



THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT ADINDA PERMATA MULIA SOUTH TANGERANG

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ABSTRACT

This study aims to analyze the effect of leadership style (X1) and work motivation (X2) on employee performance (Y) at PT Adinda Permata Mulia. The research adopts a quantitative approach with an associative causal design. The population consists of 40 employees, and a saturated sampling technique is applied, resulting in 40 respondents. Data were collected through questionnaires and analyzed using multiple linear regression, t-test, F-test, and coefficient of determination.

The results show that leadership style has a positive and significant effect on employee performance, as indicated by a t-value of 8.345 with a significance level of 0.000 (< 0.05). Work motivation also has a positive and significant effect on employee performance, with a t-value of 9.505 and a significance level of 0.000 (< 0.05). Simultaneously, leadership style and work motivation significantly influence employee performance, as evidenced by an F-value of 61.428, which exceeds the F-table value of 3.25, with a significance level of 0.000 (< 0.05). The coefficient of determination (R^2) of 0.769 indicates that 76.9% of employee performance is explained jointly by leadership style and work motivation, while the remaining 23.1% is influenced by other variables not examined in this study.

The findings conclude that both leadership style and work motivation play a crucial role in enhancing employee performance. Therefore, organizations are encouraged to strengthen leadership practices and implement effective motivational strategies to achieve sustainable performance improvement.

Keywords: *Leadership Style, Work Motivation, Employee Performance.*

I. INTRODUCTION

A. Research Background

In contemporary organizational environments, employee performance remains a central focus of human resource management due to its direct contribution to the achievement of strategic goals and competitiveness. Employee performance is commonly defined as the outcome of work activities in terms of quality, quantity, and efficiency over a specified time period (Mardiani & Chandra, 2022). In many companies, including PT Adinda Permata Mulia, variations in performance levels have underscored the importance of understanding the factors that drive and sustain high performance.

Leadership has been identified as a key determinant of employee performance. Leadership style refers to the consistent pattern of behavior that

leaders use to influence subordinates' attitudes and actions toward organizational goals (Rahmanda & Rino, 2025). Recent studies indicate that adaptive and empowerment-focused leadership approaches, such as transformational leadership, are positively correlated with improved employee performance across diverse organizational sectors (D Zulvia et al., 2026). These leadership approaches emphasize vision articulation, support for employee autonomy, and constructive feedback, which collectively foster an environment conducive to performance improvement.

Work motivation acts as another essential predictor of employee performance. Motivation encompasses the internal and external forces that stimulate employees to persist in work-related behaviors and attain organizational objectives (Ramdhan & Rosita, 2024). Recent empirical evidence confirms that work motivation significantly enhances employee performance by increasing work engagement, effort, and persistence (Salman Alfarissy & Rifki Suwaji, 2025). Motivational enhancements whether intrinsic or extrinsic have been shown to have direct implications for commitment and productivity in modern workplaces (Budiman, 2024).

Beyond direct effects, the interaction between leadership style and work motivation has drawn scholarly interest. A growing body of research suggests that the influence of leadership on performance often operates through enhanced work motivation, making motivation a mediating mechanism that strengthens the overall leadership–performance relationship (Ahmad et al., 2025). For example, leaders who effectively communicate vision, provide career support, and foster trust tend to enhance motivation levels, which subsequently raises performance outcomes.

Despite this theoretical and empirical support, gaps remain in understanding how these variables operate specifically within corporate settings such as PT Adinda Permata Mulia. Different organizational contexts and cultures can moderate the strength and direction of these relationships, necessitating context-specific investigation. By examining both leadership styles and work motivation together, this study aims to offer a comprehensive explanation of their combined effects on employee performance, contributing to both academic literature and practical managerial strategies in human resource management.

B. Research Formulation

Based on the background of the study, the research problems are formulated as follows:

1. Does leadership style (X1) have a significant effect on employee performance (Y) at PT Adinda Permata Mulia?
2. Does work motivation (X2) have a significant effect on employee performance (Y) at PT Adinda Permata Mulia?
3. Do leadership style (X1) and work motivation (X2) simultaneously have a significant effect on employee performance (Y) at PT Adinda Permata Mulia?

C. Research Objectives

In line with the problem formulation above, the objectives of this study are:

1. To analyze the effect of leadership style (X1) on employee performance (Y) at PT Adinda Permata Mulia.
2. To analyze the effect of work motivation (X2) on employee performance (Y) at PT Adinda Permata Mulia.
3. To examine the simultaneous effect of leadership style (X1) and work motivation (X2) on employee performance (Y) at the PT Adinda Permata Mulia.

II. LITERATURE REVIEW

A. Leadership Style

Leadership style refers to the behavioral patterns adopted by leaders to influence employees in achieving organizational objectives (Ramdhan et al., 2023). Contemporary studies emphasize that leadership plays a crucial role in shaping employee attitudes, motivation, and performance outcomes.

According to Zulvia and Wardi (2025), transformational and participative leadership styles significantly enhance employee engagement and productivity by fostering trust, empowerment, and clear communication. Leadership styles emphasizing support and recognition strengthen employees' intrinsic motivation, which directly contributes to improved job performance (Nasroel, 2023).

Sonawi et al. (2025) found that leadership style has both direct and indirect effects on employee performance, particularly when mediated by job satisfaction. Their findings highlight that leaders who demonstrate empathy, provide constructive feedback, and involve employees in decision-making tend to achieve higher performance levels among subordinates.

Syahfery et al. (2024) further confirm that adaptive leadership styles positively affect employee performance in organizational settings by creating a conducive working climate. Meanwhile, Ahmad et al. (2025) argue that leadership effectiveness largely depends on the leader's ability to align organizational goals with employee needs, thereby strengthening motivation and performance simultaneously.

Overall, recent literature consistently indicates that leadership style is a strategic organizational factor that significantly determines employee performance through motivation, satisfaction, and organizational commitment

B. Work Motivation

Work motivation is defined as the internal and external forces that initiate, direct, and sustain work-related behavior. Motivation has been widely recognized as a fundamental driver of employee performance in modern organizations (Kultsum, 2024).

Alfarissy and Suwaji (2025) state that both intrinsic motivation (such as personal achievement and self-development) and extrinsic motivation (such as financial rewards and recognition) significantly improve employee productivity. Ngala (2025) supports this view, emphasizing that intrinsically motivated employees demonstrate higher persistence, creativity, and quality of work.

Pongtuluran (2025) found that motivated employees exhibit stronger organizational commitment and are more willing to exceed performance expectations. Similarly, Syaefulloh (2025) reports that work motivation significantly influences employee discipline and performance, suggesting that motivated workers are more consistent in meeting organizational standards.

Motivation enhances employees' willingness to invest effort, which directly affects performance indicators such as efficiency, accuracy, and timeliness (Ramdhan, 2023). Collectively, these studies confirm that work motivation remains a dominant predictor of employee performance in contemporary organizational contexts.

C. Employee Performance

Employee performance represents the extent to which employees accomplish job responsibilities in terms of quality, quantity, and effectiveness (Ramdhan, 2022). Recent research conceptualizes performance as a multidimensional construct influenced by leadership, motivation, and work environment.

Mardiani and Chandra (2022) define employee performance as measurable work outcomes aligned with organizational objectives. Sonawi et al. (2025) demonstrate that performance improves significantly when leadership style and motivation are managed synergistically, particularly through enhanced job satisfaction.

Alfarissy and Suwaji (2025) argue that motivated employees tend to display higher levels of task completion, initiative, and responsibility. Ahmad et al. (2025) further emphasize that employee performance is strongly affected by leadership practices that encourage autonomy and professional growth.

Syahfery et al. (2024) also highlight that performance outcomes improve when employees perceive fairness, support, and clear direction from management. These findings collectively suggest that employee performance is not solely an individual outcome but the result of integrated organizational factors, especially leadership style and work motivation.

III. RESEARCH METHODOLOGY

A. Research Types

This study employs a quantitative research approach using an associative (causal) research design. The purpose of this design is to examine and analyze the causal relationships between leadership style (X1) and work motivation (X2) on employee performance (Y). Quantitative methods are applied to obtain measurable data and to test hypotheses statistically, allowing objective evaluation of the influence of independent variables on the dependent variable.

B. Population and Sample

The population of this study consists of 40 employees of PT Adinda Permata Mulia. Given the relatively small population size, this research applies a saturated sampling (census) technique, in which all 40 employees are included as respondents. Therefore, the sample size is equal to the population, totaling 40 respondents.

This technique is used to ensure full representation of the population and to obtain comprehensive data regarding leadership style, work motivation, and employee performance, while minimizing sampling bias.

C. Location and Subject

This research is conducted at PT Adinda Permata Mulia, located in Tangerang Selatan. The subjects of this study are all employees of PT Adinda Permata Mulia, totaling 40 respondents. Meanwhile, the objects of this study consist of:

- Leadership Style (X1)
- Work Motivation (X2)
- Employee Performance (Y)

The company is selected as the research location due to its relevance to the study objectives and the accessibility of respondents required to analyze the influence of leadership style and work motivation on employee performance

IV. RESEARCH RESULT

A. Correlation Coefficient Test

1. Correlation Test of Leadership Style and Employee Performance

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .804 ^a | .647 | .638 | 1.966 |

a. Predictors: (Constant), LEADERSHIP

b. Dependent Variable: PERFORMANCE

Based on the Model Summary output, An R value of 0.804 indicates a very strong and positive relationship between Leadership Style and Employee Performance. This means that when Leadership Style increases, Employee Performance tends to improve. Based on R value interpretation guidelines, a correlation between 0.700–0.899 is considered very strong, thus concluding that the relationship between Leadership Style and Employee Performance is strong.

2. Correlation Test of Work Motivation and Employee Performance

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .839 ^a | .704 | .696 | 1.800 |

a. Predictors: (Constant), MOTIVATION

b. Dependent Variable: PERFORMANCE

An R value of 0.839 indicates a very strong and positive relationship between Work motivation and Employee Performance. This means that when Work motivation increases, Employee Performance tends to improve. Based on R value interpretation guidelines, a correlation between 0.700–0.899 is considered very strong, thus concluding that the relationship between Work motivation and Employee Performance is strong.

3. Correlation Test of Leadership Style and Work motivation on Employee Performance

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .877 ^a | .769 | .756 | 1.613 |

a. Predictors: (Constant), LEADERSHIP, MOTIVATION

b. Dependent Variable: PERFORMANCE

The R value of 0.877 indicates a very strong and positive relationship between Leadership Style and Work motivation on Employee Performance. Statistically, an R value between 0.700 and 0.899 is considered very strong, thus concluding that the combination of these two independent variables has a very strong relationship with the dependent variable (Employee Performance).

B. Determination Coefficients Test

1. Leadership Style Determination Test Against Employee Performance

The table shows an R-square value of 0.804. This figure indicates that Leadership Style influences Employee Performance by 80.4%. The remaining 19.6% is influenced by other factors not included in this model. This indicates that Leadership Style is a significant factor influencing Employee Performance, although not the only one.

2. Work Motivation Determination Test Against Employee Performance

Based on Table, the R Square value of 0.839 indicates that Work motivation has a 83.9% effect on Employee Performance. The remaining 16.1% is explained by factors outside this model.

3. Leadership Style and Work Motivation Determination Test Against Employee Performance

Based on Table, the R-square value of 0.877 indicates that Leadership Style and Work motivation contribute 87.7% to Employee Performance. Meanwhile, the remaining 12.3% is influenced by other variables not included in this model. This indicates that this model is quite effective in explaining changes in Employee Performance.

C. Partial Significance Test

1. The Influence of Leadership Style on Employee Performance

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 5.077 | 4.492 | | 1.130 | .266 |
| LEADERSHIP | .879 | .105 | .804 | 8.345 | .000 |

a. Dependent Variable: PERFORMANCE

Based on Table, the calculated t-value is 8.345 for the Leadership Style variable, while the calculated t-value is 2.026. Since the calculated t-value (8.345) is greater than the calculated t-value (2.026), it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Furthermore, the significance value (Sig.) is $0.000 < 0.05$, which also indicates that the results of this t-test are statistically significant.

Therefore, it can be concluded that there is a significant influence between Leadership Style and Employee Performance. This means that Leadership Style significantly influences changes in Employee Performance, and the higher the Leadership Style (within reasonable limits), the higher the Employee Performance tends to be.

2. The Influence of Work Motivation on Employee Performance

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 6.728 | 3.772 | | 1.784 | .082 |
| MOTIVATION | .853 | .090 | .839 | 9.505 | .000 |

a. Dependent Variable: MOTIVATION

Based on Table, the calculated t-value is 9.505 while the calculated t-value is 2.026. Since the calculated t-value 9.505 is greater than the calculated t-value 2.026, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This means that the Work motivation variable has a statistically significant effect on Employee Performance. Furthermore, the significance value (Sig.) of 0.000, which is less than 0.05, further confirms this result's significance.

Therefore, it can be concluded that there is a significant influence between Work motivation and Employee Performance. The higher the Work motivation (within controlled and motivating limits), the higher the Employee Performance tends to be. This indicates that Work motivation can be a positive driver for Employee Performance if managed properly.

D. Simultaneous Significance Test

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 319.694 | 2 | 159.847 | 61.428 | .000 ^b |
| Residual | 96.281 | 37 | 2.602 | | |
| Total | 415.975 | 39 | | | |

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), LEADERSHIP, MOTIVATION

Based on the F-test results in table, the calculated F-value was 61.428, while the F-table value was 3.25. Since the calculated F-value 61.428 is greater than the F-table value 3.25, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This means that the regression model consisting of Work motivation and Leadership Style variables simultaneously has a significant effect on Employee Performance. Furthermore, the significance value (Sig.) of 0.000 is also less than 0.05, further confirming the statistical significance of this F-test result.

Therefore, it can be concluded that there is a significant simultaneous effect between Work motivation and Leadership Style on Employee Performance. In other words, the two independent variables in this model are jointly able to explain the variation that occurs in Employee Performance. This regression model is suitable for predicting Employee Performance based on the combination of Work motivation and Leadership Style.

E. Discussion

1. The Effect of Leadership Style on Employee Performance

Based on the results of the regression analysis, leadership style (X1) has a significant effect on employee performance (Y) at PT Adinda Permata Mulia.

This is indicated by the t-value of 8.345, which is greater than the t-table value of 2.026, with a significance level of $0.000 < 0.05$. Therefore, the first hypothesis (H1) is accepted, meaning that leadership style partially has a positive and significant influence on employee performance.

The Model Summary shows an R value of 0.804, indicating a strong relationship between leadership style and employee performance. Meanwhile, the R Square value of 0.647 implies that 64.7% of the variation in employee performance can be explained by leadership style, while the remaining 35.3% is influenced by other variables not examined in this study.

Furthermore, the regression coefficient (B) of 0.879 indicates that every one-unit increase in leadership style will increase employee performance by 0.879 units, assuming other variables remain constant. The standardized beta coefficient of 0.804 also reflects a strong positive contribution of leadership style to employee performance.

These findings demonstrate that effective leadership plays a crucial role in improving employee productivity. Leaders who provide clear direction, motivation, and support are able to enhance employees' commitment and work quality. A positive leadership approach encourages employees to perform their duties more responsibly and efficiently.

Therefore, leadership style can be considered a key determinant of employee performance at PT Adinda Permata Mulia. Management is encouraged to continuously improve leadership practices, particularly in communication, motivation, and employee involvement, to sustain high levels of performance.

2. The Effect of Work Motivation on Employee Performance

Based on the results of the regression analysis, work motivation (X2) has a significant effect on employee performance (Y) at PT Adinda Permata Mulia.

This is evidenced by the t-value of 9.505, which is greater than the t-table value of 2.026, with a significance level of $0.000 < 0.05$. Therefore, the second hypothesis (H2) is accepted, indicating that work motivation partially has a positive and significant influence on employee performance.

The Model Summary shows an R value of 0.839, reflecting a very strong relationship between work motivation and employee performance. Meanwhile, the R Square value of 0.704 indicates that 70.4% of the variation in employee performance can be explained by work motivation, while the remaining 29.6% is influenced by other variables outside this research model.

Furthermore, the regression coefficient (B) of 0.853 suggests that every one-unit increase in work motivation will increase employee

performance by 0.853 units, assuming other factors remain constant. The standardized beta coefficient of 0.839 also confirms the strong positive contribution of work motivation to employee performance.

These findings demonstrate that employees who possess higher motivation levels tend to show better productivity, stronger commitment, and greater responsibility in completing their tasks. Motivated employees are more willing to exert additional effort, maintain consistency in their work, and align their personal goals with organizational objectives.

Therefore, work motivation can be regarded as a dominant factor in improving employee performance at PT Adinda Permata Mulia. Management is encouraged to enhance motivational strategies through recognition, career development opportunities, and supportive work environments to sustain and further improve employee productivity

3. The Effect of Leadership Style and Work Motivation on Employee Performance

Based on the results of the multiple regression analysis, leadership style (X1) and work motivation (X2) simultaneously have a significant effect on employee performance (Y) at PT Adinda Permata Mulia.

This is demonstrated by the F-value of 61.428, which is greater than the F-table value of 3.25, with a significance level of $0.000 < 0.05$. Therefore, the third hypothesis (H3) is accepted, indicating that leadership style and work motivation jointly have a positive and significant influence on employee performance.

The Model Summary shows an R value of 0.877, indicating a very strong relationship between the independent variables and employee performance. Furthermore, the R Square value of 0.769 means that 76.9% of the variation in employee performance can be explained simultaneously by leadership style and work motivation, while the remaining 23.1% is influenced by other factors not included in this study.

These findings suggest that employee performance is not shaped by a single factor but rather by the combined influence of effective leadership and strong work motivation. Leaders who provide clear direction, support, and involvement opportunities can enhance employees' motivation levels, which in turn leads to higher productivity, responsibility, and work quality.

The results also indicate that when leadership practices and motivational factors are managed together, they create a synergistic effect that significantly improves employee performance. Employees tend to perform optimally when they feel guided by their leaders and simultaneously experience high motivation derived from recognition, career opportunities, and supportive working conditions.

Therefore, leadership style and work motivation can be regarded as strategic organizational variables that must be developed simultaneously to achieve sustainable performance improvement at PT Adinda Permata Mulia. Management is encouraged to strengthen leadership competencies while also implementing effective motivational programs to maximize employee productivity and organizational outcomes.

V. CLOSURE

A. Conclusion

Based on the results of this study regarding the effect of leadership style (X1) and work motivation (X2) on employee performance (Y) at PT Adinda Permata Mulia, the following conclusions can be drawn:

1. Leadership style (X1) has a positive and significant effect on employee performance (Y)

This is evidenced by a t-value of 8.345, which is greater than the t-table value of 2.026, with a significance level of $0.000 < 0.05$. The R Square value of 0.647 indicates that leadership style explains 64.7% of the variation in employee performance. This finding confirms that effective leadership practices such as clear direction, support, and employee involvement significantly enhance employee productivity.

2. Work motivation (X2) also has a positive and significant effect on employee performance (Y)

The t-value of 9.505 exceeds the t-table value of 2.026, with a significance level of $0.000 < 0.05$. The R Square value of 0.704 shows that work motivation contributes 70.4% to employee performance. This indicates that motivated employees demonstrate higher commitment, responsibility, and work quality.

3. Leadership style (X1) and work motivation (X2) simultaneously have a positive and significant effect on employee performance (Y)

This is supported by an F-value of 61.428, which is greater than the F-table value of 3.25, with a significance level of $0.000 < 0.05$. The R Square value of 0.769 implies that 76.9% of employee performance can be jointly explained by leadership style and work motivation, while the remaining 23.1% is influenced by other factors not examined in this study.

Overall, the results demonstrate that employee performance is strongly influenced by both leadership style and work motivation, individually and simultaneously. Therefore, improving leadership quality while strengthening employee motivation is essential for achieving sustainable performance enhancement within the organization

B. Suggestion

Based on the findings of this study regarding the influence of leadership style and work motivation on employee performance at PT Adinda Permata Mulia, several recommendations are proposed as follows:

1. Managerial Recommendations

- a. Strengthen Leadership Competencies

Management is encouraged to enhance leadership capabilities, particularly in communication, decision-making, and employee engagement. Leaders should consistently provide clear direction, constructive feedback, and recognition to employees in order to sustain high performance levels.

- b. Improve Employee Motivation Programs

The company should develop structured motivational strategies, such as performance-based rewards, career development opportunities,

and recognition systems. These initiatives can help maintain employee enthusiasm, commitment, and productivity.

c. Create a Supportive Work Environment

A positive organizational climate should be fostered by promoting teamwork, transparency, and mutual respect between leaders and employees. This environment will strengthen employees' sense of belonging and encourage optimal work performance.

d. Implement Regular Performance Evaluations

Periodic performance assessments accompanied by coaching sessions are recommended to identify employee strengths and areas for improvement, ensuring continuous development and alignment with organizational goals.

2. Recommendations for Future Research

- a. Future researchers are advised to include additional variables such as work environment, job satisfaction, organizational culture, or compensation to obtain a more comprehensive understanding of factors affecting employee performance.
- b. Expanding the sample size or involving multiple organizations is recommended to improve generalizability of results.
- c. Qualitative or mixed-method approaches may also be applied in future studies to explore deeper insights into employee perceptions of leadership and motivation.

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