that the leader has charm and attractiveness that contributes to extraordinary abilities that can make employees support the vision and mission of the organization with enthusiasm. However, these leaders tend to believe in themselves more than their employees. Some other obstacles are that employees want to be appreciated to be motivated so they can work better. Employees will feel appreciated if the leader or organization provides something right and according to their needs. Thus, the organization must understand what its employees require in order to motivate them to improve their performance, with the output being accountable for the work assigned by their leaders.

Leadership is the ability of specific individuals to influence, motivate, and enable others to contribute to achieving organizational goals (Den Hartog et al., 1999). The attitude of employee morale is a starting point for the success of a leader in influencing his subordinates. To create a good environment, leaders must understand that establishing good relationships with employees is one important factor. As a result, employees believe they receive more appreciation from their superiors while performing their duties. According to (Rudd et al., 2011), a leader must act decisively and reconstruct the thoughts of his subordinates. The highest ability of the leader is to inspire others. The criteria for a good leader will succeed in guiding an optimistic attitude and the knowledge they have and applying it to their employees to carry out their work well. Leadership style indicators in this study refer to (Yukl & Mahsud, 2010), namely: (1) Visionary, a pattern of ability shown by giving meaning to work or effort that needs to be done jointly by members of the organization; (2) Mentors, a leader must be able to guide subordinates well and jointly achieve organizational goals; (3) Affiliate/combining, leaders who can unite, can create and resolve conflict management satisfactorily, create harmony, can dissolve tensions that occur in the work environment; (4) Democratic, a leader who respects the potential of each individual, is willing to listen to the advice and suggestions of subordinates, is also willing to acknowledge the expertise of specialists in their respective fields; and (5) Communicative, the ability to build good communication in various groups.

Many types of research related to leadership styles have been conducted to reconstruct the achievement of maximum performance. Based on (Santosa, 2012), the leadership style consisting of a directive leadership style,

supportive leadership style, participatory leadership style, and delegative leadership style together have a positive and significant effect on the work performance of employees in the national unity body, politics, and the protection of district society Kediri. Research (Dzulkifli, 2013) shows that individual or partial leadership styles have a significant and significant effect on employee performance at the floriculture cultivation and post-harvest directorate. It indicates that if employees' leadership is high in directing and leading the company, their performance in carrying out their duties as civil servants (PNS) is also high. In terms of leadership, (Lomban et al., 2017) explained that leadership style is closely related to employee performance, where performance is seen from skills and seen from how a person leads and influences his fellow workers to achieve goals that benefit his company. A leader must be able to contribute to the prediction of empowerment in subordinates. In this case, the company leader is also required to motivate his subordinates to maintain their achievements in the world of work and continue to be able to produce effective performance results.

(Morrison et al., 2007) motivation provides direction and intensity to human behavior. People are most motivated when they believe (1) that their behavior will provide a particular reward, (2) the reward is beneficial and valuable, and (3) they can do so at a level that will result in achieving that reward. (Mathis et al., 2017) define motivation as a desire in humans that causes the person to take action. As one of the motives that encourage employees to take action, organizations need to pay special attention to their employees so that they are motivated to work. Work motivation is a process that explains the intensity, direction, and persistence of an individual to achieve goals (Robbins & Judge, 2015). From this definition, there are several elements. First, work motivation is an essential part of achieving the goals of the organization. Second, work motivation includes goals to meet personal and organizational needs. Third, work motivation given to someone is only effective if the individual has the confidence or belief to progress and succeed in the organization. According to (Herzberg, Frederick, 1959) stated motivational indicators are as follows: (1) Need, describing the need for recognition, the need for appreciation for achievement; (2) Encouragement, describing the encouragement of greater responsibility, encouragement of career development; and (3) Objectives, describing the goal of self-development, the goal of work interest.

Hakim (2006) states that one factor influencing employee performance is the motivation factor. Motivation is a condition that moves a person to try to achieve goals or achieve the desired results. The formation of a strong motivation will produce good results or performance, and quality from work carried out. It means that any increase in motivation that employees have in carrying out their work will increase their performance. (Lau & Ngo, 2004) The role of motivation is essential along with empowerment, involvement, and an incentive system that aims to support innovation. Apart from the leadership style, (Lewicka, 2013) shows the importance of the following HRM practices in promoting innovations such as training oriented towards increasing staff competency, rewarding results, and improving teamwork. (Hakim, 2006) Motivation is the drive, effort, and desire in humans that activate empowering and direct behavior to carry out tasks well within the scope of their work.

According to (Hendriani & Hariyandi, 2014) in their testing, the motivation variable has a significant effect on employee performance at the Secretariat of Riau Province. It is in line with the opinion (Stoner & Gallagher, 2010), which states that motivation is a human psychological characteristic that contributes to a person's level of commitment. It includes the factors that cause, channel, and sustain human behavior in a particular direction. Other research is based on (Adha et al., 2019), from the results of the statistical calculation, it is concluded that work motivation does not have a significant effect on employee performance at the Jember Regency social service. Motivation is a change of energy in a person's personality, marked by the emergence of affections and reactions to achieve specific goals (Wong-McDonald & Gorsuch, 2004). The results do not affect the motivation variable. It could be because the work motivation of the Jember Regency Social Service employees has been formed. After all, most of the employees there have become civil servants. (Marjaya & Pasaribu, 2019) conducted research related to the motivational factors stated by Herzberg. The results presented were based on the results obtained that the motivation variable has a positive but insignificant effect on the performance of PDAM Tirta Deli, Deli Serdang Regency. He further stated that employees at PDAM Tirta Deli Deli Serdang Regency do not need to be motivated because employees already have their respective duties and responsibilities without being motivated. It means employees inevitably have to complete the work and responsibilities according to the deadline, which is already set.

Based on (Sedarmayanti, 2010) performance is a translation of performance which means the result of a person's work, where this is a management process or an organization as a whole, where the work results can be shown concretely and can be measured or compared with predetermined standards by the organization. (Nasir et al., 2021) performance is the ability of an employee to complete a job that he or she charges in a certain period which can be shown in absolute terms and measured based on the provisions set by the organization. The results of testing the research hypothesis by (Wuryani et al., 2021) that the DSS Decision Support System on situational leadership has a positive and significant effect on work motivation, DSS on situational leadership can motivate work in various ways to achieve established organizational goals. It is indicated that there is a close relationship between leadership style (situational), motivation, and the achievement of organizational goals and employee performance. Effectiveness occurs concerning work motivation, with the help of DSS, the leadership style will be more effective in building relevant closeness with subordinates. (Robbins, 2006) states that the indicators that affect performance are: (1) Knowledge of regulations is the ability of employees to understand tasks related to their work; (2) Managerial skills are the ability of employees to cooperate with colleagues, be optimistic about teamwork, the willingness to assist work team members in completing work; (3) The quality of work results from measuring the orientation of employees towards the quality of the work produced and the abilities and skills that are completed using predetermined standards; and (4) The quantity of work is the amount of employee productivity in a certain period.

**H1** : *Leadership style affects employee performance*

**H2** : *Motivation has no effect on employee performance.*

## **2 Research Method**

The research location was conducted at the BAPPEDA (Regional Planning and Development Agency) office of Gowa Regency. The time used in research and data collection is  $\pm$  3 months, carried out in 2021. The sample (Sugiyono, 2014) is a part or number of the characteristics possessed by the population. If the population is large and the researcher cannot study all aspects of the population, the researcher will sample from the population. In this study, researchers used a sample of permanent employees (PNS) population only because the motivation in permanent employees and non-permanent employees is different when viewed from the status of employees, types of benefits obtained, and other things. Thus, the research sample in this study was determined by as many as 33 Civil Servants of BAPPEDA Gowa Regency. Data collection techniques are the essential step in research because the primary purpose of research is to get data. In general, there are several data collection techniques, namely: (1) Observation where data collection techniques are based on direct observation or facts collected to get a clear picture of the problem at hand, and (2) The questionnaire is a data collection technique carried out by providing a set a list of questions to respondents to answer as a sample in this study. In this study, the observation was carried out by visiting the research object before the research was carried out to look for the phenomena appointed as the research topic. Besides that, the research questionnaire was distributed directly when collecting data in the field. The research questionnaire is structured based on the variables and indicators discussed in the previous section, which consists of the leadership style variable (5 question items), the motivation variable (3 question items), and the employee performance variable (4 question items).

The research data analysis this time using the SPSS v 25 application. Before use, a questionnaire in the study must be tested first. Instrument testing was carried out to determine whether the instrument that was prepared was a good result because the good or bad of the instrument would affect the correctness of the data and determine the quality of the results in a study. Testing instruments in this study were (1) Validity Test, considering that data collection was carried out using a questionnaire, the quality of the questionnaire, and respondents' ability to answer questions were essential in this study. Therefore, the conclusions of the research results depend on the quality of the data being analyzed and the instruments used to collect the research data. Two essential conditions apply to a questionnaire: valid and reliability (Sunyoto, 2011). Testing the validity of the data in this study was carried out statistically, namely calculating the correlation between each question and

the total score using the Product Moment Pearson Correlation method. The data is declared valid if the calculated value, which is the value of the corrected item-total correlation from the table, is significant 0.05 (5%). (2) Reliability test is used to show the extent to which a measuring instrument can be trusted or relied upon. Reliability shows whether the measurement results are consistent or not. Cronbach's Alpha measures reliability. According to (Ghozali, 2011) a variable is said to be reliable if Cronbach's Alpha gives a value above 0.60.

After passing the validity & reliability test, each statement from the respondent is declared appropriate to be continued and analyzed. The next test in this study is the normality test, heteroscedasticity test, and multicollinearity test. Continued by R<sup>2</sup>, Test F (simultaneous) and t-test (partial) was conducted to answer the research hypothesis that sees the massive influence of each variable independent on a variable the dependent either partially or simultaneously (Malhotra, 2019).

The data analysis process uses multiple regression methods with formulas:

Description :

- Y = Employee Performance
- b1 – b2 = Regression coefficient
- a = Constant
- e = Standard error
- X1 = Leadership Style
- X2 = Motivation

**Table 1. Operational Variables and Measurement**

Variable (Source)	Indicator	Scale
Leadership style (Yukl & Mahsud, 2010)	Visionary, Mentors, Affiliative / combined, Democratic, Communicative.	
Motivation (Herzberg, Frederick, 1959)	Needs, Encouragement, Purposes	Ordinal
Employee Performance (Robbins, 2006)	Knowledge of regulations; Managerial skills; Quality of work produced; and Quantity of work	

### 3 Result and Discussion

#### Result

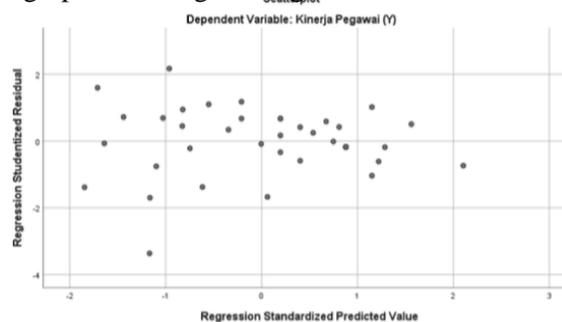
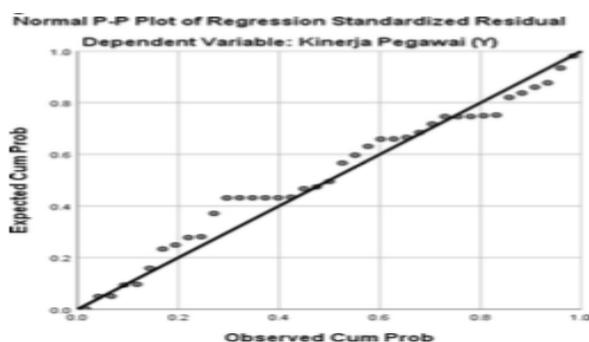
**Table 2. Validity and Reliability Test**

Code	Correlation Total Items	R Critical	R table (n = 33)	Info	Coefficient Reliability	Cronbach Alpha	Info
<b>Leadership Style (X1)</b>							
X1.1	0,749	0,30		Valid			
X1.2	0,350	0,30		Valid			
X1.3	0,791	0,30	0,3440	Valid	0,607	0,60	Reliable
X1.4	0,677	0,30		Valid			
X1.5	0,685	0,30		Valid			
<b>Work motivation (X2)</b>							
X2.1	0,796	0,30		Valid			
X2.2	0,759	0,30	0,3440	Valid	0,879	0,60	Reliable
X2.3	0,839	0,30		Valid			
<b>Employee Performance (Y)</b>							
Y1.1	0,725	0,30	0,3440	Valid	0,769	0,60	Reliable

Y1.2	0,742	0,30	Valid
Y1.3	0,750	0,30	Valid
Y1.4	0,729	0,30	Valid

A questionnaire is reliable if the respondent's answer to the question is consistent over time (Ghozali, 2011). According to Nunnally (1960) a variable is said to be reliable if the Cronbach's Alpha value is > 60% (Ghozali, 2011). The variable of organizational culture (X1), leadership style (X2) and work performance (Y), Cronbachs Alpha value if it is 60% higher, according to (Sekaran & Bougie, 2016) reliability is less than 0.6, is not good, while 0,7 is acceptable and above 0.8 is good.

The data normality test is to find out whether in the distribution of the variable, both the dependent variable and the independent variable have a normal distribution or not. A good regression model is typically distributed. How to detect normality is done by looking at the histogram graph (Santoso, 2010). However, the results of this histogram graph are not very accurate, especially when the number of samples used is small, so another reliable method is to look at the standard probability plot. On the typical plot graph, you can see the dots spread around the diagonal line, and the distribution follows the direction of the diagonal line (Figure 2). The heteroskedasticity test aims to see if there is an inequality of variance from one residual to another observation. A good model is obtained if there is no specific pattern on the graph, such as gathering in the middle, narrowing and widening, or vice versa, widening and narrowing.



**Figure 1. Classical Assumption Test Results**

This study has used multiple regression analysis, has presented data quality tests and previous classical assumption tests, and the summary results regarding multiple regression analysis and hypothesis testing in this study are presented in the following table 3.

**Table 3. Hypothesis Testing Result**

Variable	Regression Coefficient		T-Count	Sig.
	B	Std. Error		
(Constant)	-,516	3,073	-,168	.868
Leadership Style (X1)	,842	,620	5,704	.000
Motivation (X2)	,334	,328	3,016	.000
R	0,782 <sup>a</sup>			
R <sup>2</sup>	0,612			
T-table	1,692			
F-table	3,28			

Based on table 4, the multiple linear regression model is obtained as follows:  $Y = -0.516 + 0.842X_1 + 0.334X_2 + e$ . It means that the constant value, namely  $\alpha = -0.516$ , means that if the variable ( $X_1$ ) and the variable are equal to 0, then the employee performance is -0.516. The Leadership Style variable coefficient is 0.842, meaning that if  $X_1$  is increased by 1%, it will increase employee performance by 84.2%. While the Work Motivation variable coefficient is 0.334, which means that if it is increased by 1%, it will increase employee performance by 33.4%.

## Discussion

The findings above demonstrate that leadership style has an impact on employee performance. Through the results of calculations that have been done, it is found that the t value is greater than the t table, thus proving that leadership style has a positive and significant effect on employee performance. That is, the variable of leadership style as measured by indicators Visionary, Advisor, Affiliative/Combining, Democratic, and Communicative can improve employee performance at the BAPPEDA office of Gowa Regency. If the most important indicators are examined in depth, starting with the respondent's answer regarding leadership style, which states "I feel my boss decides what to do and how to do it," and moving on to the indicator of the ability to decide and carry out orders with answers strongly agreeing and agreeing to occupy the highest score. It becomes a solid basis for building a leadership style for employee performance for common goals. This research is in line with and strengthens the research conducted by (Santosa, 2012; Dzulkifli, 2013; Lomban et al., 2017) where all three emphasize that leadership style is closely related to employee performance where performance is not only seen from skills but also seen from the way someone leads and influences his fellow workers to achieve goals that benefit his company.

The results of statistical data analysis also prove that there is a significant and partially positive influence of the motivation variable on employee performance. It shows that the motivation of permanent employees (PNS) in the BAPPEDA office of Gowa Regency has an essential role in improving employee performance. Even though the respondents in this study were permanent employees who were already civil servants, this did not reduce their motivation to do their jobs. Motivation is a provision that must be owned by every employee wherever he is, especially at the BAPPEDA office of Gowa Regency. The highest indicator is seen in the respondent's statement, which states, "I try hard to achieve the achievement target" from the target achievement indicator. It is concluded that work motivation plays an essential role in performance which is considered good and is considered to improve employee performance. This study does not prove the hypothesis built from previous studies. This research is not in line with the research conducted by (Adha et al., 2019; Marjaya & Pasaribu, 2019). From the results of the study, it is concluded that work motivation does not have a significant effect on employee performance. However, this study is in line with (Lau & Ngo, 2004; Hakim, 2006; Hendriani & Hariyandi, 2014), which in their testing revealed that motivation variables had a significant effect on performance employees.

Based on data analysis from the results of hypothesis testing, especially in simultaneous testing, by looking at the calculated F value compared to the F table value. It can be said that these two independent variables have a positive and significant effect on the dependent variable, namely employee performance. Of the two variables, namely leadership style, and work motivation, the most influential factor on employee performance is the leadership style variable.

## 4 Conclusions

Leadership and motivation positively and significantly influence employee performance at the BAPPEDA office of Gowa Regency simultaneously or partially. This study shows that these variables need to be considered to experience increased performance for organizational progress continuously. The leadership style plays an essential role in directing employees to do work to achieve company goals. Motivation is a driving force for employees' enthusiasm to do work sincerely without feeling pressure, which can cause work stress. For further research, further research can use different research models with different objects, for example, in other companies or other industries. It is also better if the following research uses a more significant number of

respondents in order to obtain a more accurate calculation by using other variables to be studied besides leadership style and motivation variables, for example, work discipline, competence, organizational culture on employee performance supported by theories or recent research. For companies, it is expected that the company will pay attention to the needs and desires of employees in terms of supporting the achievement of good performance results. For example, a leader who pays attention to the difficulties of his subordinates and provides solutions to the problems at hand related to motivation should provide motivation regularly as a trigger for enthusiasm. So that employees never give up on carrying out work, companies should also improve competence by providing maximum motivation. All of that aims to improve performance that is better than before. Whereas this research was only conducted at the BAPPEDA office of Gowa Regency, South Sulawesi, so that the results, conclusions, or suggestions given do not reflect the results of all existing government offices, especially in Gowa Regency, South Sulawesi. Regular and structured testing is required in each office, especially government offices. It is inseparable from the limitations of each study conducted.

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