

# The Influence of Leadership, Motivation, And Job Satisfaction On Employee Performance (Survey at PT Karya Indah Lestari, Berau Regency, Kalimantan)

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**Abstract:** Starting from the emergence of a phenomenon that shows signs of decreasing work efficiency, employee satisfaction, and employee loyalty to the company since the Covid 19 pandemic, so interested in conducting this research. This study aims to obtain empirical evidence of the influence of leadership, motivation, and job satisfaction on employee performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan. The research method used is descriptive verification analysis and multiple linear regression analysis. Data collection using questionnaires distributed to all employees using proportional random sampling techniques. The number of respondents collected was 85 people representing all employees working at PT Karya Indah Lestari, Berau Regency, East Kalimantan, who were selected randomly. The results of the descriptive analysis show that leadership, motivation, job satisfaction and employee performance are generally classified as very good. The results of the verification analysis, both partially and simultaneously, prove that leadership, motivation and job satisfaction have a positive and significant effect on employee performance, so the researcher suggests that they be maintained and improved further.

**Keywords:** Leadership, Motivation, Satisfaction, Performance

## 1. Introduction

The company, previously known for its stable employee performance and high productivity, has begun to show signs of decline in terms of work efficiency, employee satisfaction, and employee loyalty levels towards the company, especially since the Covid-19 pandemic. This phenomenon is evident from the increasing level of absenteeism, high turnover, and decreasing production output. As can be seen in the following table:

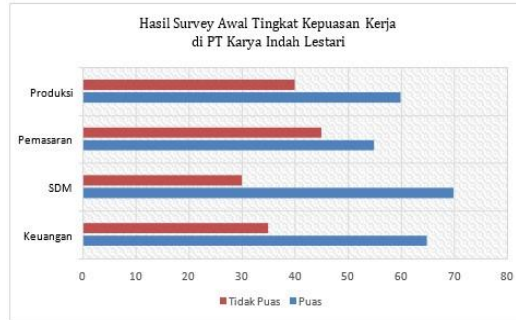
**Table 1.1. Employee Performance Trends from Year to Year**

No. Tahun	Jumlah Karvawan	Target Pendapatan (Rp Miliar)	Pencapaian Pendapatan (RpMiliar)	Persentase Pencapaian Target (%)	Turnover (%)
1 2020	150	9,025	8,425	93%	5%
2 2021	180	16,625	16,725	101%	6%
3 2022	180	21,005	20,003	95%	4%
4 2023	200	21,505	20,075	93%	7%

Source: Annual Report of PT Karya Indah Lestari

A phenomenon or issue that has also emerged at this time at PT Karya Indah Lestari is employee dissatisfaction with the leadership style applied by management. Many employees feel that their efforts are not sufficiently appreciated, either in terms of recognition or financial compensation.

**Figure 1.1 Distribution of Job Satisfaction Levels at PT Karya Indah Lestari**



Source: Initial survey results (2024)

From figure 1.1. the initial survey results show that Production/Project is 60% satisfied, 40% dissatisfied, Marketing is 55% satisfied, 45% dissatisfied, Production is 60% satisfied, 40% dissatisfied; HR is 70% satisfied, 30% dissatisfied, and Finance is 65% satisfied, 35% dissatisfied. levels of job satisfaction tend to reduce absenteeism and turnover, and increase productivity. As can be seen in the table below.

**Table 1.2 Employee Absenteeism and Turnover Rates**

No	Unit Kerja	Jumlah Karyawan	Tingkat Absensi (%)	Tingkat Turnover (%)
1.	Produksi/Proyek	148	5%	8%
2.	Keuangan	12	3%	4%
3.	SDM	25	2%	3%
4.	Pemasaran	15	6%	10%

Source: Initial survey results (2024)

Internal measurement and assessment of PT Karya Indah Lestari is considered not objective. From the suggestion box in the PT Karya Indah Lestari Office, there are 10 people who fill in the suggestion box with details, there are 4 people complaining about Salary and benefits, 3 people complaining about career paths that are not objective, 3 people complaining about not understanding company instructions. For that, the Author will conduct further research regarding Leadership, Motivation, and Satisfaction with employee performance at PT Karya Indah Lestari

Based on the background and phenomena that occurred at PT Karya Indah Lestari, the author is interested in conducting research and writing it in a thesis entitled: "The Influence of Leadership, Motivation, and Job Satisfaction on Employee Performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan".

Based on the background described above, the author identified several problems and phenomena that occurred related to this research study as follows:

1. The problems that arise in this study are related to the problem of employee performance failure caused by employee leadership, motivation, and job satisfaction.
2. Employees feel that the leadership style is less communicative and less effective in supporting individual development to achieve set targets.
3. In relation to employee work motivation, there are many employees who do not come to work on time and are less productive in carrying out their work.
4. In relation to job satisfaction, there are still employees who feel dissatisfied with an average of around 38% of their work, as shown in the initial survey results shown in Figure 1.1.

## 2. Literature Review

### 2.1 Definition of Leadership

Here are some definitions of leadership according to various experts:

1. Daniel Goleman (2020) Definition: In the latest edition of his works, Goleman emphasizes that leadership is the ability to manage emotional intelligence effectively, motivate others, and create an inclusive and productive work environment.

2. Adam Grant (2021), Definition: Adam Grant, in the book *"Think Again: The Power of Knowing What You Don't Know"*, defines leadership as the ability to facilitate learning and growth among followers by encouraging rethinking and openness to new ideas.
3. Brené Brown (2021), Definition: In the book *"Dare to Lead: Brave Work. Tough Conversations. Whole Hearts."*, Brené Brown defines leadership as the ability to lead with vulnerability and authenticity, creating a culture of trust and connection in the workplace.

Operationally, Rivai Veithzal (2014) put forward five main functions of leadership, namely: (1) Instruction function, namely one-way communication. (2) Consultation function, this function is two-way communication. (3) Participatory function, when a leader carries out this function, he will try to motivate the people he leads, including participation in decision making and implementation of decision making. (4) Delegation function, this function is realized by giving authority to make decisions with or without the approval of the leader. (5) Control function refers to successful or effective leadership.

According to Rivai V (2014:62), the types of leadership styles are as follows:

- 1) Autocratic Type
- 2) Militaristic Type
- 3) Paternalistic Type
- 4) Charismatic Type
- 5) Democratic Type

According to Kartono (2016), the leadership indicators are:

- 1) Decision making ability
- 2) Ability to motivate
- 3) Communication skills
- 4) Ability to control subordinates
- 5) Responsibility
- 6) Ability to control emotions

## 2.1 Motivation

According to Hasibuan (2012:141) who stated that motivation is the driving force that causes, guides, and supports human behavior, so that they are willing to work hard and enthusiastically to achieve the best goals. The understanding above can be concluded that motivation is a factor that causes an individual to be driven to do something actively to achieve optimal results so that goals can be achieved.

These factors can be divided into internal factors and external factors.

1. Internal Factors, Kadarisman (2012:287) states that internal factors that influence a person's motivation include: personality maturity, education, personal expectations and expectations, needs, fatigue and boredom, and job satisfaction.
2. Internal Factors, External factors that influence a person's work motivation at work.

Quoted in Priansa's book (2014:20), several motivational theories include:

- 1). Abraham Maslow's Theory

The most famous motivational theory is Abraham Maslow's hierarchy of needs theory, he hypothesized that in every human being there is a hierarchy of five needs, namely physiological (hunger, thirst, sexual, and other physical needs), safety (the desire to be protected from physical and emotional harm), social (affection, belonging, acceptance, and friendship), esteem (internal and external esteem factors), and self-actualization (growth, achieving one's potential, and self-fulfillment).

- 2). McClelland's Achievement Motivation Theory

According to Lee & Kim 2020, things that must be done to motivate employees are:

1. Motivation to achieve organizational goals.
2. Performance awards.
3. The importance of work.
4. Motivating job challenges.
5. Support for self-development.

### 2.3 Job satisfaction

Siagian (2013:295) states that job satisfaction is a person's point of view that has a positive or negative influence on their work. From the several definitions above, it can be concluded that job satisfaction is a feeling or response from a person to a job, where the person receives the results of what he does according to what he expects, wants, and thinks. Factors that influence employee satisfaction are highly dependent on the personality of each employee. According to Sutrisno (2013), the factors that influence satisfaction are as follows: 1) psychological factors 2) social factors 3) physical factors 4) financial factors.

According to Chen & Wong (2022), there are several indicators of job satisfaction, namely:

1. Working environment conditions
2. Relationship with coworkers
3. Compliance of salary and benefits
4. Appreciation for work
5. Work-life balance

### 2.4 Employee performance

According to Kasmir (2016:182), the definition of performance is the results of work and work behavior that have been achieved in completing tasks and responsibilities given in a certain period. Based on several expert opinions, it can be concluded that performance is all activities related to work carried out in accordance with the targets given by the organization with the aim of obtaining maximum performance results in accordance with the organization's goals.

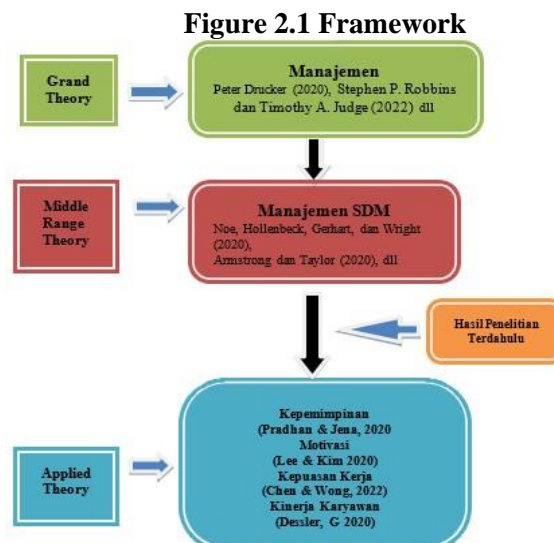
According to Nawawi (2011:236) Assessment Performance is an effort to identify, measure (assess) and manage (manage) the work carried out by workers (HR) in an organization/company environment. Furthermore, according to Marwansyah (2016:232), performance assessment is a systematic description of the strengths or advantages and weaknesses related to the work of an individual or group.

According to Desler (2020), the dimensions of employee performance assessment in companies include:

1. Timeliness of task completion
2. Productivity at work
3. Quality of work results
4. Contribution to the company
5. Fulfillment of targets and expectations

### 2.5 The Framework of Management Science

Thinking is stated as the general theory (*Grand Theory*) of this research, then Human Resource Management is derived as a middle *range theory*, then the variables are derived again into those that are applied or applied or *applied theory*.



Based on the explanation in the framework of thought above, the hypothesis in the research is as follows:

1. There is an influence of leadership on employee performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan.
2. There is an influence of motivation on employee performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan.
3. There is an influence of job satisfaction on employee performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan.
4. There is a simultaneous influence of leadership, motivation, and job satisfaction on employee performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan.

### 3. Method

The research objects in this study are leadership, motivation, and job satisfaction towards employee performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan. The subjects of the study were employees at PT Karya Indah Lestari, Berau Regency, East Kalimantan. The research method used is quantitative with a descriptive and verification survey approach. Quantitative research aims to test the hypothesis regarding the influence of independent variables (Leadership, Motivation, and Job Satisfaction) on the dependent variable (Employee Performance), both partially and simultaneously.

The types of data in this study consist of primary data and secondary data.

1. Primary data, namely obtained directly from PT Karya Indah Lestari employees through questionnaires.
2. Meanwhile, secondary data is additional data obtained from company reports, research journals, and related literature that supports the research.

The population is all employees of PT Karya Indah Lestari who work in the Regency Berau, East Kalimantan as many as 550. Sampling of 85 people. The Successive Interval Method (MSI) is the process of changing ordinal data into interval data (Sarwono & Budiono, 2012:250).

The data processing analysis process carried out by the author is as follows:

1. Distributing questionnaires to respondents
2. Taking questionnaire results
3. Grouping data
4. tabulated in the form of quantitative data
5. The answers are presented in a distribution table.

The *alternative* answers using the *Likert Scale* are to give a score to each answer to the *alternative questions* as follows:

**Table 1. Likert Scale Score Weights**

Answer	Score
Strongly Disagree	1
Don't agree	2
Doubtful	3
Agree	4
Strongly agree	5

*Source: Saptono Kusdano Waskito (2020:15)*

Next is the continuum line which is used to make it easier for researchers to see the assessment categories regarding the variables being studied. The used to determine the influence of independent variables (Leadership, Motivation, and Job Satisfaction) on the dependent variable (Employee Performance) both partially and simultaneously.

Partial statistical hypothesis testing of research is formulated as follows:

$H_0$ : There is no positive and significant influence between the influence of (leadership, motivation, satisfaction) on employee performance at PT Karya Indah Lestari, Berau Regency, East Kalimantan. ( $H_0 : b_1 = 0$ )

$H_a$ : There is a positive and significant influence between (leadership, motivation, Satisfaction) towards employee performance at PT Karya Indah Lestari, Berau Regency East Kalimantan. ( $H_a : b_1 > 0$ )

The coefficient of determination (KD) essentially measures how far the model's ability to explain the variation of the dependent variable. The range of values is between 0-1. The following is the formula for calculating the coefficient of determination:

$$KD = R^2 \times 100\%$$

Where:

KD = Coefficient of Determination

R = Correlation coefficient

## 4. Results And Discussion

### 4.1. Descriptive Analysis

The results of the questionnaire based on these leadership dimensions are presented in the following table:

*Table 2. Leadership*

No Butir Kuesioner	Kuesioner	Score Penel	Rata-rata
1	Atasan saya memberikan arahan yang jelas dalam bekerja.	360	4,24
2	Atasan saya mampu menginspirasi saya untuk bekerja lebih baik.	355	4,18
3	Saya merasa atasan saya mendukung perkembangan karir saya.	353	4,15
4	Atasan saya mendengarkan masukan dan saran dari karyawan.	351	4,13
5	Gaya kepemimpinan atasan saya membuat saya lebih termotivasi dalam bekerja.	347	4,08
	Jumlah	1766	<b>4,16</b>

*Source: Research data (2024)*

This means that my boss's leadership style makes me more motivated in working, which is already **very good** but is still the smallest compared to other indicators. The results of the questionnaire based on the dimensions of motivation are presented in the following table.

*Table 3. Motivation*

No Butir Kuesioner	Pernyataan	Score Penel	Rata-rata
6	Saya merasa termotivasi untuk mencapai tujuan organisasi.	349	4,11
7	Saya mendapatkan penghargaan yang sesuai dengan kinerja saya.	348	4,09
8	Saya merasa pekerjaan saya memiliki makna yang penting.	346	4,07
9	Pekerjaan saya memberikan tantangan yang memotivasi saya untuk bekerja lebih baik.	345	4,06
10	Saya merasa didorong untuk berkembang dan belajar hal baru di tempat kerja.	344	4,05
	Jumlah	1732	<b>4,08</b>

*Source: Research data (2024)*

This means that as an employee, you always feel encouraged to develop and learn new things in the workplace, which is considered very good, but is still the smallest compared to other indicators. The questionnaire in this study related to the results of the questionnaire based on the dimensions of Motivation are presented in the following table.

**Table 4. Job Satisfaction**

No Butir Kuesioner	Pernyataan	Score Penel	Rata-rata
11	Saya puas dengan kondisi lingkungan kerja di perusahaan ini.	342	4,02
12	Saya merasa hubungan dengan rekan kerja saya harmonis.	353	4,15
13	Gaji dan tunjangan yang saya terima sesuai dengan harapan saya.	343	4,04
14	Saya merasa pekerjaan saya dihargai oleh atasan saya.	345	4,06
15	Saya puas dengan keseimbangan antara pekerjaan dan kehidupan pribadi saya.	341	4,01
	Jumlah	1724	<b>4,06</b>

Source: Research data (2024)

This means that I am satisfied with the balance between my work and personal life, which is already very good but still the smallest compared to other indicators. The results of the questionnaire based on the dimensions of Employee Performance are presented in the following table.

**Table 5. Employee Performance**

No Butir Kuesioner	Pernyataan	Score Penel	Rata-rata
16	Saya puas dengan kondisi lingkungan kerja di perusahaan ini.	333	3,92
17	Saya merasa hubungan dengan rekan kerja saya harmonis.	339	3,99
18	Gaji dan tunjangan yang saya terima sesuai dengan harapan saya.	338	3,98
19	Saya merasa pekerjaan saya dihargai oleh atasan saya.	355	4,15
20	Saya puas dengan keseimbangan antara pekerjaan dan kehidupan pribadi saya.	353	4,15
	Jumlah	1718	<b>4,04</b>

Source: Research data (2024)

This means that I am satisfied with the working environment conditions in this company, which are quite good but still the lowest compared to other indicators.

#### 4.2. Research Instrument Test

All Leadership Variables, Employee Motivation, Satisfaction and Performance have been greater than the calculated  $r$  of 0.3061, Leadership Reliability Test (0.961), Motivation Reliability Test (0.959), Reliability Test, Job Satisfaction (0.919), and the Employee Performance Reliability Test above (0.914) has been known to have a cronbach number of at least a cronbach alpha value of  $\geq$  the critical value of *cronbrach's alpha* of 0.60. So it can be concluded that the research instrument used to measure each variable can be said to be reliable.

In the fourth study mentioned above, it was tested because the independent variables used in this study were more than one. Based on the output above, it is known that the significance value of 0.110 is greater than 0.05 so it can be concluded that the data is normally distributed. Based on the output above, it is known that the VIF value obtained is less than 10.00 so it can be concluded that multicollinearity does not occur.

Based on the output above, the DW value is 1.884, then this value is compared with the Durbin-Watson Table (DW) value, significance  $\alpha = 5\%$ , number of samples  $N = 85$  and number of independent variables 3 ( $K = 3$ ) then the  $dU$  value is 0.1721. The DW value of 1.884 is greater than the upper limit ( $dU$ ) which is 0.1721 and less than  $(4-dU) = (4-1, 0.1721) = 2.425$ . So it can be concluded that there is no autocorrelation.

Based on the output above, it is known that the significance value of the Leadership variable is 0.116. While the significance value of the Motivation variable is 0.437 and Job Satisfaction is 0.209. Therefore, because the significance value of both variables is greater than 0.05, it can be concluded that there is no Heteroscedasticity in Employee Performance.

### 4.3 Multiple Linear Regression Analysis

**Table 6. Linear Regression Analysis Test Results Multiple**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0,550	0,765		0,718	0,475
Kepemimpinan	0,620	0,074	0,628	8,378	0,000
Motivasi	0,077	0,086	0,079	2,889	0,377
Kepuasan_Kerja	0,270	0,085	0,268	3,180	0,002

a. Dependent Variable: Employee\_Performance

Source: Research data (2024)

Based on the results of data processing as stated in the recapitulation of the results of the multiple linear regression analysis, the following regression line equation can be formed:

Regression equation:  $Y = 0.550 + 0.620X_1 + 0.077X_2 + 0.270X_3$

Interpretation:

1. Constant = 0.550
2. Leadership (X1) positively influences Employee Performance (coefficient = 0.620)
3. Motivation (X2) shows a weaker but positive effect (coefficient = 0.077)
4. Job Satisfaction (X3) has a moderate positive effect (coefficient = 0.270)

### 4.4 Hypothesis Testing

To test the significance or meaning of whether the independent variables of Leadership (X1), Motivation (X2), and Job Satisfaction (X3) simultaneously have a significant effect on the dependent variable of Employee Performance (Y). Based on the results of the regression analysis output, the calculated F value can be known as listed in the following table.

**Table 7. Simultaneous Test (F-statistic Test)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1114,122	3	371,374	140,061	.000 <sup>b</sup>
Residual	214,773	81	2,652		
Total	1328,895	84			

a. Dependent Variable: Employee\_Performance

b. Predictors: (Constant), Job\_Satisfaction, Leadership, Motivation

Source: Research data (2024)

Statistical hypothesis:

$H_0$  : There is no positive and significant influence between Leadership, Motivation, and Job Satisfaction simultaneously on Employee Performance.

$H_a$  : There is a positive and significant influence between Leadership, Motivation, and Job Satisfaction simultaneously on Employee Performance.

Based on the SPSS calculation result table, the calculated F is **140.061**.

Then the F table at a 95% confidence level,  $\alpha = 5\%$ , df 1 (number of variables-1) = 1, and df 2 (nk-1) or 85-21 = 82. So the F table at a significance level of 5% 2 (82) is obtained for an F table of **3.96**.

Because F count > F table (140.061 > 3.96),  $H_0$  is rejected, meaning. So it can be concluded that there is a simultaneous influence of Leadership, Motivation, and Job Satisfaction on Employee Performance at PT Karya Indah Lestari.

#### 4.4.1 Partial Test (t-statistic test)

The results of the partial test calculations using SPSS, with the following results:

**Table 8. Partial Test Results (t-statistic test)  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0,550	0,765		0,718	0,475
Kepemimpinan	0,620	0,074	0,628	8,378	0,000
Motivasi	0,077	0,086	0,079	2,889	0,377
Kepuasan_Kerja	0,270	0,085	0,268	3,180	0,002

a. Dependent Variable: Employee\_Performance  
 Source: Research data (2024)

From these three variables, the results are summarized into a recapitulation. Partial Hypothesis Testing as follows:

**Table 9. Summary of Partial Hypothesis Testing Results**

Partial Test	Statement	t count	t table	Conclusion
X <sub>1</sub> – Y	The Influence of Leadership on Employee performance	8,378	1,989	H <sub>0</sub> is rejected and H <sub>a</sub> accepted (+)
X <sub>2</sub> – Y	Influence of Motivation On Performance Employee	2,889	1,989	H <sub>0</sub> is rejected and H <sub>a</sub> accepted (+)
X <sub>3</sub> – Y	The Influence of Satisfaction Work Against Employee performance	3,180	1,989	H <sub>0</sub> is rejected and H <sub>a</sub> accepted (+)

Source: Research data (2024)

#### 4.4.2 Coefficient of Determination (R<sup>2</sup>)

Based on the table above, the R<sup>2</sup> (R Square) figure is 0.838 or (83.8%). This shows that the percentage of contribution of the influence of the independent variables of Leadership, Motivation, and Job Satisfaction to the dependent variable of Employee Performance is 83.8%. While the remaining 16.2% is influenced or explained by other variables that are not carried out in this research model.

Based on the results of the regression analysis, as seen in the output *model summary* table 4.22, the R value is 0.838. This shows that there is a very strong relationship between Leadership (X<sub>1</sub>), Motivation (X<sub>2</sub>), and Job Satisfaction (X<sub>3</sub>) on Employee Performance.

### 5. Conclusion

The regression results show that Leadership (X<sub>1</sub>) has the most dominant influence on Employee Performance with the highest coefficient of 0.620. This indicates that effective leadership practices significantly contribute to increased productivity, clarity in task execution, and motivation among employees. For PT Karya Indah Lestari, this implies that leadership development programs—such as coaching, strategic vision alignment, and leader-employee communication—should be prioritized as a practical step in performance optimization.

From a theoretical perspective, these findings support transformational leadership theory, which emphasizes the role of leaders in inspiring and motivating employees to achieve higher performance levels. The results are consistent with prior research (e.g., Bass, 1990; Yukl, 2013), which also found that leadership has a substantial effect on employee outcomes. Furthermore, the influence of motivation and job satisfaction is in line with Herzberg’s Two-Factor Theory, which posits that both motivational factors and hygiene factors contribute to job performance.

Compared to previous studies (e.g., Hasibuan, 2018; Robbins & Judge, 2021), this research reinforces the established relationship between leadership and employee performance but adds contextual specificity by examining these dynamics within the manufacturing industry in East Kalimantan. The consistency of these findings strengthens the argument for adopting structured leadership evaluation and employee feedback systems.

### Conclusion

1. Descriptive results indicate that Leadership, Motivation, Job Satisfaction, and Employee Performance are all perceived as very good by respondents.
2. Leadership significantly and positively influences Employee Performance.
3. Motivation also has a significant positive impact on Employee Performance.
4. Job Satisfaction contributes significantly to improving Employee Performance.
5. Simultaneously, the three variables significantly affect Employee Performance.

### Suggestion

1. Leaders should adopt leadership styles aligned with current trends and maintain consistency with ongoing changes.
2. Organizations should invest in continuous learning programs such as seminars, training, and workshops for employee growth.
3. Companies must ensure work-life balance through regulated working hours and respect rest times.
4. To sustain employee performance, companies should maintain satisfaction by offering appropriate incentives and facilities.
5. Since leadership is the dominant influence, PT Karya Indah Lestari should prioritize developing leadership competencies as a strategic initiative.
6. Future researchers are encouraged to explore moderating or mediating variables such as organizational culture, work engagement, or digital readiness to enrich the understanding of performance drivers.

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