



Employee Performance Based on Leadership Style and Competence Through Work Motivation

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ARTICLE INFO

Keywords: Leadership Style, Competency, Employee Performance, Work Motivation

Received : 5 November
Revised : 23 December
Accepted : 23 January

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ABSTRACT

This study aims to: 1) describe leadership style, competence, employee performance, and work motivation; and 2) analyze the influence of leadership style and competence on employee performance through work motivation. The study involved 100 respondents selected using purposive sampling techniques. Data were collected through validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, regression coefficients, determination coefficients, F-tests, and t-tests. Data analysis was conducted using IBM SPSS software version 25.00 with a descriptive analysis approach, verification analysis, path analysis, and Sobel test. The results of the study show that: 1) Leadership style, competence, and work motivation are in the good category, while employee performance is in the moderately good category. 2) Leadership style has a direct positive and significant influence on work motivation. 3) Competence has a direct positive and significant influence on work motivation. 4) Leadership style has a direct positive and significant influence on employee performance. 5) Competence has a direct positive and significant influence on employee performance. 6) Work motivation has a direct positive and significant influence on employee performance. 7) Leadership style has an indirect positive and significant influence on employee performance through work motivation. 8) Competence does not have an indirect positive and significant influence on employee performance through work motivation

INTRODUCTION

In the current era of globalization, Human Resources (HR) serve as the primary capital in national development. Therefore, the quality of HR must continuously be developed and directed to achieve desired goals. Human Resource Management (HRM) fundamentally plays a crucial role within a company. Strategic HRM views employees in all areas of work and at every level, both structurally and functionally, as resources that need to be optimized. According to Hamali (2018), human resource management is a strategic approach that encompasses the management of skills, motivation, development, and organization of resources. This includes the utilization, development, evaluation, and rewarding of employees within a company.

According to Mangkunegara (2017), employee performance refers to the work results achieved by an employee in terms of both quality and quantity when carrying out tasks that are their responsibility. Employee performance is considered good if it reaches an optimal level, aligning with company standards and supporting the achievement of organizational goals. To achieve optimal performance, the quality of human resources must be improved, as it can help companies enhance employee performance.

PT. TA Global Indonesia experienced a decline in employee performance during 2022–2023, particularly in terms of discipline, responsibility, and work quantity. This decline was triggered by the lack of motivation provided by leaders and the low competency of employees in developing their skills and understanding of their tasks. Therefore, leaders need to foster employees' confidence in completing their tasks to achieve the company's objectives. By improving leadership styles as well as enhancing competence and motivation, employee performance is expected to improve.

Research conducted by Harahap et al. (2020) indicates a direct and positive influence of leadership on work motivation, as well as competence on work motivation. Furthermore, leadership also has a direct and positive impact on performance, competence directly and positively influences performance, and work motivation directly and positively affects performance. However, these findings are not entirely consistent with the study conducted by Zulhidayah et al. (2023), which found that competence has a direct and negative effect on motivation, and leadership has a direct and negative impact on performance.

Based on this background, this study aims to examine the factors that influence employee performance, both directly and indirectly. This research also seeks to explore and analyze the influence of leadership style and competence on employee performance through work motivation at PT. TA Global Indonesia. Analyzing the impact of leadership style and competence on employee performance through work motivation is considered important, as previous studies have shown that leadership style and competence affect employee performance through the role of work motivation.

LITERATURE REVIEW

Employee Performance

According to Mangkunegara (2017), employee performance is the result of work achieved by an employee in terms of quality and quantity when carrying out tasks that are their responsibility. Meanwhile, Kasmir (2019) explains that the factors influencing employee performance, both in terms of results and work behavior, include competence, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Mangkunegara (2017) also mentions that performance indicators consist of aspects such as quality, quantity, task execution, and responsibility.

Work Motivation

According to Afandi (2018), work motivation is an internal drive that arises within a person, triggering the desire to engage in an activity with enthusiasm, sincerity, and determination, so that the results achieved are of high quality and satisfying. Meanwhile, Hamzah (2013) identifies six key factors that are sources of motivation: human needs, compensation, communication, leadership style, competence, and work achievements. Afandi (2018) also mentions that indicators of work motivation include salary, work conditions, work facilities, rewards, the job itself, and recognition from superiors.

Leadership Style

According to Martoyo (2014), leadership style encompasses all activities aimed at influencing others to willingly collaborate in achieving common goals. The leadership style, according to Martoyo (2014), is influenced by three main factors: individual factors, organizational factors, and psychological factors. Additionally, according to Martoyo (2014), the indicators of leadership style include analytical ability, communication skills, courage, and listening ability.

Competence

According to Wibowo (2017), competence includes attitudes, motives, skills, knowledge, behavior, or other personal characteristics that are important in carrying out work and can distinguish average performance from excellent performance. The factors influencing competence according to Wibowo (2017) include beliefs and values, skills, experience, personality characteristics, motivation, and organizational culture. In addition, the indicators of competence proposed by Wibowo (2017) include skills, knowledge, social roles, self-image, and attitudes.

The Direct Influence of Leadership Style on Work Motivation

Leadership style is the ability of an individual to influence and motivate others to achieve common goals. Leadership encompasses the process of influencing in setting organizational goals, encouraging follower behavior to achieve those goals, as well as enhancing group dynamics and organizational culture (Prayitno, 2017). In line with this, research by Jannah et al. (2021) revealed that leadership style has a direct impact on work motivation. This finding is supported by the study of Sinuraya (2018), which demonstrates a direct influence of leadership style on motivation.

H1: The Direct Influence of Leadership Style on Work Motivation

The Direct Influence of Competence on Work Motivation

Competence is the ability possessed by an individual, reflected in their good performance in the job or position they hold. This competence is a combination of knowledge, skills, and behavior applied to improve performance, as well as to create adequate or excellent conditions or qualities. Workers will feel motivated when they can complete tasks well, quickly, and on time. This is in line with the results of a study by Suzanna et al. (2023), which shows that competence has a direct impact on work motivation. Another study by Sari et al. (2019) also found a direct influence of competence on work motivation.

H2: The Direct Influence of Competence on Work Motivation

The Direct Influence of Leadership Style on Employee Performance

Leadership style is closely related to employee performance within an organization. Leadership style reflects the behavior patterns applied by a leader when trying to influence the behavior of others, with the aim of aligning perceptions among individuals to influence them. Every company has leaders with unique leadership styles (Makalew, 2021). Research conducted by Alifia and colleagues (2022) shows that leadership style has a direct impact on employee performance. Another study by Jamaluddin (2017) also revealed that leadership style directly affects employee performance.

H3: The Direct Influence of Leadership Style on Employee Performance

The Direct Influence of Competence on Employee Performance

Competence can be understood as the skills or knowledge that reflect professionalism in a particular field, which is considered the most important element and a distinguishing feature in that field. In this context, companies evaluate employee performance as a basis for assessing and developing the potential possessed by the employees. Research conducted by Auliyani et al. (2023) also shows a direct influence between job competence and employee performance. Furthermore, research by Anggraeni (2019) reveals that competence has a direct impact on employee performance.

H4: The Direct Influence of Competence on Employee Performance

The Direct Impact of Work Motivation on Employee Performance

Motivation is the force that drives someone to take or not take an action, which essentially comes from internal and external factors. Performance, on the other hand, refers to the results of work in terms of quality and quantity that can be achieved by an employee in carrying out their tasks (Sedarmayanti, 2017). A study conducted by Sanjaya (2018) shows that work motivation has a direct impact on employee performance. This finding is also supported by research by Novriansyah et al. (2022), which states that motivation directly affects performance.

H5: The Direct Impact of Work Motivation on Employee Performance

The Indirect Influence of Leadership Style on Employee Performance Through Work Motivation as an Intervening Variable

Leadership style is the ability to influence a group to achieve certain goals. In this context, work motivation plays an important role for employees in improving their performance (Robbins, 1993). A study by Fitri et al. (2023) concluded that leadership style does not have a direct effect on employee performance with work motivation as an intervening variable. This finding aligns with the results of a study by Mardiani and Sepdiana (2021), which also indicated that leadership style does not directly influence employee performance through work motivation as an intervening variable.

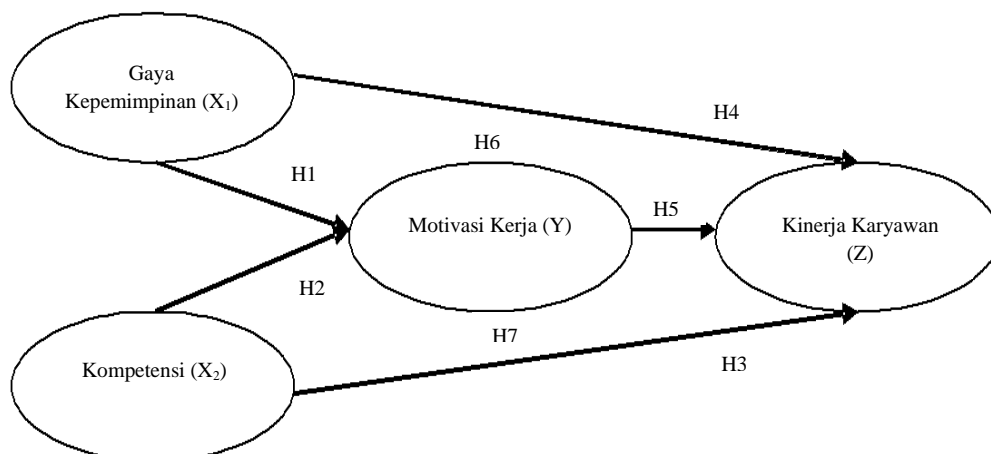
H6: The Indirect Influence of Leadership Style on Employee Performance Through Work Motivation as an Intervening Variable.

The Indirect Effect of Competence on Employee Performance Through Work Motivation as an Intervening Variable

Competence refers to the ability to perform or complete a task or job based on skills, knowledge, and work attitudes that align with the demands of the job (Kristanti et al., 2019). A study by Fauzi and Nugroho (2024) concluded that competence does not have a direct impact on performance, with motivation serving as an intervening variable. This finding is consistent with the research of Lianasari et al. (2022), which similarly found that competence does not directly influence performance through motivation as a mediating variable.

H7: The Indirect Effect of Competence on Employee Performance Through Work Motivation as an Intervening Variable

The conceptual framework of this research illustrates the relationships among the variables studied, namely the independent variables of leadership style and competence, the dependent variable of employee performance, and the intervening variable of work motivation. The research framework can be seen in Figure 1 below.



Picture 1. Conceptual Framework

METHODOLOGY

Population, Sample, and Sampling Techniques

The population in this study consists of 216 permanent employees of PT. TA Global Indonesia. The sampling technique used is Non-Probability Sampling with the Purposive Sampling method (Sugiyono, 2018). The criteria for sample selection include: 1) employees of PT. TA Global Indonesia who are actively employed as of October 25, 2023, 2) employees aged 30 years or older, 3) employees with a minimum education level of Junior High School, and 4) employees with at least 3 years of work experience. Due to time constraints in the study, the sample size taken was 100 respondents.

Data Collection Methods

The data collection methods in this study include both primary and secondary data (Sugiyono, 2018). Primary data is obtained by collecting data directly at the research location through interviews, questionnaires, and observations involving several permanent employees of PT. TA Global Indonesia. Meanwhile, secondary data is collected through literature, theoretical studies, and relevant references needed in this research. The research instrument used is a questionnaire with a measurement scale based on the Likert Scale. According to Sugiyono (2018), the Likert Scale is useful for measuring behaviors, opinions, and perceptions of individuals or groups regarding the social phenomena that are the research variables. Each statement in this scale has a score weight of 1-5, where 5 means strongly agree, 4 means agree, 3 means neutral, 2 means disagree, and 1 means strongly disagree.

Data Analysis Methods

The data analysis method applied in this study begins with data testing, including validity and reliability tests (Sugiyono, 2018) as well as classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests (Rochaety, 2019). Hypotheses cannot produce accurate conclusions if the measurement tools used to collect data are not valid and reliable, so the conclusions drawn from hypothesis testing could be erroneous. Therefore, this study examines the instruments. Next, a descriptive analysis is performed to evaluate respondent responses and the research variables, followed by a verificative analysis through path analysis, which aims to test whether the path constructs are empirically validated. Further analysis is conducted to identify the direct and indirect effects of independent variables on the dependent variable, using multiple correlation coefficients and the coefficient of determination (R^2). Finally, hypothesis testing is carried out using t-tests and the Sobel test. The data in this study are analyzed using the Statistical Package for Social Sciences (SPSS) version 25.

RESULT

Employee Response

The results of the questionnaire distribution and discussion in this study are related to employees' evaluations of all indicators within the variables of employee performance, work motivation, leadership style, and competence at PT. TA Global Indonesia.

Table 1. Employee Response

Variable	Average	Category
Employee Performance	3.39	Fairly Good
Leadership Style	3.42	Good
Competence	3.45	Good
Work Motivation	3.46	Good

Criteria: 5.00-4.21 = Very Good, 4.20-3.41 = Good, 3.40-2.61 = Fairly Good, 2.60-1.81 = Poor, 1.80-1.00 = Very Poor

Based on the results in Table 1. it is known that the average employee assessment of their performance is 3.39, which falls into the "fairly good" assessment criteria. Meanwhile, the work motivation variable has an average value of 3.46, categorized as "good" assessment criteria. The leadership style variable has an average value of 3.42, also falling into the "good" assessment criteria. Lastly, the competency variable shows an average value of 3.45, which is also categorized as "good" assessment criteria.

Validity Test, Reliability Test, and Classical Assumption Test

The validity test in this study involved 30 respondents. Based on the analysis results, the data is considered valid if the correlation value obtained reaches or exceeds 0.3 (Sugiyono, 2018). The test results show that all statement items on the employee performance, work motivation, leadership style, and competence variables meet the validity criteria. In other words, the correlation value of each item has reached or surpassed the minimum threshold set, which is 0.3. Next according to Sugiyono (2018), a variable instrument is considered reliable (trustworthy) if it has a Cronbach Alpha reliability coefficient value greater than or equal to 0.6. Each variable in this study, such as employee performance, work motivation, leadership style, and competence, shows a Cronbach Alpha value greater than or equal to 0.6. This indicates that the instruments used to measure each of these variables can be considered reliable.

As for assumptions that must be met for the regression equation to work properly. First, the purpose of the normality test is to examine whether the residuals or disturbance variables in the regression model follow a normal distribution (Ghozali, 2018). Based on the results of the normality test, an Asymp. Sig value of 0.200 was obtained, indicating that the Sig value is greater than 0.05. Therefore, it can be concluded that the data tested in this study has a normal distribution. Second, according to Rochaety et al. (2019), multicollinearity does not occur if using the tolerance (a) and variance inflation factor (VIF) measures. With a tolerance threshold of 5% or 0.05, the VIF should be less than 5. In order

for the linear regression model to be used in the research, it must be ensured that no multicollinearity issues are present. Based on the results of the multicollinearity test in this study, the VIF values obtained are smaller than 5 and the tolerance values are greater than 0.05, so it can be concluded that this regression model does not experience multicollinearity problems. Finally, according to Rochaety (2019), the purpose of the heteroscedasticity test is to determine whether there is an imbalance in the residual variation across observations in a regression model. If the residual variation is constant, it is called homoscedasticity, while if it varies, it is called heteroscedasticity. Based on the results of the heteroscedasticity test in this study, the points on the scatterplot are scattered in an irregular pattern. Therefore, it can be concluded that this structural model does not exhibit heteroscedasticity and can be used to predict the variables in this study.

The result of the Path Analysis Coefficient

Table 2. Recapitulation of the Effect Coefficient Results

Variable		Path Coefficient		
Independent	Dependent	Direct	Indirect	Total
Leadership Style (X ₁)	Work Motivation (Y)	0.580		
Competence (X ₂)	Work Motivation (Y)	0.357		
Leadership Style (X ₁)	Employee Performance (Z)	0.342	0.117	0.459
Competence (X ₂)	Employee Performance (Z)	0.406	0.072	0.478
Work Motivation (Y)	Employee Performance (Z)	0.202		

Based on the first equation, the R² (R Square) value is recorded at 0.860 or 86%. This means that 86% of the variation in work motivation can be explained by the influence of leadership style and competence variables, while the remaining 14% is influenced by other factors not covered in this research model, such as human needs, compensation, communication, and work performance (Hamzah, 2013). Meanwhile, the value of ε₁ is 0.374, obtained through calculation using the following formula:

$$\epsilon_1 = \sqrt{1 - 0.860} = 0.374$$

With the regression results from SPSS as follows:

$$Y = 0.580X_1 + 0.357X_2 + 0.347$$

In the second equation, after incorporating the work motivation variable, the R² value reaches 0.866 or 86.6%. This indicates that the contribution of the influence of leadership style, competence, and work motivation on employee performance is 86.6%, while the remaining 13.4% is influenced by other factors not included in this study model, such as work design, personality, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2019). This indicates that there is an increase in the influence after the work motivation variable is added as an intervening variable in this study. Furthermore, the ε₂ value of 0.366 is obtained through calculations using the following formula:

$$\varepsilon_2 = \sqrt{1 - 0,866} = 0,366$$

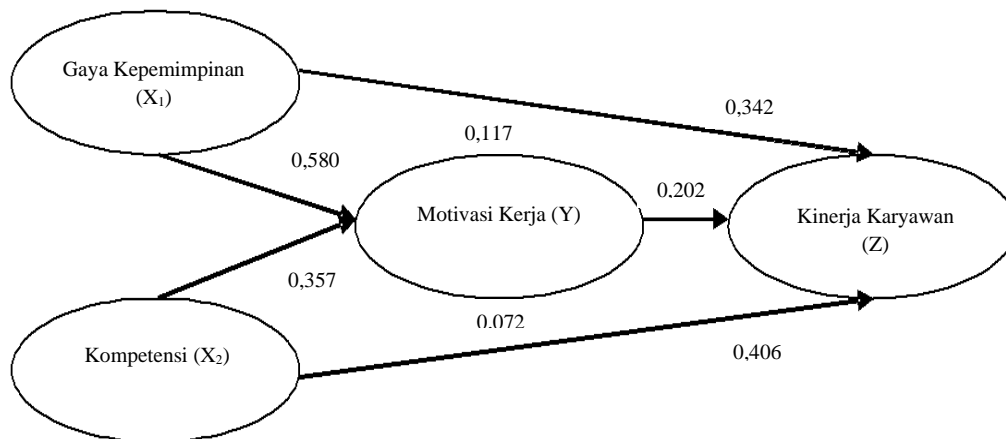
With the regression results from SPSS as follows:

$$Z = 0.342X_1 + 0.406X_2 + 0.202Y + 0.366$$

The interpretation of the path analysis results can be explained as follows:

1. Leadership style has an influence on employee performance, both directly and indirectly through work motivation. The direct effect is recorded at 0.580 (58%), while the indirect effect through work motivation is 0.117 (11.7%). The total effect of leadership style on employee performance through work motivation is 0.459 (45.9%).
2. Competence also has an influence on employee performance, both directly and indirectly through work motivation. The direct effect of competence on employee performance is recorded at 0.357 (35.7%), while the indirect effect through work motivation is 0.072 (7.2%). The total effect of competence on employee performance through work motivation is 0.478 (47.8%).

The model equation is depicted in the following path diagram:



Picture 2. Path Analysis Model Diagram

- *Partial Test (t-test)*

Table 3. T-test results

Hypothesis	Path Coefficient	t _{Count}	t _{table}	Sig	Decision	Result
Py _{x1} > 0	0.580	4.487	1.661	0.000	H _{a1} accepted	Positive and Significant
Py _{x2} > 0	0.357	2.763	1.661	0.007	H _{a2} accepted	Positive and Significant
Pz _{x1} > 0	0.342	2.443	1.661	0.016	H _{a3} accepted	Positive and Significant
Pz _{x2} > 0	0.406	3.076	1.661	0.003	H _{a4} accepted	Positive and Significant
Pzy > 0	0.202	2.026	1.661	0.046	H _{a5} accepted	Positive and Significant

The results of the partial hypothesis testing show that all five alternative hypotheses are accepted and the null hypotheses are rejected, indicating a positive and significant influence of the variables.

Sobel Test

The Sobel analysis in this study is used to measure the impact of the intervening or mediator variable (Y). The Sobel test is conducted by examining the extent of the indirect effect of the exogenous variable (X) on the endogenous variable (Z) through the intervening variable (Y).

Table 4. Result of Sobel Test Output

a ₁	a ₂	b	SE _{a1}	SE _{a2}	SE _b
0.866	0.417	0.139	0.193	0.151	0.068

Explanation:

a₁ = Unstandardized Beta of X₁ on Y

a₂ = Unstandardized Beta of X₂ on Y

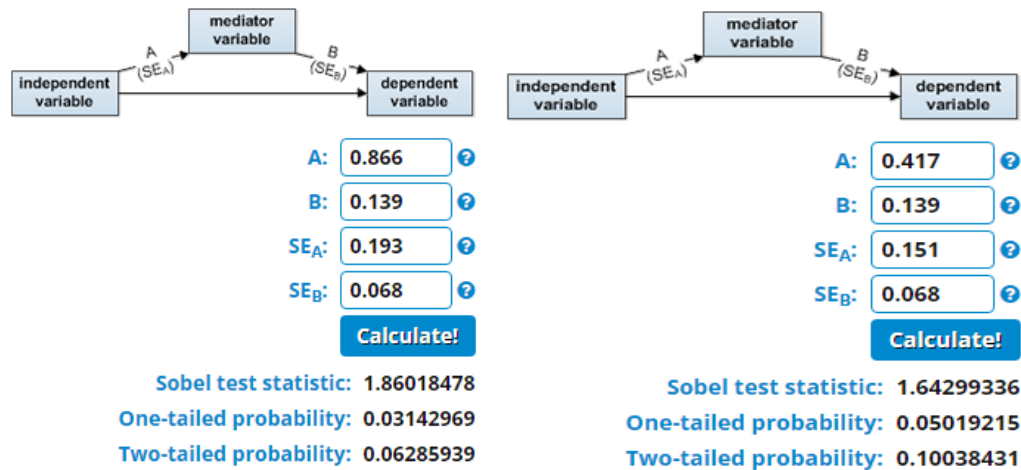
b = Unstandardized Beta of Y on Z

SE_{a1} = Standard error of the coefficient of X₁ on Y

SE_{a2} = Standard error of the coefficient of X₂ on Y

SE_b = Standard error of the coefficient of Y on Z

Here is an image showing the results of testing the indirect effect of leadership style and competence on employee performance through work motivation using the Online Sobel Calculator.



Picture 3. Online Sobel Calculator Image

Based on the calculations above, the result shows that the Z_{count} value for leadership style is 1.87, which is greater than the Z_{table} value of 1.64 ($1.87 > 1.64$). Meanwhile, the Z_{count} value for competence is 1.64, equal to the Z_{table} value of 1.64 ($1.64 \leq 1.64$). This indicates that for leadership style, H_0 is rejected and H_a is accepted, whereas for competence, H_0 is accepted and H_a is rejected. This means that leadership style (X_1) has a positive and significant indirect effect on employee performance (Z) through work motivation (Y) as a mediator. On the other hand, competence (X_2) does not have a positive and significant indirect effect on employee performance (Z) through work motivation (Y) as a mediator. These research findings are consistent with the study by Fitri et al. (2023), which stated that leadership style indirectly affects employee performance with work motivation as an intervening variable. Additionally, this study aligns with the findings of Nulhakim et al. (2023), which concluded that competence does not indirectly affect employee performance through work motivation as an intervening variable.

DISCUSSION

The average employee assessment of their performance shows quite good results, with room for improvement. Work motivation and leadership style in the company are rated positively, creating a spirit and positive work environment that supports performance. Employee competencies are also assessed well, indicating adequate skills. Overall, the assessment of these four variables reflects stable performance with potential for improvement through further development.

Based on the path analysis results, leadership style has a greater total effect on employee performance through work motivation compared to competence. Therefore, the company should focus more on developing competencies related to quality, quantity, and responsibility to support optimal employee performance and company progress. As a result, employee work motivation will increase, and they will be able to work more effectively to achieve the performance expected by the company.

There is both a direct and indirect influence between leadership style, competence, work motivation, and employee performance. The direct influence was analyzed using a t-test in the first and second equations. In the first equation, it was found that leadership style directly and positively influences work motivation, as does competence, which also has a direct and positive effect on work motivation. In the second equation, the results show that leadership style has a direct and positive influence on employee performance, competence also directly and positively affects employee performance, and work motivation has a direct and positive impact on employee performance.

The indirect influence was analyzed using the Sobel test. The results indicate that leadership style has a positive and significant indirect influence on employee performance through work motivation. However, competence does not have a positive and significant indirect influence on employee performance through work motivation. This indicates that work motivation can mediate the influence of leadership style on employee performance but cannot mediate the influence of competence on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the research conducted, the conclusions that can be drawn are as follows:

1. Employees of PT. TA Global Indonesia have a fairly good perception of the employee performance variable, while the work motivation, leadership style, and competency variables are categorized as good.
2. Leadership style has a direct, positive, and significant influence on work motivation at PT. TA Global Indonesia.
3. Competency also has a direct, positive, and significant influence on work motivation at PT. TA Global Indonesia.
4. Leadership style has a direct, positive, and significant influence on employee performance at PT. TA Global Indonesia.
5. Competency has a direct, positive, and significant influence on employee performance at PT. TA Global Indonesia.
6. Work motivation has a direct, positive, and significant influence on employee performance at PT. TA Global Indonesia.
7. Leadership style has an indirect, positive, and significant influence on employee performance through work motivation as a mediating variable at PT. TA Global Indonesia.
8. Competency does not have an indirect, positive, and significant influence on employee performance through work motivation as a mediating variable at PT. TA Global Indonesia.

Recommendation

Based on the results of the research, discussion, and conclusions, the researcher provides the following recommendations:

1. **Enhancement and Evaluation of Employee Performance**
The performance of employees at PT. TA Global Indonesia needs to be improved and thoroughly evaluated. The company is advised to conduct regular evaluations and compare employees' work results with established standards.
2. **Improvement and Maintenance of Work Motivation**
Work motivation at PT. TA Global Indonesia needs to be strengthened and maintained. The company is encouraged to provide health and safety guarantees in accordance with applicable regulations, so employees' morale can increase, and they feel valued.
3. **Improvement of Leadership Style**
The leadership style at PT. TA Global Indonesia needs improvement. The company should conduct socialization sessions with employees to create effective communication and serve as a good liaison between management and employees.
4. **Improvement of Employee Competence**
The competence of employees at PT. TA Global Indonesia needs to be enhanced. The company is advised to organize training or educational programs for employees to improve their knowledge. This will positively impact the improvement of competencies that support overall employee performance.

FURTHER STUDY

For future researchers, it is recommended to include other variables that may influence employee performance, such as work environment, work plans, job satisfaction, and work discipline, in the hope that the research results obtained will be more comprehensive.

ACKNOWLEDGMENT

The expression of gratitude is conveyed to the Management Study Program, Faculty of Economics and Business, Djuanda University Bogor, as well as PT. TA Global Indonesia, and also to all parties who have provided significant support, making it possible for this research to be completed.

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