

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK MOTIVATION AND COMPENSATION ON EMPLOYEE PERFORMANCE AT THE SOUTHEAST ACEH RELIGION MINISTRY

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Abstract

This study aims to find out about the effect of Transformational Leadership Style, Work Motivation and Compensation on Employee Performance at the Ministry of Religion of Southeast Aceh. The data used in this study are primary data obtained by distributing questionnaires to 54 employees. The technique consists of data instrument test, classical assumption test and hypothesis testing using the help of SPSS software program. The results showed that Transformational Leadership Style had a positive and significant effect on Employee Performance on Employees at the Ministry of Religion of Southeast Aceh. Work Motivation on Employee Performance in Employees at the Ministry of Religion of Southeast Aceh. Compensation on employee performance in employees at the Ministry of Religious Affairs of Southeast Aceh. These findings provide useful for the government to establish strategies related to human resources to improve employee performance.

Keywords: Transformational Leadership Style, Work Motivation, Compensation.

1. INTRODUCTION

Efforts to survive amidst economic conditions that are still unfavorable for every type of organization that exists. The positive aspect of this organization is that it must create creative strategies and management policies, especially in the field of human resources. Human resources in an organization have a very important role, because without the support of good human resources an organization will face problems in achieving organizational goals (Jefrizen and Lubis, 2020). To reduce this problem, it is necessary for an organization to view humans no longer as a burden on the organization but rather as an asset for the organization. If this can be achieved, good relationships and synergy will be created between leaders and employees in the organization.

To optimize human resources, it is necessary to pay attention to factors that influence employee performance, including; leadership style. The form of leadership will influence the way employees work as individuals or as a group. In reality, leaders can influence morale, work enthusiasm, security, quality of work life and especially the level of achievement of an organization. Applying a leadership style to designated performance, such as anticipating employees who arrive late at work or during lunch hours and employees who leave work without permission. The Ministry of Religion Office in Southeast Aceh has a strategic role in meeting the religious and social needs of the community. To achieve this goal, it is important to understand the factors that influence employee performance, such as transformational leadership style, work motivation and compensation. The Office of the Ministry of Religion has a central role in carrying out its duties to ensure the proper implementation of religious activities and community services. In the Southeast Aceh region, as a region that has strong cultural and religious characteristics, the Ministry of Religion has positioned the Office of the Ministry of Religion as a strategic entity in meeting the religious and social needs of the community. In achieving its goals and duties, the performance of employees at the Ministry of Religion Office is an important key. Employee

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Humayroh Putri Selian¹, Em Yusuf Iis², Nur Faliza³, Ibrahim Qamarius⁴

performance is a very important factor for an organization in achieving its goals. Good employee performance will support the achievement of organizational effectiveness and efficiency. However, in practice, problems are still found related to employee performance, such as low productivity, lack of initiative, and failure to achieve targets set by the organization. Various factors can influence employee performance, including transformational leadership style, work motivation, and compensation, whether the organization is profit oriented or non-profit oriented, which is produced during a certain period. Good performance can be seen from the results obtained, in accordance with organizational standards (Mangkunegara, 2020).

Meanwhile, according to another opinion, employee performance is very necessary because with this performance the scope of the employee's ability to carry out the tasks given to him will be known. Therefore, it is necessary to establish clear and measurable criteria which are jointly established as a reference (Iis and Yanita, 2021). Employee performance has an important element in an effective organization. The main goal is to achieve excellent employee performance which will result in effective success and have a significant impact on organizational efficiency (Mahmood et al, 2018). Based on initial observations regarding employee performance at the Southeast Aceh Ministry of Religion Office, a phenomenon was found that the quality of employee performance was able to convey something clearly and effectively to colleagues and the community, with the quantity of work employees were also able to complete the tasks given by the leadership, however, there were still some employees who are still negligent in terms of time discipline resulting in delays occurring at the Ministry of Religion Office.

One of the factors that influences the success or failure of an organization is the leadership style in an organization. A leader must have the power and authority to command his subordinates to achieve the goals set by the organization, so naturally a leader is required to have more wisdom and intelligence than his subordinates. The leader's attitude will determine the development of the team in the organization and the developments that will be achieved, which will ultimately influence the achievement of employee work productivity. Organizational policies to improve employee performance are needed. Leadership is a person's ability to control or influence other people or different communities towards achieving certain goals, while leadership style is the behavior or method chosen and used by leaders to influence thoughts, feelings, attitudes, and employee behavior (Pradipto, 2018). Transformational leadership style is also defined as the leader using methods to influence his followers. Transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards (Mondiani, 2020) Leadership is a person's ability to control or influence other people or communities that are different towards each other. towards achieving certain goals, while leadership style is the behavior or method chosen and used by leaders to influence the thoughts, feelings, attitudes and behavior of employees (Pradipto, 2018).

Therefore, leadership has a big role in improving employee performance, the attitude and leadership style and behavior of a leader have a very big influence on the organization they lead, and even have a big influence on the performance of employees in that organization. On the other hand, leadership that can increase employee work motivation is leadership that can foster a high sense of self-confidence in carrying out all their duties at work. Another factor that influences performance is motivation. Based on initial observations regarding the transformational leadership style at the Southeast Aceh Ministry of Religion Office, a phenomenon was found that a leader is able to encourage employees to try new things and dare to take risks in meeting employee needs and employee self-development such as training. Good employee performance also definitely requires motivation. Motivation itself means that there is an urge of will that causes a person to carry out an action to achieve a certain goal. According to (Farisi, at al 2020) motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, joy and sincerity so that the results of the activities he carries out

get good results. and quality. Based on this theory, it shows that employees will take actions that are pleasant or profitable and give hope for good results in the future if they are given good motivation. Employees do actions that are pleasing or in accordance with their hearts work effectively, efficiently and productively to achieve organizational goals.

According to Hasibuan (2020), motivation is something that causes, channels and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. In organizations, providing encouragement as a form of motivation is a very important thing to do because it has a huge impact on employee performance. So that the sense of enthusiasm among employees will grow and each employee will carry out their duties better. Based on initial observations regarding motivation at the Ministry of Religion in Southeast Sulawesi, a phenomenon was found that there was a lack of interest from high-performing superiors in motivating employees, such as rarely appreciating employee achievements makes you feel unmotivated or lazy in doing your work.

Apart from that, the emergence of discomfort with work due to the workload given by the leadership must be resolved as soon as possible so that this problem causes employees stress at work. Apart from that, performance cannot be separated from compensation. If the compensation received by employees is in accordance with their performance and contribution, then employees will feel appreciated and motivated to continue to improve their performance. On the other hand, if the compensation received is not appropriate, it can reduce motivation and have a negative impact on employee performance. Therefore, organizations must pay attention to the compensation system implemented in order to maintain and improve employee performance. Fair and competitive compensation will encourage employees to perform high, so that organizational goals can be achieved optimally.

Compensation According to Hasibuan (2020) Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the organization's compensation system has an impact on strategic performance. According to Yani (2020) Compensation is a form of payment in the form of benefits and incentives to motivate employees so that work productivity increases. Compensation is everything that is received in the company physical or non-physical form because you have done something.

Rahayu & Juhaeti (2022), say compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company, with indicators of wages/salaries, incentives, allowances and facilities. This compensation can be direct or indirect financial and the award can also be indirect. According to Perkasa & Ajis, (2019), compensation is one of the most effective ways for the personnel department to increase employee work performance, motivation and job satisfaction. Based on initial observations regarding compensation at the Southeast Aceh Ministry of Religion Office, it was found that the salary employees received each month was adequate, thus affecting performance. However, incentives in the organization are still lacking because there are no financial rewards given by the leadership to employees even though their performance has exceeded standards.

2. IMPLEMENTATION METHOD

Location and Object of Research

The location of this research was carried out at the Southeast Aceh Ministry of Religion Office, Jalan T. Bedussamad Number 2 Kutacane. The objects of this research were employees at the Southeast Aceh Ministry of Religion Office.

Population and Sample

According to Handayani (2020) population is the totality of each element to be studied which has the same characteristics, it could be individuals from a group, event, or something to be studied. In this research, the population to be studied was 54 employees at the Southeast Aceh Ministry of Religion Office. Arikunto (2020) states that samples are partial or representative to generalize the

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Humayroh Putri Selian¹, Em Yusuf Iis², Nur Faliza³, Ibrahim Qamarius⁴

results of sample research. What is meant by generalizing is raising research conclusions as something that applies to the population, research uses saturated samples. According to Sugiyono (2019) Saturated sampling is a sample determination technique when all members of the population are used as samples. The sample in this research was 54 respondents or employees.

Multiple Linear Regression Analysis

Data processing was carried out using multiple linear regression analysis. The multiple linear regression equation that is determined is as follows:

	$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$
Y	= Employee Performance
a	= Constant Coefficient
$b_1, b_2, b_3,$	= Regression Coefficients
X_1	= Transformational Leadership Style
X_2	= Motivation
X_3	= Compensation
E	= Error

Coefficient of determination (R2)

Ghozali, (2018) The coefficient of determination is used to determine the presentation of the influence of X_1 ,

1. Simultaneous Determination Coefficient

The simultaneous coefficient of determination is a coefficient to determine the magnitude of the contribution of the independent variable to the dependent variable. The overall R2 calculation results are used to measure how large a percentage of the variation in the independent variables used in the model is able to explain the dependent variation. The coefficient of simultaneous determination is calculated by the formula:

$$Kd = R2 \times 100\%$$

Information:

Kd = Coefficient of determination

R2 = Square of multiple correlation coefficient

The criteria for analysis of the coefficient of simultaneous determination (R2) is that if the value of R2 is close to 1 (one), it can be said that the stronger the model is in explaining the variation of the independent variable on the dependent variable and vice versa, if R2 is close to 0 (zero), the weaker the variation of the independent variable in explain the dependent variable.

2. Partial Determination Coefficient

The partial coefficient of determination is a coefficient to determine the magnitude of the contribution made by each independent variable to the dependent variable separately (partially). The partial coefficient of determination is calculated by the formula:

$$Kd = \beta \times \text{Zero order}$$

Information :

Kd = Coefficient of Determination

β = Standardized values (standardized regression coefficients) Zero order = Correlation of the independent variable with the dependent variable

Hypothesis Partial Test (t Test)

According to Ghozali, (2018) the t test is to make conclusions regarding the influence of each independent variable (X) on the dependent variable (Y). The t test has a significant value of $\alpha = 5\%$. Hypothesis testing criteria use the t statistical test with the condition that if the t count is greater than the t table or the significant value is smaller than the alpha value then transformational leadership style, motivation and compensation have an effect on employee performance and vice versa if the t count is smaller than the t table or the value is significantly greater than alpha, then transformational leadership style, motivation and compensation have an effect on employee performance.

1. If the significant value is > 0.05 then the hypothesis is rejected. This means that the independent variable does not have a significant influence on the dependent variable.
2. If the significant value is < 0.05 then the hypothesis is accepted. This means that the independent variable partially has a significant influence on the dependent variable.

3. RESULTS AND DISCUSSION

3.1 Results

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the magnitude of the influence of the dependent variable, namely Organizational Citizenship Behavior (Y) with the independent variables, namely Transformational Leadership Style (X1), Motivation (X2) and Compensation (X3). With data processing calculations using SPSS with a total of 54 respondents, shown in the following table:

Based on the table above, the results of multiple linear regression can be as follows:

$$Y = 3,195 + 0,329X_1 + 0,253X_2 + 0,476X_3 + \epsilon$$

The description of the multiple linear regression equation above is as follows:

1. The constant is 3,195, this shows that if X1,
2. Based on variable X1 Transformational Leadership Style, the results of the regression test show that variable X1 has a positive regression coefficient with a value of $b = 0.329$, meaning that if there is an increase in the value of variable
3. Based on the variable X2 Work Motivation, the results of the regression test show that the variable
4. Based on variable X3 Compensation, the regression test results show that variable X3 has a positive regression coefficient with a value of $b = 0.476$, meaning that if there is an increase in the value of variable

Coefficient of determination (R2)

Ghozali, (2018) The determination test (R2) is used to determine how far the model's ability is to explain variations in the dependent variable. The R2 value ranges from $0\% < R2$.

Table 1. Coefficient of determination (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,791	0,626	0,603	0,943

a. Predictors: (Constant), Transformational Leadership Style, Motivation, Compensation.

Source: Processed Primary Data (2024)

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK MOTIVATION AND COMPENSATION ON EMPLOYEE PERFORMANCE AT THE SOUTHEAST ACEH RELIGION MINISTRY

Humayroh Putri Selian¹, Em Yusuf Iis², Nur Faliza³, Ibrahim Qamarius⁴

Based on the table above, it is known that the R Square value is 0.200, this means that the influence of X1 (Transformational Leadership Style), X2 (Motivation) and X3 (Compensation) (100% - 60,3% = 39,7%) explained by other variables not examined in this study

Hypothesis Partial Test (t Test)

According to Ghozali, (2018), the t statistical test basically shows how far the influence of an independent variable individually is in explaining the dependent variable.

Table 2. Hypothesis Partial Test (t Test)

Model	Coefficients ^a			t	Sig
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	3,195	2,107	-	1,516	0,136
Transformational Leadership Style	0,329	0,105	0,282	3,143	0,003
Motivation	0,253	0,080	0,324	3,149	0,000
Compensation	0,476	0,114	0,436	4,168	0,003

a. Dependent Variable: Employee Performance

Source: Processed Primary Data (2024)

Based on the table above, the test results (t statistical test) can be explained as follows:

1. The results of testing Transformational Leadership Style (X1) on Employee Performance (Y) obtained a calculated t value of 3,143 > 1,675, greater than the t table value with a 95% confidence level (a=5%) of a significant 0.003 < 0.05. So the Transformational Leadership Style variable has a positive and significant effect on employee performance at the Southeast Aceh Regency Ministry of Religion Office. Thus hypothesis 1 (H1) is accepted.
2. The results of testing the variable Work Motivation (X2) on Employee Performance (Y) obtained a calculated t value with a value of 3,149 > 1,675, greater than the t table value with a 95% confidence level (a=5%) with a significant value of 0.003 < 0.05. So the Work Motivation variable has a positive and significant effect on employee performance at the Office of the Ministry of Religion, Southeast Aceh Regency. Thus hypothesis 2 (H2) is accepted.
3. The results of testing the variable Compensation (X3) against Compensation (Y) obtained a calculated t value with a value of 4,168 > 1,675, greater than the t table value with a 95% confidence level (a = 5%) with a significant value of 0.000 < 0.05. So the Compensation variable has a positive and significant effect on Employee Performance at the Southeast Aceh Regency Ministry of Religion Office. Thus hypothesis 3 (H3) is accepted.

3.2 Discussion

The Influence of Transformational Leadership Style on Employee Performance.

Leadership has a big role in improving employee performance, attitudes and styles and leadership behavior a leader has a very big influence on the organization he leads, and even has a big influence on the performance of employees in that organization. On the other hand, leadership that can foster employee work motivation is leadership that can foster a high sense of self-confidence in carrying out all those who excel at work. According to Edison (2020), transformational leadership inspires their followers not only to believe in themselves personally, but also to believe in their own potential to imagine and create a better organizational future. Transformational leaders create major change, both within themselves and their organizations.

Based on the leader's ability to influence the attitudes and actions of other people in order to achieve goals. This is in line with the opinion of Sondang (2020) who says that the purpose of an organization is based on the implementation method carried out by the leader or top in order to coordinate its members to carry out activities. The results of testing Transformational Leadership Style (X1) on Employee Performance (Y) obtained a calculated t value of $3,143 > 1,675$, greater than the t table value with a 95% confidence level ($\alpha=5\%$) of a significant $0.003 < 0.05$. So the Transformational Leadership Style variable has a positive and significant effect on employee performance at the Southeast Aceh Regency Ministry of Religion Office. Thus hypothesis 1 (H1) is accepted. Transformational Leadership Style has a positive effect on Employee Performance. In line with the results of research conducted by (Widayati, 2017), the results of this research show that the Transformational Leadership Style has a positive and significant influence on employee performance. According to Mondani (2020) that leadership style.

The Influence of the Motivation on Employee Performance

According to Winardi (2020), motivation is a potential force that exists within a human being, which can be developed independently or developed by a number of external forces, which essentially revolves around monetary rewards and non-monetary rewards, which can influence performance results positively or negatively. Motivation is asking how to encourage subordinates' passion for work, so that they are willing to work hard by providing all their abilities and skills to realize office goals. Based on the definition according to the experts above, it can be concluded that employee motivation is encouragement from within or from outside a person to take action to achieve a goal that has been determined within the organization.

The results of testing the variable Work Motivation (X2) on Employee Performance (Y) obtained a calculated t value with a value of $3,149 > 1,675$, greater than the t table value with a 95% confidence level ($\alpha=5\%$) with a significant value of $0.003 < 0.05$. So the Work Motivation variable has a positive and significant effect on employee performance at the Office of the Ministry of Religion, Southeast Aceh Regency. Thus hypothesis 2 (H2) is accepted. Work Motivation has a positive effect on Employee Performance. In line with the results of research conducted by (Rozalia, 2020) it shows that work motivation variables have a significant effect on employee performance. According to (Prakoso, 2020) work motivation has a significant effect on employee performance.

The Effect of Compensation on Employee Performance

According to Marwansyah (2020) Compensation is a direct or indirect, financial or non-financial award or reward, which is fair and appropriate to employees, as a reward or contribution/service towards achieving company goals. According to Handoko (2020) Compensation is everything that employees receive as remuneration for their work. Compensation programs are also important for companies, because they reflect the organization's efforts to retain human resources. The skill of developing a team by a leader is the key to successful organizational activities. One form of leadership that is believed to be able to balance the mindset and reflection of new paradigms in the current of globalization is formulated as transformational leadership.

The results of testing the variable Compensation (X3) against Employee Performance (Y) obtained a calculated t value with a value of $4,168 > 1,675$, greater than the t table value with a 95% confidence level ($\alpha = 5\%$) with a significant value of $0.000 < 0.05$. So the Compensation variable has a positive and significant effect on Employee Performance at the Southeast Aceh Regency Ministry of Religion Office. Thus hypothesis 3 (H3) is accepted. Compensation has a positive effect on employee performance. In line with the results of research conducted by (Mondiani, 2020) that compensation has a positive influence on employee performance variables. According to (Widayati, 2017) Compensation has a positive and significant influence on employee performance.

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK MOTIVATION AND COMPENSATION ON EMPLOYEE PERFORMANCE AT THE SOUTHEAST ACEH RELIGION MINISTRY

Humayroh Putri Selian¹, Em Yusuf Iis², Nur Faliza³, Ibrahim Qamarius⁴

4. CONCLUSION

Based on the results of research testing that has been carried out entitled The Influence of Transformational Leadership Style, Work Motivation, and Compensation on Employee Performance at the Office of the Ministry of Religion, Southeast Aceh Regency. So the conclusions from this research are as follows:

1. Transformational Leadership Style has a positive and significant effect on Employee Performance at the Southeast Aceh Regency Ministry of Religion Office. This is proven by the regression coefficient value of 0.329 and the calculated t value of 3.143 > 1.675, from the t table value and the significance value of 0.003 < 0.05.
2. Work Motivation has a positive and significant effect on employee performance at the Southeast Aceh Regency Ministry of Religion Office. This is proven by the regression coefficient value of 0.253 and the calculated t value of 3,149 > 1.675, from the t table value and the significance value of 0.003 < 0.05.
3. Compensation has a positive and significant effect on employee performance at the Southeast Aceh Regency Ministry of Religion Office. This is proven by the regression coefficient value of 0.476 and the calculated t value of 4.168 > 1.675, from the t table value and the significance value of 0.000 < 0.05.

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