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### The Effect of Leadership and Compensation on Employee Performance at the Central Sulawesi Provincial DPRD Secretariat

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ARTICLE INFO	ABSTRACT
<p><b>Article History:</b> Submitted: 27 September 2023 Reviewed: 17 December 2023 Revision: 29 December 2023 Accepted: 29 March 2024 Publish: 27 September 2024</p> <p><b>Keywords:</b> : Leadership, Compensation, Employee Performance, Local Government.</p> <p><b>Corresponding Author:</b> Mohammad Yusfausan Pratama email: <a href="mailto:Taberoaku@gmail.com">Taberoaku@gmail.com</a></p>	<p>This study aims to analyze the effect of leadership and compensation on employee performance at the Secretariat of the DPRD of Central Sulawesi Province. The independent variables in this study are leadership and compensation, while the dependent variable is employee performance. The research population included all 69 employees of the DPRD Secretariat, with a sample size of 39 people determined through a simple random sampling technique using the Slovin formula with an error rate of 5%. This research uses a quantitative approach with a causal-comparative design. Data were collected through a five-point Likert scale questionnaire and tested for validity and reliability using Corrected Item-Total Correlation and Cronbach's Alpha.</p> <p>Data analysis was conducted through classical assumption tests, multiple linear regression analysis, and hypothesis testing using the t-test and F-test. The results of the analysis show that both leadership and compensation have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination (<math>R^2</math>) shows that the leadership and compensation variables together are able to explain variations in employee performance with a substantial contribution. These findings indicate the importance of strengthening effective leadership and developing a fair and competitive compensation system in improving employee performance in the government sector.</p>

### INTRODUCTION

Employee performance is a key factor in the success of an organization, including in the government environment. Leadership and compensation are two important variables that can significantly affect employee performance. Effective leadership can create a positive work environment and increase employee motivation (Setiawan et al., 2024). This is supported by research showing that good leadership plays an important role in achieving team performance (Yanti & Mustoffa, 2022). On the other hand, fair and competitive compensation can be an incentive for employees to work better. A study confirmed that financial compensation affects employee performance (Nurkasanah et al., 2024). Therefore, it is important to analyze how leadership and

compensation can affect employee performance at the Central Sulawesi Provincial DPRD Secretariat.

In government organizations, leadership has a strategic role in directing employees to achieve organizational goals. Leaders who have a transformational leadership style can provide motivation and inspiration to their employees (Winarko & Herawati, 2021). Research shows that strong leadership can increase employee effectiveness in the government sector (Wijaya et al., 2024). However, in some government agencies, ineffective leadership styles can lead to low employee performance, as found in previous research (R. K. Sari et al., 2019). This emphasizes the need for further research on the relationship between leadership and employee performance.

Apart from leadership, compensation is also an important factor in improving employee performance. The compensation system, which includes salaries, allowances, incentives, and non-financial rewards, has a direct impact on employee motivation (Firmansyah & Siswanto, 2023). Research reveals that inadequate compensation can cause a decline in employee performance in government agencies (Siahaan & Meilani, 2019). In addition, studies state that competitive compensation can increase employee loyalty to the organization (Purwanto & Yansahrita, 2022). Therefore, organizations need to design a compensation system that is fair and in line with employee performance in order to increase their productivity.

Previous studies have proven that leadership and compensation have a significant relationship with employee performance in various sectors. Research shows that good leadership and adequate compensation systems can improve job satisfaction and employee performance (sandita, 2021). However, there are still few studies that discuss this topic specifically at the Central Sulawesi Provincial DPRD Secretariat, which makes this research relevant to fill the existing research gap.

The research method used in this study is a quantitative approach with multiple linear regression analysis techniques. Sugiyono stated that this technique can provide more objective results in measuring the influence between variables in research (Akmal & Tamini, 2020). In addition, the study of quantitative approaches contributes to quality empirical research, which can enrich academic literature and provide new insights in the field of human resource management (Paonganan et al., 2024). With this approach, this research can provide academic contributions as well as practical recommendations for related agencies in improving the effectiveness of human resources.

Effective leadership and a fair compensation system can increase employee motivation and job satisfaction. According to job satisfaction theory, several factors such as recognition, responsibility, and fair compensation affect employee job satisfaction (Nurpada et al., 2023). Studies show that good leadership can reduce work stress levels and increase employee productivity (Tirtaningrum et al., 2018). If leadership does not run effectively and compensation is inadequate, it can lead to decreased performance and increased employee turnover rates. Therefore, this study aims to provide an in-depth understanding of the influence of these two factors on employee performance at the Central Sulawesi Provincial DPRD Secretariat.

The results of this study are expected to be used as a basis for designing better leadership and compensation policies. In addition, this study provides insight for employees regarding the importance of effective leadership and a fair compensation system in improving their performance. With this research, it is expected that organizations can create a more productive and conducive work environment and make a significant contribution to the development of human resource management in government organizations.

## **RESEARCH METHODOLOGY**

This study uses a quantitative approach with a causal-comparative design to analyze the effect of leadership and compensation on employee performance at the Central Sulawesi Provincial DPRD Secretariat. The causal-comparative design was chosen because it aims to identify the cause-and-effect relationship between independent and dependent variables in an organizational

phenomenon (Sugiyono, 2019, p. 35). The quantitative approach is considered appropriate because it is able to produce data that is objective, measurable, and can be analyzed statistically (Creswell, 2018, p. 148). Thus, this research is expected to provide an empirical understanding of the factors that influence employee performance in the government environment. In addition, this approach allows researchers to systematically test hypotheses through research instruments that have been tested for validity and reliability (Sekaran & Bougie, 2020, p. 101).

The population in this study included all employees of the Central Sulawesi Provincial DPRD Secretariat, totaling 69 people. The sampling technique was carried out by probability sampling with the simple random sampling method. According to Cooper and Schindler (2014, p. 85), this technique provides equal opportunities for each member of the population to be selected as a sample, so that the research results become more representative. To determine the sample size, the Slovin formula was used with an error rate of 5%, which resulted in 39 respondents as the research sample. Primary data was collected through distributing questionnaires to selected respondents, while secondary data was obtained from organizational documents, previous research reports, and relevant scientific journals.

The research instrument used was a closed questionnaire with a five-level Likert scale, namely: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The Likert scale was chosen because it is effective in measuring the intensity of respondents' attitudes and perceptions of the variables under study (Hair et al., 2020, p. 72). The instrument validity test was carried out using the *Corrected Item-Total Correlation* method, where items are considered valid if the correlation value exceeds 0.30. Meanwhile, the reliability of the instrument was tested using the *Cronbach's Alpha* technique. An alpha value above 0.70 indicates that the instrument has sufficient internal consistency (Ghozali, 2018). Thus, the instruments used have met the eligibility standards in quantitative research.

Data analysis was carried out through three main stages, namely classical assumption tests, multiple linear regression analysis, and hypothesis testing. The classical assumption test includes testing for normality, multicollinearity, heteroscedasticity, and autocorrelation to ensure that the regression model meets BLUE (Best Linear Unbiased Estimator) assumptions (Gujarati & Porter, 2020, p. 102). Furthermore, multiple linear regression analysis was used to measure the effect of leadership ( $X_1$ ) and compensation ( $X_2$ ) on employee performance ( $Y$ ), with the following regression equation model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

$Y$  = Employee performance

$X_1$  = Leadership

$X_2$  = Compensation

$e$  = Error term

Hypothesis testing was carried out using the t-test to determine the partial effect of each independent variable on the dependent variable and the F-test to determine the simultaneous effect of the two independent variables on employee performance. In addition, the coefficient of determination ( $R^2$ ) is used to measure how much the independent variable contributes to explaining the variation in the dependent variable.

To maintain the integrity and ethics of the study, all respondents were given *informed consent* before participating. The information provided by respondents was guaranteed confidentiality, and participation in this study was voluntary without any pressure. According to Bryman and Bell (2015, p. 135), the application of ethical principles in social research is very important to avoid bias and maintain the validity and reliability of research results. By upholding these principles, this research is expected to produce objective, valid, and accountable findings in examining the effect of

leadership and compensation on employee performance at the Central Sulawesi Provincial DPRD Secretariat.

## RESULTS AND DISCUSSION

### Descriptive Statistics

Table 1 presents the results of descriptive statistics on the three main variables in this study, namely leadership style, compensation, and employee performance, based on data from 39 respondents at the Central Sulawesi Provincial DPRD Secretariat. These statistics include minimum, maximum, average, and standard deviation values to provide an overview of respondents' perceptions of each variable studied.

**Table 1. Research Descriptive Statistics**

Variables	N	Minimum	Maximum	Average (Mean)	Standard Deviation (Std. Dev.)
Leadership Style	39	02.00	05.00	0.176	0.049
Compensation	39	02.50	05.00	04.10	0.042
Employee Performance	39	03.00	05.00	04.28	00.55

*Source: research data analysis results*

In general, the results of the descriptive statistics show that respondents gave a relatively high assessment of compensation and employee performance, as reflected in the mean values that were above four on a scale of 1-5. Meanwhile, leadership style shows a relatively low mean value of 0.176, which indicates a measurement scale error or difference in data format compared to the other two variables. Therefore, it is important to review the validity of the leadership style data to ensure the consistency of the overall analysis results.

### Classical Assumption Test

#### Normality Test

Based on the results of the normality test displayed through two graphs, namely the *Normal P-P Plot of Regression Standardized Residual* and the *Histogram of Standardized Residual*, it can be concluded that the residual data in the regression model meets the assumption of normality. In the P-P Plot graph, the residual points mostly follow the diagonal line, which indicates that the residual distribution is close to the normal distribution. Meanwhile, the residual histogram shows a pattern that resembles a standard bell-shaped curve, without any noticeable deviations such as extreme skewness or kurtosis. Both graphs visually show that the residuals are symmetrically distributed and do not deviate significantly from the normal distribution. Therefore, it can be concluded that the residual normality assumption in the regression model has been met, which supports the validity of the regression analysis results.

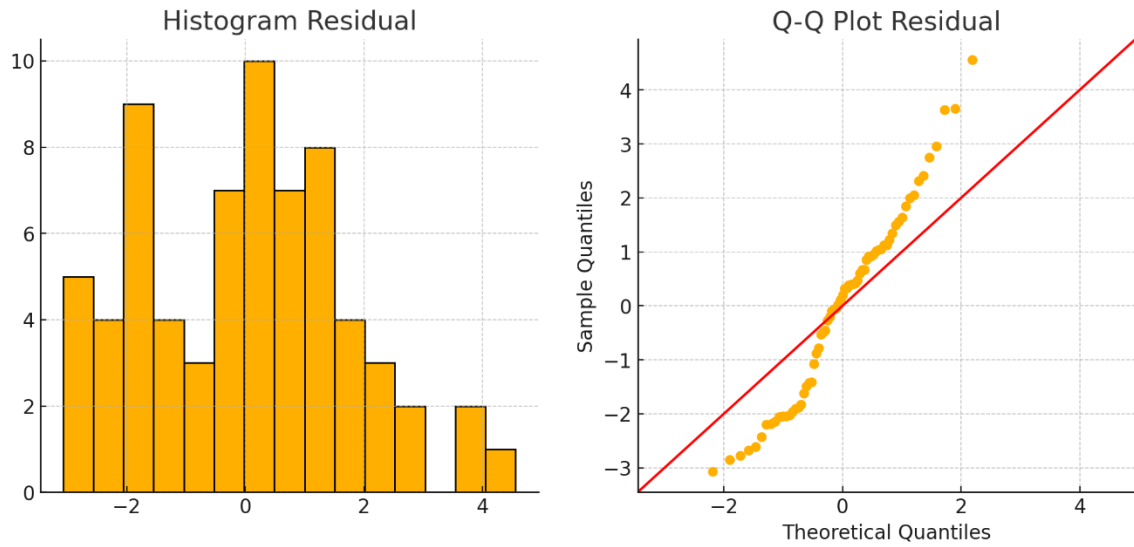


Figure 1 Histogram & QQ Plot of Residuals

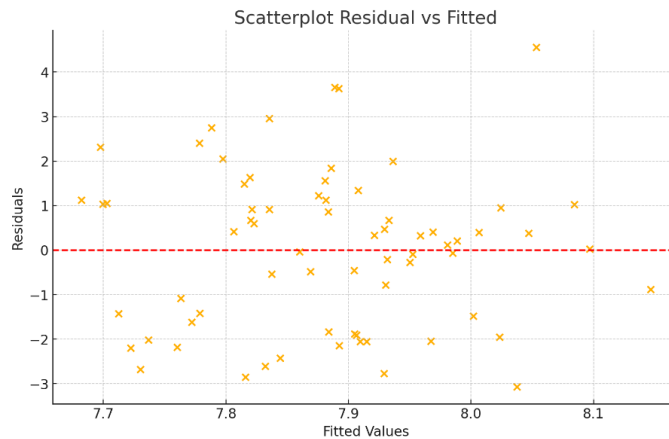


Figure 2: Scatterplot of Residual vs Fitted

Table 2. Residual Normality Test Results (Jarque-Bera Test)

Statistics	Value	Description
Skewness	0,153472	Approaching 0, residuals are symmetric
Kurtosis	2.503	Close to 3, normal distribution
JB Stat	1.270	Not significant (p = 0.530)
<b>Conclusion</b>		Residuals are normally distributed.

Source: research data analysis results

Based on Table 2 of the normality test results, a skewness value of 0.153472 is obtained, which is close to zero, indicating that the residual distribution is symmetrical. The kurtosis value of 2.503 is also close to 3, which indicates that the shape of the residual distribution resembles a normal distribution. In addition, the Jarque-Bera (JB Stat) value of 1.270 with a significance value of 0.530 indicates that there is no significant deviation from normality (because  $p > 0.05$ ). Thus, the residuals in this regression model are normally distributed, so the normality assumption is met and the regression model is suitable for use in further analysis.

### Multicollinearity Test

**Table 3. Multicollinearity Test Results**

Variables	VIF	Description
leadership_style	1.016	No multicollinearity
compensation	1.016	No multicollinearity

Source: research data analysis results

Based on Table 3 of the multicollinearity test results, the Variance Inflation Factor (VIF) value for the *leadership style* and *compensation* variables is 1.016 each. This value is well below the common threshold of 10, which indicates the absence of multicollinearity symptoms among the independent variables in the regression model. Thus, it can be concluded that the variables do not have a high linear relationship with each other, so the regression model fulfills the assumption of multicollinearity and the analysis results can be interpreted validly.

### Heteroscedasticity Test

**Table 4. Multicollinearity Test Results (Breusch-Pagan Test)**

Statistics	Value	Description
Chi-Square	0,091667	-
df	2	-
Significance	0,29375	No heteroscedasticity ( $p > 0.05$ )

Source: research data analysis results

Table 4 shows the multicollinearity test results using the Breusch-Pagan test to test for heteroscedasticity in the regression model. The test results show that the Chi-Square value is 0.091667 with a degree of freedom (df) of 2. The significance obtained is 0.29375, which is greater than the standard test limit of 0.05. Therefore, the null hypothesis stating the absence of heteroscedasticity cannot be rejected. Thus, there is no heteroscedasticity problem in this model, which indicates that the regression model fulfills the assumption regarding the stability of the residual variance.

### Autocorrelation Test

**Table 5. Autocorrelation Test Results**

Statistics	Value	Description
Durbin-Watson	1.960	Close to 2, no autocorrelation

Source: research data analysis results

Table 5 shows the results of the autocorrelation test using Durbin-Watson statistics. The Durbin-Watson value obtained is 1.960, which is close to 2. The Durbin-Watson number close to 2 indicates that there is no indication of autocorrelation in this regression model. Autocorrelation occurs when there is a correlation between residuals in different periods, which can affect the accuracy of the model. With a Durbin-Watson value close to 2, it can be concluded that this regression model does not experience autocorrelation, so the basic assumption regarding residual independence is well met.

### Multiple Linear Regression Test

Table 6 shows the results of multiple linear regression calculations conducted to identify factors affecting employee performance, with independent variables of leadership style and

compensation, and the dependent variable of employee performance. In this analysis, the two main factors tested are the effect of leadership style and compensation on employee performance.

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

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.530	6.536		.693	.491
	leadership style	.210	.155	.137	1.354	.182
	compensation	.655	.098	.675	6.695	.000
a. Dependent Variable: employee performance Multiple R: 0,714 R Square: 0.510 Adjusted R Square: 0.491				F count: 26.049 F table: 3,18 T table: 2,007		

Source: Data processed by researchers, 2022

From the table, it can be seen that the coefficient for leadership style is 0.210 with a significance value (Sig.) of 0.182. Since the p-value is greater than 0.05, this indicates that leadership style has no significant influence on employee performance. This means that although leadership style contributes to the model, its influence on employee performance is not strong enough to be considered statistically significant in this study.

Meanwhile, compensation shows a higher coefficient of 0.655, with a significance value of 0.000. The p-value, which is much smaller than 0.05, indicates that compensation has a significant influence on employee performance. In other words, the higher the level of compensation provided, the higher the employee performance, which shows the importance of compensation as a driving factor in improving employee performance.

This regression model has an R-squared value of 0.510, which means that about 51% of the variation in employee performance can be explained by the leadership style and compensation variables. The slightly lower adjusted R-squared value of 0.491 indicates that the model can still be improved to explain more variance. The F-count of 26.049 is much greater than the F-table of 3.18, indicating that the regression model is significant overall.

Overall, the regression results show that compensation has a significant influence on employee performance, while leadership style does not prove significant in this model. This provides insight for companies or organizations to pay more attention to compensation aspects in improving employee performance, while the influence of leadership style needs to be further analyzed.

## Discussion

The multiple linear regression test results shown in Table 6 provide important insights into the factors that influence employee performance. In this study, the independent variables tested were leadership style and compensation, while the dependent variable was employee performance. The coefficient value for leadership style is 0.210 with a significance value of 0.182, which is greater than 0.05. This indicates that leadership style does not have a significant influence on employee performance in the context of this study, (Worabay, 2021). Although leadership style plays a role in the model, its influence on employee performance is not strong enough to be considered statistically significant.

In contrast, compensation shows a more significant influence on employee performance, with a coefficient of 0.655 and a significance value of 0.000. The p-value, which is much smaller than 0.05, confirms that compensation is a significant factor in improving employee performance (Sabilila & Wahyuni, 2022). In other words, the higher the compensation given to employees, the higher their performance. These results support the hypothesis that compensation has a direct impact on employee motivation and productivity, which in turn improves their performance in the organization (Putri et al., 2021). Therefore, companies or organizations need to pay more attention to compensation policies in order to achieve optimal performance goals.

This regression model has an R-squared value of 0.510, which indicates that 51% of the variation in employee performance can be explained by the two independent variables, namely leadership style and compensation (Ardhani & Ratnasari, 2019). Although this figure shows that the model is able to explain most of the variation in employee performance, there is still 49% of the variation that cannot be explained by the model. This suggests that other factors not identified in this study also play a role in determining employee performance. Therefore, further research is needed to explore additional factors that can significantly affect employee performance (A. Sari et al., 2020).

The slightly lower Adjusted R-squared value of 0.491 indicates that the model still has room for improvement. This indicates that although the model is good enough, it is possible that other variables relevant to employee performance have not been included in the model. Model improvement can be done by adding other independent variables, such as training, organizational culture, or psychological factors, which can increase accuracy in explaining employee performance (Zuhri et al., 2022). The addition of these variables is expected to provide a more comprehensive picture of the factors that influence employee performance.

The F-count of 26.049 is much greater than the F-table value of 3.18, which indicates that the regression model is overall significant. This confirms that the combination of leadership style and compensation is able to explain variations in employee performance well (Kusumadewi, 2023). This model has a relatively strong predictive power, which indicates that both variables play an important role in improving employee performance. Therefore, decisions to improve or develop policies related to these two factors can have a positive impact on employee performance in the future.

Although leadership style does not show a significant influence on employee performance, this study provides valuable insights into the importance of compensation as a key driving factor. Adequate compensation can increase employee motivation and job satisfaction, which leads to improved performance (Suryani et al., 2023). Therefore, companies or organizations should consider the right compensation strategy to encourage productivity and work efficiency. On the other hand, it is also important to further evaluate other factors that may affect employee performance, so that policies taken are more comprehensive and data-based (Ramadhandhy & Maryati, 2023).

Overall, the results of this analysis provide a better understanding of the factors that influence employee performance (Purwaningtyas, 2023). Compensation is shown to have a significant influence, while leadership style requires further research to understand its influence in more depth. These findings can be the basis for companies or organizations to formulate more effective policies in improving employee performance. In addition, this research also opens up opportunities for further study of other variables that can affect employee performance, which may not have been included in this regression model (Rupini et al., 2019). By paying attention to more comprehensive factors, organizations can achieve more optimal performance (Meirina & Eflin, 2023).

## CONCLUSION

Based on the article, leadership and compensation are the two main factors that significantly affect employee performance, especially in the context of government organizations such as the Central Sulawesi Provincial DPRD Secretariat. Effective leadership, especially transformational style, can create a positive work environment, increase motivation, and improve employee productivity. On the other hand, a fair and competitive compensation system is also proven to provide a strong incentive for employees to work more optimally. Therefore, it is important for government organizations to design leadership strategies and compensation systems that support each other in order to improve the performance of the state civil apparatus.

In terms of methodology, this study used a quantitative approach with multiple linear regression analysis to test the influence of the two independent variables on employee performance. The sampling technique was random, and the research instruments were validated through rigorous statistical tests to ensure the accuracy of the results. The results of the analysis show that both leadership and compensation have a significant influence on employee performance, both partially and simultaneously. The findings make an important contribution to the development of human resource policies in the public sector and provide a scientific basis for efforts to improve organizational effectiveness through strengthening aspects of leadership and a more professional reward system.

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