

The Influence of Leadership, Work Motivation, and Work Ethic on Employee Performance

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Abstract—Performance is the result of a person's work or achievement of targets that must be achieved or tasks that must be carried out according to the responsibilities of each individual within a certain period of time. This study aims to analyze the effect of leadership, work motivation, and work ethic on the performance, both partially and simultaneously. This study uses primary data and is quantitative. The quality of data in this study was tested with validity and reliability testing. Data collection methods using observation and questionnaires. The research sample was 66 people selected using simple random sampling technique from a population of 194 people. Multiple linear regression analysis was used in this study. The results showed that leadership partially influenced employee performance by 16.4%. Work motivation has an impact of 22.4% and work ethic of 28.6. The three variables simultaneously have a significant influence on employee performance with a significant value of 0.000 less than 0.05. The 60.5% figure obtained from the coefficient of determination shows that variations in performance can be explained by leadership, work motivation, and work ethic, and the remaining 39.5% is influenced by other variables not studied.

Keywords: Influence; Leadership; Work Motivation; Work Ethic; Multiple Linear Regression

1. INTRODUCTION

Human resources are a fundamental element needed by companies to support the development and strengthen the organization (Widodo et al., 2023). One of the measuring tools to determine the effectiveness of the company is the result of employee performance. PT Wangsa Jatra Lestari is one of the large companies that focuses on the field of printing publishing services. PT Wangsa Jatra Lestari provides services that focus on prepress, packaging, finishing services, and commercial printing. The company has shown significant progress, this cannot be separated from professional leadership, experienced human resources, and supported by complete and modern production facilities, the company is able to produce high-quality molds according to international standards. Employee performance is highly expected by the company in order to realize the goals by the company both long-term goals (Soejarminto & Hidayat, 2023)

Leadership can be understood as a process of mutually influencing interaction between leaders and followers, in which both seek to achieve common goals. In this context, the role of leaders is not only limited to building relationships and influencing others, but also involves seeking and delivering information and making effective decisions (Nurhalim et al., 2023).

Another factor that affects performance besides leadership is the need for motivation (Widiastuti, Tati Fitria, Resawati, & Pasundan, 2022). Work motivation is related to leadership. Where motivation is a drive that arouses individual work enthusiasm, encourages them to work together effectively and integrate with all efforts to achieve satisfaction (Marliana & Febrian, 2023).

Performance optimization barriers can also be considered as behavioral barriers, some of which are work ethic. By cultivating personality in individuals with noble values, behavior in work ethic will also be good. PT Wangsa Jatra Lestari continues to instill Islamic values, namely by holding routine recitations on every Friday morning, all employees are required to pray, and prayer times are highly emphasized by PT Wangsa Jatra Lestari. Through this, the company can shape the character, attitudes, and beliefs of individuals so as to encourage an increase in work ethic.

The purpose of this study is to determine whether Leadership, Work Motivation, and Work Ethic have an impact or not on the performance of PT Wangsa Jatra Lestari employees.

2. RESEARCH METHODS

This research uses a quantitative descriptive method. Quantitative research is a research approach that uses data in the form of numbers and exact science to answer research hypotheses. Quantitative research from the beginning is carried out systematically and continuously, data in the form of definite numbers, data collection with instruments, and emphasizes statistical data analysis (Waruwu, 2023). In this study, the authors used primary data sources, namely data collected directly through observations and questionnaires by researchers from the main source. Primary data sources in this study are employees of PT Wangsa Jatra Lestari.

Performance can be defined as the process or the result of work. Performance is a process of how work takes place to achieve work results. However, the result of the work itself also shows performance (Mawahibah, Serang, & Ramlawaty, 2022). According to Robins & Judge in (Yolanda et al., 2022) performance is the obligation and responsibility that is carried out to be able to contribute goods and services responsibilities that are carried out to be able to contribute goods and services to assigned tasks related to administrative to the tasks assigned which are related to administrative.

Leadership is an art, process, capacity, function to influence and guide others through obedience, trust, and loyalty in carrying out something in accordance with predetermined goals and targets (Ridwan et al., 2022). It involves two-way communication, decision-making decision-making, and the use of power to influence the behavior of subordinates. Leaders play a role in encouraging subordinates to identify organizational goals and interests, so that they can exceed existing expectations (Wazdy et al., 2024). Siagian in (Madyarti, 2021) suggests that leadership in an organization or company can be divided into three main categories, namely Interpersonal, informational, and decision making.

Work motivation is a mental, emotional, or internal drive that moves a person to work with enthusiasm, commitment, and optimal performance (Riasa & Wimba, 2024). Motivation involves processes that influence the intensity, direction, and persistence of individual effort in achieving goals (Istiani, 2024). motivation is something that arises if there is an opportunity to make someone make their own choices about what to pursue and what not to pursue (Filgona et al., 2020).

Work ethic is an effort that continues to be carried out with optimal work capabilities to achieve the expected goals, both through material and non-material efforts (Simanjuntak et al., 2024). Work ethic can be defined as a series of positive behaviors based on core beliefs and combined with a full commitment to a comprehensive worldview of work (Suryadi & Karyono, 2022). Work ethic is a collection of attitudes or fundamental views owned by employees to view work as something of positive value in improving their quality of life, so as to minimize poor behavior while working (Larosa et al., 2022). However, based on a review of existing literature, there are several notable research gaps that justify the importance of this study. First, many existing studies have been conducted in the context of public institutions, education sectors, or state-owned enterprises (SOEs), while research focusing on private medium-sized companies such as PT Wangsa Jatra Lestari remains limited. The organizational culture, leadership patterns, and work dynamics in private companies differ significantly from those in public organizations, making it necessary to explore this topic in a different context. Second, there is a lack of studies focusing on companies with a workforce dominated by millennials or younger generations. This group exhibits unique work characteristics such as a strong desire for flexibility, recognition, and meaningful work. Therefore, how leadership is applied, how motivation is built, and how work ethic develops in this demographic are important questions that remain underexplored

The independent variable in is a variable that affects or causes changes or the emergence of the dependent variable (bound). The independent variables in this study consist of three independent variables, namely leadership (X1), work motivation (X2), and work ethic (X3). Meanwhile, the dependent variable is a variable that is bound and influenced by the independent variable which is generally marked with (Y). The dependent variable in this study is the performance of PT Wangsa Jatra Lestari employees (Y).

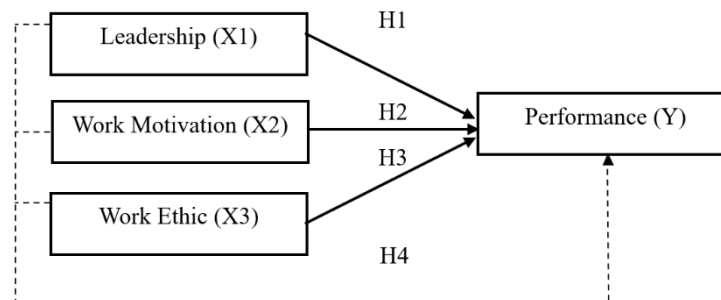


Figure1. Research Framework

2.1 Classical Assumption Test

- a. Normality Test
- b. Multicollinearity Test
- c. Heteroscedasticity Test

2.2 Multiple Linear Regression Analysis

Multiple linear regression test is an analysis used in measurements involving two or more independent variables on the dependent variable with the aim of testing whether there is a functional or causal relationship between these independent variables. In addition, this analysis also measures how much quantitative influence from changes in variable X on variable Y. Testing is done with spss software version 26

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \tag{1}$$

Description :

- Y = employee performance
- α = constant
- β1, β2, β3 = regression coefficient of independent variables
- X1 = leadership
- X2 = work motivation

X3 = work ethic
e = error

2.3 Hypothesis test

The hypothesis is a temporary statement put forward by the researcher, about a symptom / situation and / or the attachment between research variables, based on a framework of thinking, which will be tested for reliability through the research to be carried out. In this study, the hypothesis is formulated as follows:

- H₁ : It is suspected that there is an influence of leadership on employee performance
- H₂ : It is suspected that there is an influence of work motivation on employee performance
- H₃ : It is suspected that there is an influence of work ethic on employee performance
- H₄ : it is suspected that there is a simultaneous influence of leadership, work motivation, and work ethic on employee Performance

The hypotheses will be tested with several tests against, among others:

- a. t-test (partial regression coefficient)
The t test aims to determine the effect of the independent variable partially on the dependent variable, whether it has a significant effect or not. The hypothesis tested is as follows:
 1. H₀ is accepted and H_a is rejected if the Sig. > $\alpha = 0.05$ and t count < t table which explains that there is no simultaneous significant effect between the independent variables on the dependent variable.
 2. H₀ is rejected and H_a is accepted if the Sig value. < $\alpha = 0.05$ and t count > t table which explains that there is a significant effect simultaneously between the independent variable and the dependent variable.
- b. F Test (simultaneous regression coefficient)
This test aims to determine whether the independent variables simultaneously have a significant effect on the dependent variable. To find out whether the hypothesis is rejected or accepted by comparing the α Significance level of 5% (0.05). If the Sig value < 0.05 means that all independent variables have an effect on the dependent variable.
- c. Coefficient of determination (R²)
The coefficient of determination or R² is a value that shows the extent to which changes in the dependent variable can be explained by changes or variations in the independent variable. By knowing the coefficient of determination, we can assess the performance of the model in predicting these variables. The R² value is considered good if it is greater than 0.5, because R² is in the range of 0 to 1, with closer to 1 indicating that the model is getting better (Rhamadhani & Saputri, 2023)

3. RESULTS AND DISCUSSION

3.1 Classical Assumption Test

- a. Normality test
Normality test is a test used to determine whether the data distribution is normally distributed or not. The normality test in this study was carried out to test the normality of the data from each variable using one-sample kolmogorov-smirnov (Sintia et al., 2022). With testing criteria:
 1. If the significance value (Asymp. Sig. 2-tailed) > 0.05, the data is considered normally distributed.
 2. If the significance value (Asymp. Sig. 2-tailed) < 0.05, the data is considered abnormally distributed.

Table 1. kolmogorov smirnov test
One sample kolmogorov-smirnov test

N		Unstandardized Residual
		66
Normal Parameters	Mean	.0000000
	Std. Deviation	1.66485767
Most Extreme Differences	Absolute	.071
	Positive	.071
	Negative	-.070
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200c,d

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The Kolmogorov Smirnov test results showed the Asymp Sig value. (2-tailed) in this study obtained 0.200, greater than the provisions of the Kologorov Smirnov Normality Test with a value > 0.05. This shows that the regression equation for the model in this study has a normal data distribution.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. Multicollinearity test is one of the prerequisite tests in hypothesis testing required in three-variable correlation research. If there is a high correlation, it means that there are the same aspects measured in the independent variables. This is not suitable for use to determine the relationship between the independent variables and the dependent variable. Multicollinearity can be seen from the Tolerance Inflation Factor (VIF) value The cut off value commonly used to indicate the presence of multicollinearity is a Tolerance value > 0.10 or the same as the VIF value < 10 (Jehabun et al., 2020).

Table 2. Multicollinearity Test Result

Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
		1 Leadership	.487
Work Motivation	.517	1.934	
Work Ethic	.385	2.599	

a. Dependent Variable: Performance

The tolerance value of all independent variables < 0.1 and the VIF value of all independent variables < 10, this means that there is no multicollinearity. Thus it can be concluded that in this study there are no symptoms of multicollinearity in each independent variable.

c. Heteroscedasticity Test

The heteroscedasticity test is a test to determine whether in the regression model there is an inequality of variance from the residuals for all observations of the regression model. The method used in testing heteroscedasticity in this study is the Glejser method.

Table 3. Heteroscedasticity Test Result

Model	Coefficients ^a	t	Sig.			
				Unstandardized Coefficients		Standardized Coefficients
				B	Std. Error	Beta
1 (Constant)	3.990	.796	5.013	.000		
Leadership	-.063	.044	-1.440	.155		
Work Motivation	.033	.050	.665	.509		
Work Ethic	-.102	.055	-1.851	.069		

a. Dependent Variable: ABS_RES

From the significance value > 0.05 is obtained, namely 0.155, 0.509, and 0.069 so that it accepts H0. Thus, X1, X2, and X3 together Y does not occur heteroscedasticity in the regression model.

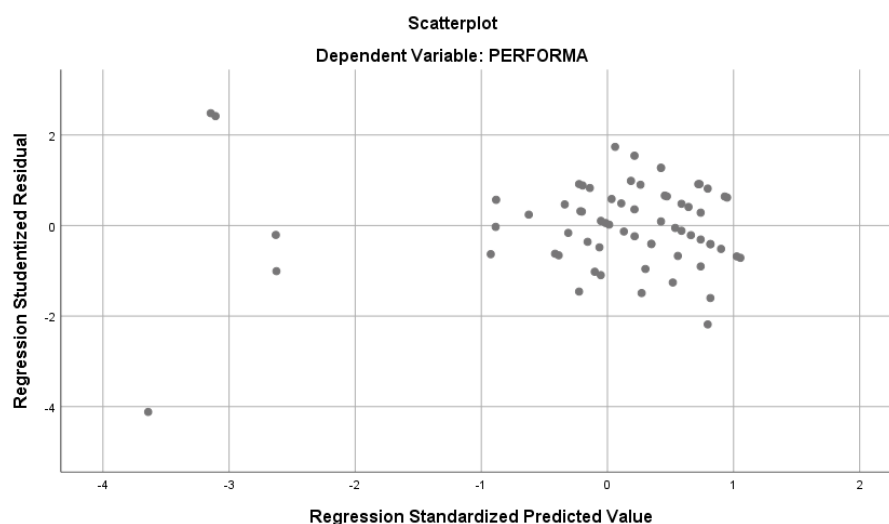


Figure 2. Scatterplot Graph

According to the scatterplot graph in the figure, the resulting data distribution pattern can be seen. The pattern of data distribution in the form of dots on the scatterplot spreads up and down, with the distribution not forming a certain pattern, so that from this distribution pattern it can be concluded that there is no heteroscedasticity in this research data.

3.2 Multiple Linear Regression Analysis

Multiple linear regression test is an analysis used in measurements involving two or more independent variables on the dependent variable with the aim of testing whether there is a functional or causal relationship between these independent variables. In addition, this analysis also measures how much quantitative influence from changes in variable X on variable Y. Testing is done with spss software version 26

Table 4. Multiple Linear Regression Analysis Result

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.251	1.383		5.967	.000
Leadership	.164	.076	.243	2.170	.034
Work Motivation	.224	.087	.278	2.560	.013
Work Ethic	.286	.096	.374	2.975	.004

a. Dependent Variable: Performance

Based on the table, the multiple linear equation is obtained as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

$$Y = 8,251 + 0,164 X_1 + 0,224 X_2 + 0,286 X_3$$

- The value (α) is a constant that shows the amount of employee performance value (Y). This means that if the variables of leadership, work motivation, and work ethic are considered constant, then the value of employee performance is 8,251.
- Leadership is directly proportional to employee performance. The X1 coefficient with a value of 0,164 indicates that every time there is an increase in variable X1 (Leadership) by 1%, the performance increases by 0,164 (16.4%) or vice versa if there is a decrease in variable X1 (Leadership) by 1%, the performance decreases by 0,164 (16.4%).
- Work Motivation is directly proportional to employee performance. The X2 coefficient with a value of 0,224 indicates that every time there is an increase in the X2 (Work Motivation) variable by 1%, the performance increases by 0,224 (22.4%) or vice versa, if there is a decrease in the X2 (Work Motivation) variable by 1%, the performance decreases by 0,224 (22.4%).
- Work ethic is directly proportional to employee performance. The X3 coefficient with a value of 0,286 indicates that every time there is an increase in variable X3 (Work Ethic) by 1%, the performance increases by 0,286 (28.6%) or vice versa if there is a decrease in variable X3 (Work Ethic) by 1%, the performance decreases by 0,286 (28.6%).

3.3 Hipotehsis Testing

- t-test (partial regression coefficient)

Table 5. t-test result

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.251	1.383		5.967	.000
Leadership	.164	.076	.243	2.170	.034
Work Motivation	.224	.087	.278	2.560	.013
Work Ethic	.286	.096	.374	2.975	.004

A. Dependent Variable: Performance

So it can be concluded that the research hypothesis is as follows:

- Based on the results of the t test of the leadership variable on employee performance, the t value is obtained (2.170) > t table (1.999) with a Sig value. 0.034 < 0.05, it can be concluded that the leadership variable has a positive and significant effect on employee performance.
 - Based on the results of the t test of work motivation variables on employee performance, the t value is obtained (2.560) > t table (1.999) with a Sig value. 0.013 < 0.05, it can be concluded that the work motivation variable has a positive and significant effect on employee performance.
 - Based on the results of the t test of the work ethic variable on employee performance, the t value is obtained (2.975) > t table (1.999) with a Sig value. 0.004 < 0.05, it can be concluded that the work ethic variable has a positive and significant effect on employee performance.
- F Test (simultaneous regression coefficient)

Table 5. F-test result

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	297,594	3	99,198	34,137	,000b
	Residual	180,164	62	2,906		
	Total	477,758	65			

A. Dependent Variable: Performance

B. Predictors: (Constant), Leadership, Work Motivation, Work Ethic

Based on table 5.16, the calculated F value (34.137) > F table (2.75) and the significance value (0.000) < probability (0.05), which means that simultaneously (together) leadership variables (X1), work motivation (X2), work ethic (X3) simultaneously affect employee performance (Y) PT Wangsa Jatra Lestari.

c. Coefficient of determination (R^2)

Table 6. Coefficient Determination Result

		Model Summary ^b			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,789 ^a	,623	,605	1,705	

A. Predictors: (Constant), Leadership, Work Motivation, Work Ethic

B. Dependent Variable: Performance

Based on the summary model data of this study, the adjusted R square value is 0.605 or 60,5%. So it can be interpreted that the employee performance variable is influenced by the leadership, work motivation, and work ethic variables by 60,5% while the remaining 39,5% is influenced by other variables not examined in this study.

3.4 Discussion

a. Testing the first Hypothesis

Based on the research results, the leadership variable has a positive and significant effect on the performance of PT Wangsa Jatra Lestari employees. This is based on the acquisition of the t value (2.170) > t table (1.999) and obtaining a significance level of 0.034 < 0.05, which means H0 is rejected and Ha is accepted. So it can be concluded that the leadership variable has a positive and significant effect on the performance of employees of PT Wangsa Jatra Lestari. The results of this study are supported by the results of previous research by Mhd. Edi Syahputra, Syaiful Bahri, Muis Fauzi Rambe (2020) which states that leadership has a positive and significant influence on the performance of employees of the North Labuhan Batu Housing and Settlement Office. In addition, it is also supported by the results of previous research by Sri Harini, Tini Kartini, and Gina Muzdalifah (2024) which suggest that leadership partially affects the performance of employees of PT Talenta Heba Parnita Depok.

b. Testing the second Hypothesis

Based on the research results, work motivation variables have a positive and significant effect on the performance of PT Wangsa Jatra Lestari employees. This is based on the acquisition of the t value (2.560) > t table (1.999) and obtaining a significant value of 0.013 < 0.05, which means H0 is rejected and Ha is accepted. Therefore, it can be concluded that the work motivation variable has a positive and significant effect on the performance of employees of PT Wangsa Jatra Lestari. The results of this study are supported by the results of previous research by Yosafat Rizal Simanjuntak, Elfrans Fernando Nainggolan, Grecca Helena Sipayung, Ina Namora Putri Siregar, and Ainul Mardhiyah (2024) which states that work motivation has an influence on employee performance at PTPN III Medan. In addition, it is also supported by the results of research by Kurniati Tarae and Ocky Sundari (2024) which suggest that work motivation has a significant effect on UPT Puskesmas Seko employees.

c. Testing the third Hypothesis

Based on the research results, the work ethic variable has a positive and significant effect on the performance of PT Wangsa Jatra Lestari employees. This is based on the acquisition of the t value (2.975) > t table (1.999) with a Sig value. 0.004 < 0.05 which means H0 is rejected and Ha is accepted. So it can be concluded that the work ethic variable has a positive and significant effect on the performance of PT Wangsa Jatra Lestari employees. The results of this study are supported by the results of previous research by Suryadi and Karyono (2022) which states that work ethic has a positive and significant influence on the performance of PT Keihin Indonesia employees.

d. Testing the fourth Hypothesis

Based on the results of the study, the variables of leadership, work motivation, and work ethic together (simultaneously) have a positive and significant effect on the performance of employees of PT Wangsa Jatra Lestari. This can be seen from the F value with a probability of 0.000 below the sig value of 0.05. Therefore, the hypothesis in the study which states “leadership, work motivation, and work ethic simultaneously (together) have an influence on employee performance” is proven correct.

4. CONCLUSION

The purpose of this study was to determine the effect of Leadership, Work Motivation, and Work Ethic on Employee Performance of PT Wangsa Jatra Lestari. Based on the results of research that has been tested using multiple linear regression methods, the following conclusions can be drawn that leadership, work motivation, and work ethic variables partially and simultaneously affect employee performance variables. Together (simultaneously) there is a positive and significant influence on the variables of leadership, work motivation, and work ethic on the performance of employees of PT Wangsa Jatra Lestari. This is based on the results of the F test count greater than the F table, namely $(34.137 > 2.75)$ and the significance value (0.000) is less than the probability. Employee performance variables influenced by leadership variables, work motivation, and work ethic are 60.5% while the remaining 39.5% is influenced by other variables not examined in this study. It is hoped that the next research can use this research as a reference when using the same dependent variable. And it is expected to examine variables that have not been studied before in order to get more diverse and accurate and useful research results.

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