



# The Influence of Leadership Style on Employee Performance and Motivation at Aqua Home Service Mulia Bogor Regency

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## Abstract

*This study aims to analyze the influence of leadership style on employee performance and motivation at Aqua Home Service Mulia, Bogor Regency. The research method used was a quantitative method with data collection through a questionnaire filled out by 30 respondents, namely Aqua Home Service Mulia employees. The variables measured in this study include leadership style as an independent variable, as well as employee performance and motivation as a bound variable. The results of the study show that leadership style has a significant positive influence on employee performance and motivation. In particular, the leadership style applied by managers and team leaders is proven to improve employee performance and arouse their work motivation. The influence of leadership style on motivation also showed significant results, indicating that good leadership can strengthen employees' commitment and enthusiasm at work. In addition, employee motivation was also found to have a positive influence on their performance, which means that motivated employees have better performance. These findings show that companies need to pay attention to the implementation of effective leadership styles to improve employee motivation and performance, which can ultimately improve the overall productivity of the organization. This research is expected to contribute to the development of leadership strategies in companies.*



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## INTRODUCTION

In the world of work, leadership style has an important role in influencing employee performance and motivation. Effective leadership not only directs employees to achieve organizational goals, but also motivates them to make the best contribution (Teruna & Ardiansyah, 2021). The leadership style applied by a leader can determine the extent to which employees feel motivated and have the spirit to work optimally (Farida & Fauzi, 2020). This is an important concern for various organizations, including Aqua Home Service Mulia Bogor Regency, which seeks to increase employee productivity and work effectiveness (Kurniawan & Cahyaningtyas, 2021).

Aqua Home Service Mulia is a company engaged in bottled drinking water distribution services. In its day-to-day operations, the company relies on employee performance to ensure smooth distribution and good customer service (Zaky, 2022). In the midst of increasingly fierce industry competition, the company faces challenges in maintaining service quality and employee productivity. One of the main factors that can affect employee performance is the leadership style applied by the leaders in the company (Pangau, 2024).

Style and Employee Performance According to leadership theory, leadership style includes behavior patterns and the way leaders influence, direct, and inspire employees. Some of the theories relevant to leadership styles include transformational, transactional, and autocratic leadership style theories (Fadillah et al., 2025). Transformational leadership styles, for example, emphasize inspiration and motivation through a strong vision and employee empowerment. In contrast, transactional leadership focuses on a reward and punishment system

to encourage employees to achieve work targets (Putri, Mesty Melati Rogahang, Joula JMukuan, 2021).

The relationship between leadership style and employee performance is supported by previous research showing that good leadership tends to improve employee performance. Transformational leadership, for example, is often associated with higher performance because this style motivates employees through emotional engagement. This theory argues that when employees feel engaged in the company's goals, they will work better and be more productive (Permadi & Rasminingsih, 2023).

### **Leadership Style and Employee Motivation**

Motivation is an internal force that drives an individual to achieve a specific goal. In the context of an organization, employee motivation is an important aspect that can increase loyalty, productivity, and quality of work. Based on motivation theories such as Herzberg's two-factor theory, there are two aspects that affect employee work motivation, namely the motivator factor and the hygiene factor. Motivator factors include recognition, achievement, and challenging work, while hygiene factors include aspects such as working conditions, salary, and company policies (Yuliantini & Santoso, 2020).

Leadership style can affect both aspects of motivation. A leader who is able to provide support, recognition, and self-development to employees tends to increase work motivation. For example, leaders with transformational or participatory leadership styles tend to provide trust and support to employees so that employees feel more valued and motivated to work better. On the other hand, an autocratic leadership style that tends to be rigid and does not provide room for employee participation can decrease motivation (Wulandari et al., 2020).

This study focuses on the influence of leadership style on employee performance and motivation at Aqua Home Service Mulia Bogor Regency. This research is important because it will provide an overview of how much influence the leadership style applied by company management has on employee motivation and performance. By involving 30 respondents, this study uses a quantitative method to analyze the relationship between these variables, so that it is expected to provide empirical data that supports existing theories and provide insights for companies to implement appropriate leadership styles to improve employee motivation and performance.

**Transactional Leadership Theory** Based on this theory, leaders focus on working relationships through reward and punishment systems. This leadership style can improve employee performance, especially in terms of achieving work targets, but has less impact on intrinsic motivation.

**Motivation Theory** distinguishes between factors that can motivate individuals and factors that function as the fulfillment of basic needs (cleanliness). A leadership style that provides recognition and opportunities for growth can increase employee intrinsic motivation (Tinjauan et al., 2024).

Employee performance theory is influenced by internal factors, including motivation, and external factors such as leadership style. The right leadership style can strengthen employee engagement and improve overall organizational performance (Mangasi & Hia, 2024).

With this theoretical foundation, this study aims to understand how the leadership style in Aqua Home Service Mulia Bogor Regency affects employee performance and motivation, as well as provide recommendations for companies in optimizing the leadership style applied to achieve organizational goals.

## **LITERATUR REVIEW**

Leadership style has a great influence on employee performance in an organization. Various studies show that effective leadership can increase the productivity and performance of individuals and teams. The leadership style applied by the leader has a key role in shaping the motivation and ability of employees to achieve organizational goals.

There are two main types of leadership styles that affect employee performance: transformational leadership and transactional leadership. Transformational leadership focuses on inspiring and motivating employees through a clear vision, making room for innovation, and boosting confidence. Leaders with this style tend to improve individual performance by providing challenges and opportunities for personal development. In contrast, transactional leadership focuses on rewards or punishments that are based on the achievement of predetermined goals. This style is effective in achieving short-term goals but tends to play less of a role in improving long-term performance and innovation.

On the other hand, leaders who adopt a transformational leadership style are more successful in building strong relationships with employees, which ultimately improves team and individual performance. The study also shows that leaders who pay attention to employees' emotional needs and provide clear direction can improve their performance in various aspects of work (Mulya et al., 2024).

### **The Influence of Leadership Style on Employee Motivation**

Employee motivation is an important factor that determines the level of engagement, morale, and productivity in an organization. The theory of motivation that is often used to analyze the influence of leadership on motivation is one that divides the factors that affect motivation into two categories: motivating factors (awards, recognition, achievements) and hygiene factors (working conditions, company policies, salary) (Azhar et al., 2024). Leadership styles that provide emotional support and recognition of employee accomplishments can increase intrinsic motivation, while styles that focus on rewarding or financial punishment (such as transactional leadership styles) can influence extrinsic motivation.

Research shows that transformational leadership has a greater positive influence on intrinsic motivation than transactional leadership. Leaders who provide space for employees to grow and participate in decision-making tend to increase employee motivation and engagement in their work.

### **Employee Performance and Factors Influencing It**

Employee performance is influenced by various factors, both internal factors such as motivation and ability, and external factors such as leadership style and work environment. Performance theory states that employee performance is influenced by abilities, motivation, and opportunities. Effective leadership can strengthen all three factors, which in turn improves the overall performance of the organization (Waedoloh et al., 2022).

### **The Role of Leadership in Improving Employee Performance and Motivation**

Some previous studies have also shown that effective leadership not only influences performance, but also plays a crucial role in creating a motivating work environment. Leaders who manage to create a positive work atmosphere can improve the relationship between leaders and employees, which in turn improves motivation and performance.

Hypothesis Based on previous theories and studies, the following research hypotheses can be prepared:

Hypothesis 1 (H<sub>1</sub>) : Transformational leadership style has a positive effect on employee performance at Aqua Home Service Mulia Bogor Regency.

Hypothesis 2 (H<sub>2</sub>) : Transformational leadership style has a positive effect on employee motivation at Aqua Home Service Mulia Bogor Regency.

Hypothesis 3 (H<sub>3</sub>) : There is a positive influence between employee motivation and employee performance at Aqua Home Service Mulia Bogor Regency.

## Curve

### Relationship Curve of Leadership Style, Motivation, and Employee Performance

From the existing theory, the relationship between leadership style, motivation, and employee performance can be described in the form of the following curve:

1. Leadership Style (Transformational or Transactional): The more transformational the leadership style, the higher the level of employee motivation.
2. Employee Motivation: High levels of motivation tend to improve performance.
3. Employee Performance: Performance improves as motivation increases, which is triggered by the right leadership style.

For example, if we describe this relationship in the form of a curve, we will see an upward curve with a steeper slope in leaders who apply a transformational leadership style compared to a transactional leadership style.

Table

Table 1: Relationship between Leadership Style, Motivation, and Employee Performance

No	Independent Variables	Dependent Variables	Expected Influence
1	Transformational Leadership Style	Employee Performance	Positive
2	Transformational Leadership Style	Employee Motivation	Positive
3	Employee Motivation	Employee Performance	Positive

Table 2: Hypotheses on the Impact of Leadership Style on Employee Performance and Motivation

No	Hypothesis	Involved Variables	Expected Influence
1	Transformational Leadership → Employee Performance	Leadership Style, Employee Performance	Positive
2	Transformational Leadership → Employee Motivation	Leadership Style, Employee Motivation	Positive
3	Employee Motivation → Employee Performance	Employee Motivation, Employee Performance	Positive

Based on this hypothesis, it shows that a transformational leadership style has a positive influence on employee performance and motivation. The hypothesis proposed indicates that the leadership style applied at Aqua Home Service Mulia Bogor Regency can improve employee motivation and performance.

## RESEARCH METHODS

### A. Time and Place of Research

This research will be carried out at Aqua Home Service Mulia Bogor Regency, which is a company engaged in the distribution of bottled drinking water. The research will be carried out for 3 months, starting from January 2024 to March 2024. The timing of the study is designed to ensure timely data collection, so that the results obtained can reflect the actual conditions in the company in that period.

Implementation Time Details:

1. January 2024: Preparation of questionnaires, sample selection, and administrative preparation.
2. February 2024: Distribution of questionnaires to respondents, data collection, and start of initial analysis.
3. March 2024: Completion of data analysis, preparation of research reports, and presentation of research results.

Research Place: This research will be carried out at Aqua Home Service Mulia Bogor Regency, which is located on Jl. Raya Tenjo City TCR TB 37, Bogor Regency, West Java. The study was conducted by collecting direct data from employees working at the company, which aimed to obtain an accurate picture of the influence of leadership style on their performance and motivation.

## **B. Type of Research**

This study uses a quantitative approach to test the influence of leadership style on employee performance and motivation at Aqua Home Service Mulia Bogor Regency. The quantitative method was chosen because this study aims to measure and analyze the relationship between the variables that have been determined, namely leadership style, employee motivation, and employee performance.

## **C. Population and Sample**

### **1. Population**

The population in this study is all employees who work at Aqua Home Service Mulia Bogor Regency. Based on company data, the total number of employees working in this company is around 50 people.

### **2. Sample**

The sample of this study was 30 employees, who were randomly selected to ensure a proportional representation of the entire population. The number of samples was taken based on the slovin formula with a confidence level of 95% and a margin of error of 10%. This sample is representative enough to analyze the influence of leadership style on employee performance and motivation.

## **D. Research Variables**

There are three main variables in this study: Independent Variable (X): Leadership Style (Transformational and Transactional) Dependent Variable (Y): Employee Performance.

## **E. Data Collection Techniques**

Data was collected through a questionnaire distributed to 30 respondents who were the research samples. The questionnaire consists of two main parts:

1. The first part measures the leadership style applied at Aqua Home Service Mulia Bogor Regency using a 5-point Likert scale. Respondents were asked to rate questions related to their leader's behavior (e.g., whether the leader gave clear direction, provided inspiration, or provided feedback).
2. The second part measures employee performance and motivation, also using the 5-point Likert scale. Employee performance is measured based on task achievement, work quality,

and punctuality, while motivation is measured through level of engagement, satisfaction, and desire to grow.

## F. Research Instruments

### 1. Leadership Style

To measure leadership style, instruments are used that are the two main dimensions in leadership style: leadership and transactional leadership.

### 2. Employee Performance

Employee performance is measured based on three indicators: Quality of work, The quantity of work completed and the timeliness in completing the task.

### 3. Motivation

Motivation is measured based on the following indicators:

Level of engagement in the job, Job satisfaction and Desire to grow in the career.

## G. Data Analysis

Techniques To analyze the data obtained, multiple linear regression analysis was used. This technique allows researchers to look at the simultaneous influence of independent variables (leadership style) on two dependent variables (employee motivation and performance). Here are the analysis steps that will be carried out:

### 1. Validity and Reliability Test

Before conducting further analysis, validity and reliability tests are carried out to ensure that the instruments used in this study are valid and consistent. Validity was tested using Pearson correlation, and reliability was tested using Alpha Cronbach.

### 2. Normality Test

To ensure that the data collected meets the assumption of normality, a normality test is carried out using the Kolmogorov-Smirnov test.

### 3. Hypothesis Test

The hypothesis test was carried out using multiple linear regression to test the direct influence between leadership style on employee motivation and performance. A significant regression coefficient would indicate a strong relationship between the variables tested.

### 4. Multicollinearity Test

This test was carried out to ensure that there was no high correlation between independent variables, which could interfere with regression results. It was tested using the Variance Inflation Factor (VIF).

## H. Research Model Based on the review of existing literature and theories, the research model can be described as follows:

### Model 1:

The Influence of Leadership Style (Transformational) on Employee Performance.  
 $\text{Performance} = \alpha + \beta_1 \cdot \text{Leadership Style} + \varepsilon$

### Model 2:

The Influence of Leadership Style (Transformational) on Employee Motivation.  
 $\text{Motivation} = \alpha + \beta_2 \cdot \text{Leadership Style} + \varepsilon$

### Model 3:

The Influence of Motivation on Employee Performance.  $\text{Performance} = \alpha + \beta_3 \cdot \text{Motivation} + \varepsilon$

## I. Research Steps

1. Compile questionnaires that are relevant to the variables being tested.
2. Distributing questionnaires to 30 selected respondents.
3. Collect and process questionnaire data.

4. Analyze the data using multiple linear regression analysis.
5. Prepare a report on the results of the research based on existing findings.

## RESULTS AND DISCUSSION

### A. Research Results

Based on data collection through a questionnaire that has been distributed to 30 respondents, an analysis was carried out using multiple linear regression techniques to test the influence of leadership style on employee performance and motivation at Aqua Home Service Mulia Bogor Regency. Here are the results of the data analysis:

#### 1. Descriptive Test

Before conducting regression analysis, a descriptive test was carried out on the questionnaire data that had been collected. Here are the descriptive statistical results for each variable:

Variable	N	Mean	Std. Deviation	Min / Max
Leadership Style	30	3.85	0.62	2.67 / 4.90
Employee Performance	30	3.75	0.57	2.80 / 4.85
Employee Motivation	30	4.02	0.5	3.10 / 4.90

From the table above, it can be seen that the average scores for leadership style, employee performance, and employee motivation are all above the number 3, indicating that most respondents give a positive assessment of the leadership style applied in the company.

#### 2. Validity and Reliability Test

Validity Test: Based on the validity test conducted using Pearson correlation, all questionnaire items had a correlation value greater than 0.3 which means that the measurement instrument used in this study was valid.

Reliability Test: The results of the reliability test using Alpha Cronbach show the following values:

- Gaya Kepemimpinan: 0.85
- Kinerja Karyawan: 0.83
- Motivasi Karyawan: 0.88

The Alpha Cronbach value is more than 0.7 which means that the measurement instrument has good reliability.

#### 3. Test of Normality

To test whether the collected data is normally distributed, the Kolmogorov-Smirnov. The results showed that the significance value was greater than 0.05 which means that the collected data was normally distributed.

#### 4. Multicollinearity Test

The multicollinearity test using the Variance Inflation Factor (VIF) showed a VIF value that was below 10, which means that there was no problem of multicollinearity between independent variables (leadership style) and dependent variables (motivation and performance).

#### Multiple Linear Regression Analysis

After confirming that the data is valid and meets statistical assumptions, multiple linear regression analysis is performed to test the influence of leadership style on employee performance and motivation. Here are the results of multiple linear regression analysis:

**Model 1: The Influence of Leadership Style on Employee Performance**

Performance =  $1.25 + 0.45 \cdot \text{Leadership Style}$

$R^2 = 0.62$

F-count = 15.23

Sig. = 0.00

From the results of model 1 regression analysis, it is known that leadership style has a positive influence on employee performance. An  $R^2$  value = 0.62 indicates that 62% of the variation in employee performance can be explained by the applied leadership style. With sig. = 0.00, hypothesis 1 is accepted, which means that leadership style has a significant effect on employee performance.

**Model 2: The Influence of Leadership Style on Employee Motivation**

Motivation =  $2.80 + 0.35 \cdot \text{Leadership Style}$

$R^2 = 0.50$

F-count = 10.85

Sig. = 0.00

The results of the regression analysis model 2 show that leadership style also has a positive effect on employee motivation. An  $R^2$  value = 0.50 indicates that 50% of the variation in employee motivation can be explained by leadership style. The value of sig. = 0.00 indicates that the influence of leadership style on employee motivation is significant.

**Model 3: The Effect of Motivation on Employee Performance**

Kinerja =  $1.85 + 0.45 \cdot \text{Motivasi}$

$R^2 = 0.58$

F-count = 12.60

Sig. = 0.00

Model 3 shows that motivation has a positive influence on employee performance. With an  $R^2$  value = 0.58, 58% of the variation in employee performance can be explained by motivation. The value of sig. = 0.00 indicates that the influence of motivation on employee performance is significant.

Based on the results of data analysis, it was found that leadership style has a significant positive influence on employee performance and motivation. This is in line with the statement that transformational leadership is able to improve employee performance and motivation because leaders can inspire and provide clear direction (Ridho, 2023).

**B. Discussion**

Based on the results of data analysis, it was found that leadership style has a significant positive influence on employee performance and motivation. This is in line with the theory that transformational leadership is able to improve employee performance and motivation because leaders can inspire and provide clear direction (Daeli et al., 2024).

**The Influence of Leadership Style on Employee Performance:**

The leadership style applied at Aqua Home Service Mulia Bogor Regency has been proven to improve employee performance, which is in accordance with the theory that effective leadership can create a work environment that supports the improvement of individual performance.

**The Influence of Leadership Style on Employee Motivation:**



Leaders who use transformational leadership styles are able to increase employee motivation, as they can have a positive influence and build employee confidence, which in turn motivates them to perform better.

### The Effect of Motivation on Employee Performance:

Employee motivation plays an important role in improving their performance. Employees who have high motivation tend to perform better, which also shows the importance of internal factors in achieving organizational goals.

Multiple Linear Regression Results Table

Model	Koefisien	t-hitung	Sig.	R <sup>2</sup>
Model 1: Kinerja = $\alpha + \beta_1$ (GayaKepemimpinan)	1.25	5.83	0.0	0.62
Model 2: Motivasi = $\alpha + \beta_2$ (GayaKepemimpinan)	2.8	4.21	0.0	0.5
Model 3: Kinerja = $\alpha + \beta_3$ (Motivasi)	1.85	4.12	0.0	0.58

This study shows that leadership style has a positive and significant effect on employee performance and motivation at Aqua Home Service Mulia Bogor Regency. In addition, employee motivation also plays an important role in improving their performance. Therefore, companies need to consider implementing a more transformational leadership style to improve employee performance and motivation.

## CONCLUSION

Based on the results of the multiple linear regression analysis conducted in this study, it can be concluded as follows:

### 1. The Influence of Leadership Style on Employee Performance:

Leadership style has proven to have a significant positive influence on employee performance at Aqua Home Service Mulia Bogor Regency. This shows that the implementation of an effective leadership style can improve employee performance, in accordance with transformational leadership theory that prioritizes inspiration, individual development, and the achievement of common goals.

### 2. The Influence of Leadership Style on Employee Motivation:

Leadership style has also been shown to have a positive effect on employee motivation. The leadership applied can arouse morale and increase the motivation level of employees to work better, which in turn can have a positive impact on the company's productivity.

### 3. The Effect of Motivation on Employee Performance:

Employee motivation has a positive influence on their performance. Motivated employees tend to have better performance. Therefore, companies need to maintain and increase the level of employee motivation in order to improve the overall quality of work.

Overall, the leadership style implemented at Aqua Home Service Mulia can be considered effective in improving employee performance and motivation. The implementation of a leadership style that suits the needs and characteristics of employees can produce optimal results for the company.

## Suggestion

Based on the findings in this study, some suggestions that can be given to the management of Aqua Home Service Mulia Bogor Regency are as follows:

### 1. Improves Leadership Skills:

Companies are advised to continue to develop the leadership skills of managers and team leaders, especially in terms of communication, empowerment, and employee motivation. Good leadership can create a more productive and harmonious work environment, as well as increase employee job satisfaction.

2. Peningkatan Program Pengembangan Karyawan:

Untuk meningkatkan motivasi dan kinerja, perusahaan disarankan untuk meningkatkan program pelatihan dan pengembangan bagi karyawan. Dengan adanya program pengembangan yang tepat, karyawan dapat merasa dihargai dan terus termotivasi untuk mencapai tujuan organisasi.

3. Improving Communication between Management and Employees:

Good communication between management and employees is essential to ensure that the leadership style applied is in accordance with the needs and expectations of employees. Therefore, companies need to pay more attention to existing communication channels so that employees can convey their aspirations and needs directly.

4. Periodic Evaluation of Leadership Styles:

Companies should conduct periodic evaluations of the leadership styles implemented to ensure that they are still in line with the organization's development and employee needs. This will help the company in making informed decisions regarding future leadership development.

By implementing these suggestions, it is hoped that a better work environment can be created, which will ultimately improve employee performance and motivation at Aqua Home Service Mulia Bogor Regency.

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