

## **Multidimensional Synergy in Employee Performance Escalation: Analysis of Leadership Roles, Work Environment, and Motivation**

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### **Abstrak**

Pentingnya kinerja karyawan sebagai faktor utama dalam menentukan keberhasilan organisasi di tengah persaingan bisnis yang semakin kompetitif. Kinerja karyawan menjadi faktor kunci dalam menentukan keberhasilan dan keberlanjutan organisasi, sehingga diperlukan pemahaman yang lebih komprehensif mengenai faktor-faktor yang memengaruhinya. Untuk mencapai kinerja optimal, organisasi perlu memperhatikan berbagai faktor yang memengaruhi, diantaranya kepemimpinan, lingkungan kerja, dan motivasi. Tujuan dari penelitian ini adalah untuk mempelajari lebih lanjut tentang bagaimana kepemimpinan, lingkungan kerja, dan motivasi berdampak pada peningkatan kinerja karyawan. Metode penelitian yang digunakan adalah mixed method. Data primer dikumpulkan dengan kuesioner dan juga wawancara dengan para ahli langsung, untuk data sekunder dari artikel dan data referensi lainnya. Populasi yang digunakan merupakan Mahasiswa Pekerja yang berkuliah di Universitas Pelita Bangsa di wilayah Kabupaten Bekasi. Sampel dikumpulkan menggunakan teknik accidental sampling, Alat uji statistik menggunakan Structural Equation Modelling (SEM) dengan software SmartPLS. Hasil yang menunjukkan bahwa kepemimpinan memiliki pengaruh yang positif terhadap kinerja karyawan, lingkungan kerja memiliki pengaruh yang positif terhadap kinerja karyawan, dan motivasi memiliki pengaruh yang positif terhadap kinerja karyawan.

**Kata Kunci:** Kinerja Karyawan, Kepemimpinan, Lingkungan Kerja, Motivasi, Organisasi

### **Abstract**

The importance of employee performance as a primary factor in determining an organization's success amid increasingly competitive business environments. Employee performance is a key factor in determining an organization's success and sustainability; therefore, a more comprehensive understanding of the factors that influence it is necessary. To achieve optimal performance, organizations need to consider various influencing factors, including leadership, the work environment, and motivation. The purpose of this study is to further investigate how leadership, the work environment, and motivation impact improvements in employee performance. A mixed-methods approach was used. Primary data were collected via questionnaires and interviews with experts, while secondary data were obtained from articles and other reference materials. The population comprised of working students enrolled at Pelita Bangsa University in Bekasi Regency. The sample was selected using accidental sampling. Structural Equation Modeling (SEM) was employed as the statistical analysis method using SmartPLS software. The results indicate that leadership has a positive effect on employee

performance, the work environment has a positive effect on employee performance, and motivation has a positive effect on employee performance.

**Keywords:** *Employee Performance, Leadership, Work Environment, Motivation, Organization.*

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## INTRODUCTION

In an era of globalization and increasingly fierce business competition, organizations are required to optimally improve human resource performance through integrated management strategies. Quality human resources are not only a determining factor in organizational competitiveness but also play a role in driving innovation and business sustainability (Ramadhani & Kuswinarno, 2024). Improving employee performance is currently a primary focus in modern management strategies. According to data from the Ministry of Manpower, average labor productivity in Indonesia will increase by 3.75% in 2025 compared to the previous year (Muhamad, 2025). Companies with actively engaged employees can increase productivity by up to 21%, demonstrating that employee performance not only influences individual outcomes but also directly impacts organizational success (Sangapan, 2024). et al., 2025). Employees are an important part of the company, where the success of the organization is reflected in their performance, which is required to always give the best so that the company's goals are achieved (Abdullah et al., 2023). Employee performance is not only understood as the achievement of work targets, but also refers to the longevity of a worker's work period, which reflects the accumulation of physical, mental, and psychological resources. This condition indicates an individual's capacity to remain competent, resilient, and able to exert continuous effort in carrying out their duties and responsibilities (Kayani et al., 2026). To improve employee performance, organizations must not only enforce rigid work rules but also consider motivational aspects, as optimal performance is crucial for both business success and individual development (Nurhalizah & Oktiani, 2024). Employee performance is a crucial factor influencing success. In an organization, it is one of the most important functions of the company (Dzikriana et al., 2024).

Companies must manage their human resources as well as possible because they are a valuable asset and play a crucial role in achieving company goals (Basuki, 2023). Having high-performing employees is the desire of all companies and organizations. One factor influencing employee performance is the work environment and organizational culture (Dinas & Kota, 2024). Improving employee performance

become a strategic focus in modern management, especially in facing increasingly competitive competition (Syahrani et al., 2025). In this case, the organization designs a human resource management system that is adaptive, innovation-based, and capable of fostering motivation and work commitment in order to achieve sustainable competitive advantage (Reski et al., 2026). Leadership plays a strategic role in directing and influencing employee behavior so they can work optimally. A comfortable and supportive work environment is also an important factor that can increase work enthusiasm and productivity. In addition, work motivation acts as an internal driver that determines employee excellence and commitment in carrying out tasks. Corporate leadership is more than just directing work; leaders can also build

trust, communicate well, and encourage employee empowerment. Therefore, leadership is crucial for creating a productive, creative, and sustainable work culture (Praditya et al. , 2025). Leadership is very influential in organizations because a leader not only directs work but also must have various ways to influence his followers (Safitri, 2022).

A good, healthy and supportive work environment for employees to do their work (Farhan Saputra et al. al. , 2023). A safe and healthy work environment will have a positive impact on the people within it. The work environment must be suited to the needs of employees so that they can optimally complete their tasks. It is well known that the work environment, both physical and psychosocial, has a significant impact on employee health and well-being, which can be positive or negative. This relationship is highly dependent on the quality of working conditions, so organizations need to ensure work environment standards that support both productivity and psychological well-being ( Ståhl et al. , 2025). Motivation plays a fundamental role in shaping individual intentions and guiding purposeful behavior. Moreover, motivation functions as a psychological energy that drives consistency, persistence, and achievement orientation, thus becoming a determining factor in successful performance and self-development at work (He et al. , 2026). Motivation plays a fundamental role in shaping individual intentions and guiding purposeful behavior. Moreover, motivation functions as a psychological energy that drives consistency, persistence, and achievement orientation, thus becoming a determining factor in successful performance and self-development (Taufan et et al. , 2022).

Previous researchers have examined the factors that influence employee performance. First, leadership is the ability to influence and direct others to achieve common goals, while also playing a vital role in inspiring employees to align with organizational goals (18). A good leader performs his duties if the leader possesses valuable qualities such as information, skills, or intentions that can help achieve common goals, whether it is realizing a group project, increasing organizational revenue, or helping overcome major challenges (19). Second, the work environment is everything around employees that can influence employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing the tasks assigned to employees to improve employee performance in an organization/company (20). The close relationship between humans and their environment makes human life unaffected by various environmental conditions (21). As a result, humans always try to adapt to various environmental conditions. The work environment greatly influences employee performance (22). Having a comfortable, safe, and supportive workplace will make employees more enthusiastic and more enthusiastic about working, which can have a positive impact on their performance (23). Third, motivation is understood as an internal drive, especially public service Motivation , which drives individuals to act for the greater good, plays an important role in influencing employee behavior, both directly and indirectly, by encouraging involvement and initiative in achieving organizational goals (24). Employee motivation is the process of directing individual needs so that they are reflected in behavior that provides personal satisfaction while supporting the achievement of organizational goals. Motivation functions as an internal drive, driving force, or psychological force that stimulates action, maintains behavioral consistency, and increases job satisfaction (25). Fourth, employee performance is the result of an

employee's work while he or she is working in carrying out the main tasks of his or her position which can be used as a basis for whether the employee can be said to have good work performance or otherwise (26). Employee performance is an important factor in assessing the extent to which an employee can contribute effectively to the achievement of organizational goals and success. Employee performance is an individual's ability to complete tasks according to job descriptions, both in terms of timeliness and quality of work results. In addition, performance also reflects the level of individual contribution, quantitatively, which has a direct impact on the achievement of overall organizational performance (27).

The novelty of this study lies in the research area: Pelita Bangsa University students working in companies in Cikarang have a good understanding of workplace leadership and motivation, making them a relevant sample for this study. UPB students typically possess knowledge and skills relevant to the workplace, such as how to create a supportive work environment and a positive organizational culture. Because they work in industrial areas like Cikarang, they have direct experience with various workplaces and company cultures. This allows researchers to collect richer data on how these variables influence employee performance .

## METHODOLOGY

The type of research used is a quantitative approach that is in accordance with the research objectives to explore the relationship between leadership, work environment, and motivation on employee performance in Pelita Bangsa University students who are workers in Bekasi Regency, especially the Cikarang area. In addition, this study also conducted hypothesis testing using statistical test tools to assess whether there is an influence of several indicators on each variable x on variable y. In addition, questionnaires were distributed to respondents and analyzed and refined by conducting direct and more in-depth interviews with several respondents who have the capacity and quality to provide information regarding this research. The population in this study were all Pelita Bangsa University students who are workers in Bekasi Regency, especially the Cikarang area and the sampling technique used a *non-probability method with an accidental* data collection technique to make it easier for researchers to reach correspondents. Limited access to the population studied is difficult to reach completely, so the researcher determined the number of samples calculated using *the lemeshow* formula data withdrawal . The tool for analyzing data used PLS ( Partial Least Square ) with its software called SEM SmartPLS . Data was collected through direct survey distribution and interviews with experts with indicators for each variable .

There is Of the 4 variables studied, there are several indicators that are taken into account. In measuring the Leadership variable, there are 4 indicators that are used as benchmarks to determine how leadership can influence this, including 1) communication methods, 2) providing motivation, 3) leadership skills and, 4) decision making (28) . The second There is environment work that has 4 indicators namely : 1) Lighting in place work , 2) Temperature at the place work , 3) Safety on the spot work 4) Cleanliness (29) . The third There is Motivation there are 5 indicators namely , 1) needs physiological , 2) safety needs , 3) needs preferred , 4) needs price self , and 5) needs development self (30) . And Employee Performance which has 7 indicators as

following : 1) Quality of Work ( *Quality of Work* ) Work ), 2) Quantity of Work ( *Quantity of Work* ), 3) Job Knowledge ( *Job Knowledge* ) 4) Teamwork , 5) Creativity , 6 ) Innovation , 7) Initiative ( 31 ) .

In order for research completed with well , researchers share task as following : author First lead the way activity research that includes identification problem , compilation framework and hypothesis , development method , manufacture questionnaire , up to data management and conclusions ; author second responsible answer in compile technical method research , conducting recapitulation as well as analysis results questionnaires , and develop design research ; author third on duty ensure completeness administration , compiling data, and do review to article reference ; whereas writer fourth ( student ) play a role in help the distribution process questionnaire , conducting raw data input , helps studies literature , as well as tidy up technical writing draft script study

## RESULTS AND DISCUSSION

### Outer Model Analysis

#### Validity Test Results

**Table 1. Average Test Variance Extracted (AVE)**

|                      | Average Variance Extracted (AVE) |
|----------------------|----------------------------------|
| Leadership           | 0.639                            |
| Work environment     | 0.607                            |
| Motivation           | 0.804                            |
| Employee performance | 0.628                            |

Source: Output SmartPLS , 2026

From the table above it can be concluded that the *Average value Variance Extracted* (AVE) for each Leadership variable (X1) is 0.639, Work Environment (X2) is 0.607, Motivation (X3) is 0.804, and Employee Performance (Y) is 0.628, so it can be concluded that all variables in this study are valid because the AVE value is  $> 0.05$

#### Reliability Test Results

**Table 2. Cronbach's test Alpha**

|  | Cronbach's Alpha |
|--|------------------|
|  |                  |

|                      |       |
|----------------------|-------|
| Leadership           | 0.949 |
| Work environment     | 0.936 |
| Motivation           | 0.975 |
| Employee performance | 0.963 |

Source: Output SmartPLS , 2026

From the table above, it can be concluded that the value of the Leadership variable (X1) has a *Cronbach's alpha* value. The *alpha* value is 0.949 or  $> 0.70$ , which means that the variable has a high level of reliability. The Work Environment variable (X2) has a *Cronbach's alpha* value. *alpha* of 0.936 or  $> 0.70$ , which means that the variable also has a high level of reliability, for the Motivation variable (X3) it has a *Cronbach's value alpha* of 0.975 or  $> 0.70$ , which means that the variable has a high level of reliability, and the dependent variable, namely Employee Performance (Y), has a *Cronbach's alpha* value. *alpha* is 0.963 or  $> 0.70$  which means it has a high level of reliability.

### Inner Model Test Results

#### R Square Test Results

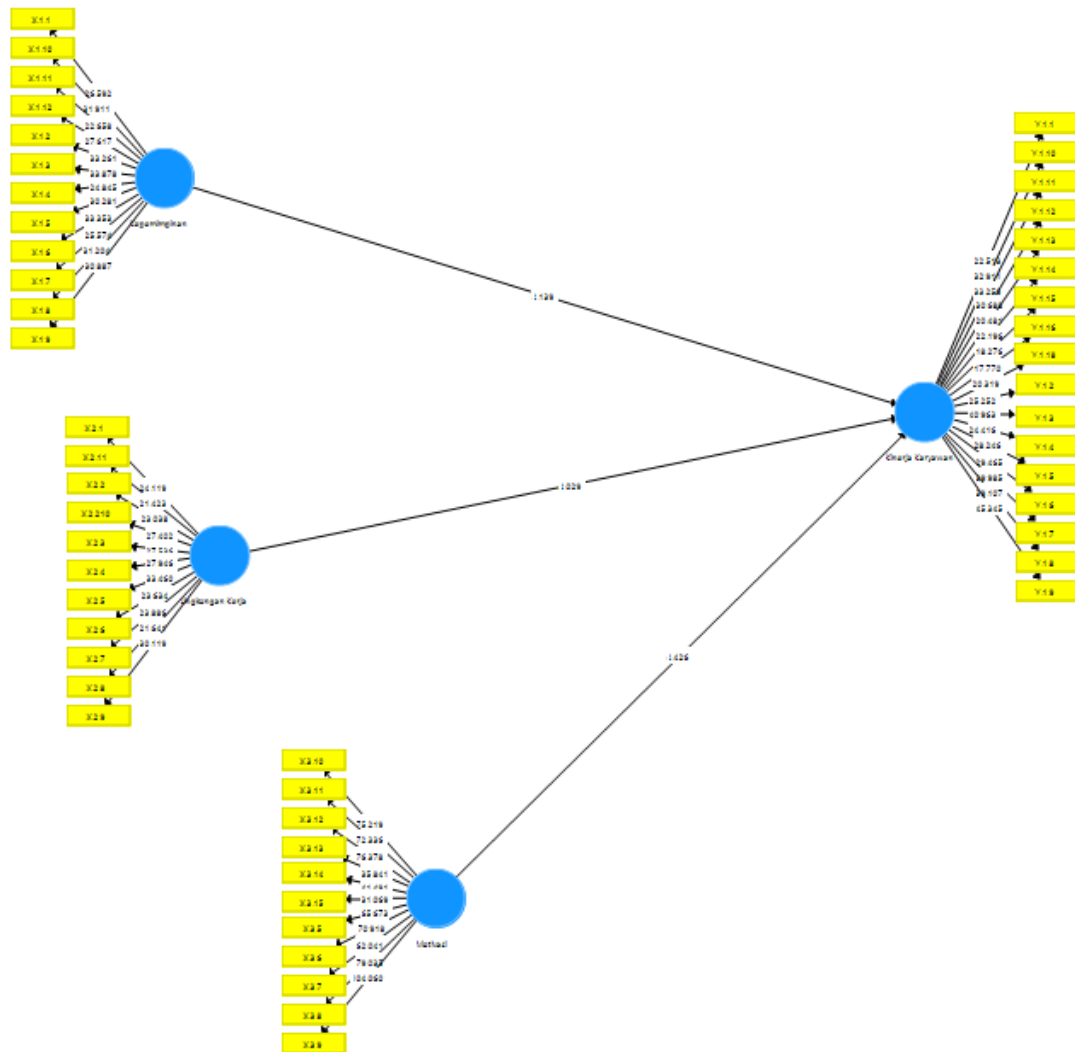
**Table 3. R Square Test**

|                      | R Square | Adjusted R Square |
|----------------------|----------|-------------------|
| Employee performance | 0.490    | 0.484             |

Source: Output SmartPLS , 2026

Based on the table above, it can be concluded that the *R-Square value* for the Employee Performance variable is 0.490, which indicates that the model has a moderate relationship, where 49% of the Employee Performance variable is influenced by Leadership, Work Environment, and Motivation , then the remaining 51% is influenced by other variables that have not been studied.

## Bootstrapping Results



Source: Output SmartPLS , 2026

Based on the image above, this hypothesis test was conducted to determine the influence of one construct on another construct . A variable can be said to have a significant influence if the P value is its  $< 0.05$  or 5%, but if the P Value If the value is  $> 0.05$  or 5%, then the variable can be said to have no significant influence on other variables.

Path test results Coefficient

**Table 4. Path Test Results Coefficient**

|                                              | Original<br>Sample<br>(O) | Sample<br>Mean (M) | STDEV | ( O/STDEV ) | P Values |
|----------------------------------------------|---------------------------|--------------------|-------|-------------|----------|
| Leadership<br>→Employee<br>performance       | 0.253                     | 0.235              | 0.118 | 2,139       | 0.033    |
| Work Environment<br>→Employee<br>Performance | 0.232                     | 0.249              | 0.114 | 2,029       | 0.043    |
| Employee<br>Performance<br>Motivation→       | 0.295                     | 0.302              | 0.067 | 4,426       | 0.000    |

From the table above it can be concluded that:

- 1) Leadership on Employee Performance is known to have a P Value of 0.033 which is smaller than 0.05, therefore there is an influence between the Leadership variable on Employee Performance.
- 2) The Work Environment on Employee Performance is known to have a P Value of 0.043 which is smaller than 0.05, therefore there is an influence between the Work Environment variable on Employee Performance.
- 3) Motivation on Employee Performance is known to have a P Value of 0.000 which is smaller than 0.05 so there is an influence between Motivation on Employee Performance.

## DISCUSSION

### 1. Leadership Role to Employee Performance Escalation

From the results of the tests that have been carried out, it can be concluded that Leadership has an influence on Employee Performance, as evidenced by the P-Value of 0.033 which is smaller than 0.05, which indicates that employee performance will increase when leadership strategies are

implemented (Imam Sakhroni et al., 2025) . Appropriate and acceptable leadership will provide an increase in employee performance in the company. The relationship between leadership and employee performance can have a major impact on others, so that employee performance will increase (Nugroho et al., 2024) . This leadership role is very important to be able to motivate so that employee performance will increase due to the motivation of the leader. Employee performance is the work that can be achieved by an employee in a company that is in accordance with their respective responsibilities to achieve organizational goals, and the role of leadership is a determining factor in directing, motivating, and creating a work environment that can support each employee to be able to carry out these responsibilities optimally (Maduningtias et al., 2022) . Leaders who pay attention to and support the development of employee potential show concern for employee professional development. Developing employee potential can encourage them to have the enthusiasm to complete their work so that employee performance can improve. The results of this study are in line with research ( Prastyorini et al., 2024) which states that if leadership is improved, employee performance will also increase significantly. The success of a company in achieving its goals is influenced by the role of leaders in leading the company because leaders needed are leaders who are able to empower their employees. The priority of company leadership is not only as instructions , but can also provide inspiration for employee performance (Syahputra et al., 2023) . However, there are companies that show that leadership does not affect employee performance (Herlambang, 2023) . Good leadership and employee performance related to the quality and quantity of what employees do can achieve company goals well and efficiently (Rohimah & Mikkael, 2023) .

## 2. Environment Work On Employee Performance

From the results that have been done can concluded that Environment Work own influence on Employee Performance . Proven with own P Values of 0.043 more small from 0.05. This is show that environment good and comfortable work can increase performance employees so that in implementation his duties can done optimally , healthily , safely and comfortably his awake (Wahyuni et al., 2023) . Environment good job reflected through intertwined harmonious relationship between colleague work , superiors , and subordinates , as well supported with existence adequate facilities and infrastructure (Jodie Firjatullah et al., 2023) . Environment Work can have influence directly to the employees who are in the process of implementing production , so that comfort environment work is very influential performance employees in the company the (Husna & Prasetya, 2024) . A leader capable companies create environment comfortable , good work through atmosphere conducive work and provision facility as well as condition room adequate work , will push employee For Work optimally so that impact

on increasing performance (Farhan & Indiyaningrum, 2023) . Environment comfortable work can give convenience and capability employee For finish his duties . Environment positive work push comfort and concentration employee in operate task , whereas poor conditions support can cause discomfort , lowering effectiveness , and impact negative on achievement company (Rahmadhania & Fadil, 2025) . Therefore that , the company need make improvement quality environment Work as one of the strategies for support improvement performance employees and success organization in a way sustainable .

### 3. Motivation On Employee Performance

From the results testing that has been done can concluded that Motivation own influence on Employee Performance , proven with P Values of more than 0.000 small from 0.05 to there is influence between Motivation on Employee Performance . Findings the show that the more tall motivation that is owned employees , the more optimal the performance shown in carry out duties and responsibilities the answer (Fatih et al., 2026) . Motivation is factor essential that drives employee For Work more diligent , disciplined , and achievement - oriented objective organization . High motivation proven correlated with improvement productivity , effectiveness settlement work , as well as commitment to company (Hariyasasti, 2025) . Companies need to notice improvement motivation employees , good through giving awards , opportunities development career , as well as with create environment supportive work . Motivation provided in a way appropriate can increase satisfaction work , so that employee pushed For give contribution best for company (Esisuarni et al., 2024) . Findings study this is also strengthened with research conducted (Adinda et al., 2023; Dewi et al., 2023; Nugraha et al., 2024) , stated that motivation is factors that play a role important in increase performance employee as well as support achievement objective company in a way effective . Companies need to implementing sustainable strategies For guard at a time increase motivation employees , so that performance company can Keep going develop . Employees who have motivation in a way sustainability will have a sense of trust a better self tall so that capable Work in a way maximum and achieve the company's targets that have been determined . However there is results research that is not in line with researchers , such as results study (Saraswati & Zulkifli, 2024) state that in the condition certain motivation No show significant influence to performance employees . Employees who have motivation tall Not yet Of course capable show optimal performance when No supported by capabilities , facilities work , or system adequate company (Jas & Meirani, 2026) . Influence motivation to performance employee can become No significant if there is other variables that have influence more dominant in determine success employee in work . The company needs to apply various tailored motivational strategies with characteristics and needs employees for effectiveness Work can Keep going

increased . With increasing motivation work , company No only get improvement performance individual , but also capable create superiority competitive through source Power quality and committed human beings tall .

## CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that leadership, work environment, and motivation each have a positive and significant effect on employee performance. Leadership is proven to have a significant effect (P-Values  $0.033 < 0.05$ ), indicating that the implementation of appropriate leadership strategies is able to direct, motivate, and support employees so that performance increases. The work environment is also proven to have a significant effect (P-Values  $0.043 < 0.05$ ), which indicates that comfortable, safe working conditions supported by adequate facilities encourage employees to work more optimally. Motivation shows the strongest influence (P-Values  $0.000 < 0.05$ ), confirming that employee internal drive is the main determining factor in achieving optimal performance.

Overall, this research model has an explanatory power of 49% (R- Square = 0.490) for the Employee Performance variable, while the remaining 51% is influenced by other variables outside this model. This finding confirms that improving employee performance, especially among student workers at Pelita Bangsa University in the Cikarang area, requires synergy between effective leadership, a conducive work environment, and high work motivation. Therefore, organizations are advised to integrate these three aspects sustainably as a human resource management strategy to support the success and sustainability of the organization.

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