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THE ROLE OF MOTIVATION, DISCIPLINE, AND JOB SATISFACTION ON THE PERFORMANCE OF SMPI AND SMAI EDUCATORS AT DAARUSSA'ADAH ISLAMIC BOARDING SCHOOL FOUNDATION, PESAWARAN REGENCY

..... *Ulfa Zaqiyah, Andala Rama Putra Barusman, Hendri Dunan* 1-9

FINANCIAL CONTINGENCY PERFORMANCE ON COMPANY VALUE (A STUDY OF TRADING COMPANIES ON THE INDONESIA STOCK EXCHANGE 2018-2022

..... *Siti Fauziah, Haninun, Habiburahman* 10-17

THE INFLUENCE OF WORK ABILITY, CARING BEHAVIOR, AND WORK TENURE ON THE PERFORMANCE OF INPATIENT NURSES AT NATAR MEDIKA HOSPITAL, SOUTH LAMPUNG

..... *Riske Kharisma Putri, Defrizal, Iskandar Ali Alam* 18-26

THE ROLE OF PRINCIPAL SUPERVISION, EDUCATION AND TRAINING, AND THE IMPROVEMENT OF TEACHER PROFESSIONALISM AT UPTD SMP NEGERI 2 SEKAMPUNG UDIK, EAST LAMPUNG REGENCY

..... *Raminto, Khairudin, Ni Putu Widhia Rahayu* 27-34

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND OCCUPATIONAL HEALTH AND SAFETY (OHS) IMPLEMENTATION ON EMPLOYEE PERFORMANCE AT PT BUKIT ASAM TBK

Nindy Merry Rahmawati, M.Oktaviannur and M. Yusuf Sulfarano Barusman
..... 35-45

THE QUALITY OF PUBLIC SERVICES AND ITS INFLUENCE ON THE PUBLIC SATISFACTION INDEX AT SUKOHARJO DISTRICT OFFICE, PRINGSEWU REGENCY IN 2024

Leni Setyaningsih, Tina Miniawati Barusman Virgawanda and Andala Rama Putra Barusman
..... 46-58

EFFECTIVENESS OF THE ACCELERATED STUNTING REDUCTION PROGRAM THROUGH CONVERGENCE ACTION IN NORTH LAMPUNG REGENCY

..... *Fadhila Kofa, Tina Miniawati Barusman Virgawanda and Defrizal* 59-67

DETERMINANTS OF FAMILY ASSISTANCE TEAM CADRES' PERFORMANCE IN THE STUNTING REDUCTION ACCELERATION PROGRAM IN TELUK PANDAN DISTRICT, PESAWARAN REGENCY

Destriani Aisyah Barmawi, Hendri Dunan and M.Oktavianur
..... 68-81

THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT CLASS IIB GUNUNG SUGIH CORRECTIONAL INSTITUTION

Ahmad Syahfery, Khomsahrial Romli and M. Yusuf Sulfarano Barusman
..... 82-95

THE INFLUENCE OF COMPETENCY AND PERFORMANCE ON THE CIVIL SERVICE PROFESSIONALITY INDEX AT THE REGIONAL DEVELOPMENT PLANNING, RESEARCH, AND INNOVATION AGENCY IN BANDAR LAMPUNG CITY

Eliza, Habiburahman and Habiburahman and Iskandar Ali Alam
..... 96-104

Journal of Management, Business and Social Science	Pages 1-104	Bandar Lampung, May 5, 2024
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THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT CLASS IIB GUNUNG SUGIH CORRECTIONAL INSTITUTION

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ABSTRACT

Organizations possess interconnected structures and goals, relying heavily on human communication to coordinate their activities. This study aims to examine the influence of leadership style on employee performance, the impact of work motivation on employee performance, and the combined effect of both variables on the performance of employees at the Class IIB Correctional Institution of Gunung Sugih. The research employed a survey method with both qualitative and quantitative approaches. The analysis revealed that leadership style and work motivation simultaneously have a significant effect on employee performance, with a correlation coefficient (r) of 0.673 and a contribution of 39.4%. The F-test result showed an F-value of 5.538, which exceeds the F-table value of 2.40 at a 5% significance level, indicating that the alternative hypothesis is accepted and the null hypothesis is rejected. In conclusion, leadership style and work motivation significantly influence employee performance improvement. Therefore, it is recommended that both aspects be further enhanced, underperforming employees be provided with appropriate training, supervisory control be strengthened, and a fair reward and punishment system be implemented.

Keywords: Leadership Style, Work Motivation, Employee Performance, Correctional Institution

Introduction

An organization is a system with interrelated objectives and structures, relying on human interaction to coordinate its activities (Samwel, 2018). The success of an organization is highly dependent on the creation of a conducive work environment that can prevent employee fatigue and declining work motivation. In this regard, human resources play a critical role, as modern facilities and infrastructure cannot be fully utilized without competent personnel. Therefore, improving employee skills and professionalism is a strategic investment to enhance productivity (Rajendran & Doraisamy, 2022).

Employee performance is influenced by various factors, one of which is leadership. Leaders hold a central role in providing direction, guidance, and motivation to subordinates in order to achieve organizational goals (Paais & Pattiruhu, 2020). Work motivation serves as an internal drive that encourages employees to exert their abilities and skills to meet set targets (Turmudhi & Ristianawati, 2023). When leadership style and work motivation are poorly managed, a decline in performance becomes an unavoidable outcome (Ardliana et al., 2021).

Based on conditions at the Class IIB Correctional Institution (Lapas) of Gunung Sugih, although the number of employees is relatively adequate, issues remain in terms of work motivation and leadership patterns. Preliminary observations of ten employees revealed tardiness, absence from mandatory assemblies, leaving work early, and a tendency to work at a slower pace when not under direct supervision. From the leadership perspective, an

authoritarian style is predominantly applied, while performance outcomes have yet to fully meet established targets.

This situation highlights the need to evaluate the influence of leadership style and work motivation on improving employee performance. Leaders capable of applying effective leadership styles and fostering work motivation are expected to improve both productivity and service quality at the Class IIB Correctional Institution of Gunung Sugih. This study is practically relevant as it provides empirical evidence of the relationship among these three variables within the public sector, particularly in correctional institutions.

Accordingly, the objectives of this research are to: (1) analyze the effect of leadership style on employee performance, (2) examine the effect of work motivation on employee performance, and (3) assess the simultaneous effect of leadership style and work motivation on employee performance at the Class IIB Correctional Institution of Gunung Sugih. The findings are expected to contribute theoretically as a reference in human resource management studies and practically as input for the institution in formulating leadership strategies and work motivation enhancement programs.

Literature Review

a. Leadership

Leadership style refers to the manner or behavioral pattern adopted by a leader in influencing, directing, and guiding subordinates toward the achievement of organizational goals (Halimah et al., 2024). An effective leader does not solely rely on formal authority but is also capable of building trust, motivating others, and maximizing the team's potential. The selection of a leadership style should be aligned with the situation, as well as the competence and commitment levels of subordinates, ensuring that guidance and support are provided appropriately. Mustika Jaya & Masdupi (2019), categorizes leadership styles into four main types: charismatic, which inspires followers through a strong vision, willingness to take risks, environmental sensitivity, and distinctive behavior; transactional, which focuses on exchanging rewards and punishments to encourage performance; transformational, which elevates followers' motivation and awareness to go beyond personal interests through inspiration, intellectual stimulation, and individualized consideration; and visionary, which creates and articulates a realistic and compelling vision of the organization's future (Dewi et al., 2022). The appropriate leadership style fosters synergy, enhances participation, builds loyalty, and guides the organization toward sustainable achievement (Due et al., 2020).

b. Work Motivation

Work motivation is the internal and external drive that compels an individual to exert energy, thought, and skills to perform tasks optimally in pursuit of specific goals (Mariyana et al., 2024). This drive may arise from the need to fulfill personal requirements, expectations of desired outcomes, or incentives provided. In human resource management, motivation is explained through several prominent theories. Maslow's Hierarchy of Needs classifies motivation into five levels, ranging from physiological needs to self-actualization, with the fulfillment of lower-level needs serving as the foundation for progressing to higher levels (Suyitno et al., 2014). Reinforcement Theory emphasizes that work behavior is shaped by consequences, such as rewards or punishments. Expectancy Theory states that motivation is determined by the belief that effort will lead to good performance, that such performance will produce certain outcomes, and that these outcomes are valued by the individual. Goal-Setting Theory highlights that clear, specific, challenging, and mutually agreed objectives can drive higher performance achievement. High work motivation fosters enthusiasm, increases productivity, strengthens accountability, and reduces reliance on direct supervision (Tianingrum, 2021).

c. Employee Performance

Employee performance refers to the work outcomes achieved by individuals or groups within an organization, in accordance with predetermined standards, targets, or criteria, over a specific period (Suyitno et al., 2014). Performance appraisal serves as an evaluation tool that provides feedback, identifies training needs, and ensures that organizational objectives are effectively met. Barusman & Habiburrahman (2022), states that performance can be measured through seven indicators: goals, as the target to be achieved; standards, as measures of success; feedback, to assess progress and enable improvement; tools or resources, which support task execution; competence, reflecting abilities and skills; motives, as drivers of action; and opportunity, which allows employees to showcase their best capabilities (Sanjaya & Indrawati, 2023). Optimal performance requires alignment between

competence, motivation, and resource support. Effective leadership and high work motivation are crucial determinants in enhancing productivity and work quality, thereby directly contributing to the achievement of organizational goals (Kartinah, 2021).

d. Theoretical Framework

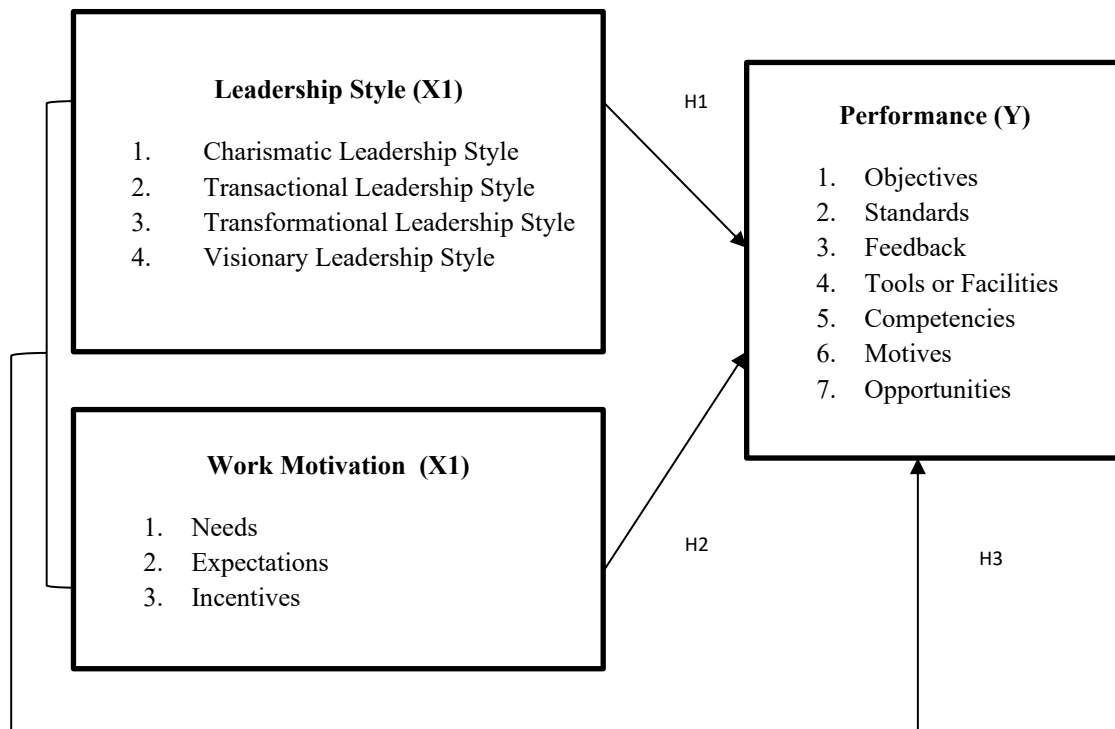


Figure 1. Theoretical Framework

Methodology

This study employed a survey method with a quantitative approach to examine the influence of leadership style and work motivation on employee performance at the Class IIB Correctional Institution of Gunung Sugih (Dhall, 2019). The quantitative approach was selected because it allows the relationships among variables to be measured objectively and facilitates hypothesis testing through statistical analysis. The research was conducted at the Class IIB Correctional Institution of Gunung Sugih, Central Lampung Regency, from November 2022 to January 2023. The study population consisted of all 35 employees of the institution. Given the relatively small population size, a census sampling technique was applied, in which the entire population was included as respondents.

The independent variables comprised leadership style (X_1) and work motivation (X_2). Leadership style was assessed using four indicators: charismatic, transactional, transformational, and visionary leadership. Work motivation was measured through three indicators: needs, expectations (expectancy), and incentives. The dependent variable was employee performance (Y), which was evaluated based on seven indicators: objectives, standards, feedback, tools or resources, competence, motives, and opportunities. Primary data were gathered using a closed-ended questionnaire designed according to the indicators of each variable and measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Secondary data were obtained from documentation, including the institution's profile, organizational structure, and employee records.

The research instrument was validated using Pearson's product-moment correlation, with items considered valid if the calculated r value exceeded the critical r value at a 5% significance level. Reliability testing employed Cronbach's Alpha, where a coefficient above 0.60 indicated acceptable reliability. Data analysis was conducted in two stages: descriptive analysis to outline respondent characteristics and response distribution, and inferential analysis using multiple linear regression to determine the effect of the independent variables on employee performance. The t -test was applied to assess the partial effect of each independent variable, while the F -test evaluated the simultaneous effect. The coefficient of determination (R^2) was calculated to determine the proportion of variance in employee performance explained by leadership style and work motivation.

Result And Discussion

a. Validity Test

Table 1. Leadership Style Validity Test Result (X1)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	r_{tab}	Cronbach's Alpha if Item Deleted
Item1	91.300	23.390	.610	0,330	.490
Item2	91.733	25.168	.617	0,330	.537
Item3	91.466	22.051	.638	0,330	.454
Item4	91.400	22.593	.616	0,330	.481
Item5	91.300	23.638	.609	0,330	.491
Item6	91.366	22.378	.621	0,330	.472
Item7	91.766	20.530	.308	0,330	.419
Item8	90.100	24.438	.609	0,330	.530
Item9	91.466	21.361	.630	0,330	.435
item10	91.566	23.771	.603	0,330	.302
item11	91.433	22.806	.618	0,330	.478
item12	91.533	20.947	.538	0,330	.425

Source: Processed Data 2024

Table 2. Work Motivation Validity Test Result (X2)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	r _{tab}	Cronbach's Alpha if Item Deleted
Item1	91.600	28.938	.405	0,330	.579
Item2	91.733	29.030	.434	0,330	.585
Item3	91.433	28.323	.453	0,330	.571
Item4	93.133	31.085	.412	0,330	.615
Item5	91.466	29.913	.433	0,330	.590
Item6	91.800	27.545	.715	0,330	.548
Item7	91.333	30.437	.426	0,330	.597
Item8	91.600	29.697	.427	0,330	.595
Item9	91.566	29.082	.431	0,330	.577
Item10	91.566	30.944	.432	0,330	.596
Item11	91.333	30.989	.447	0,330	.601
Item12	91.700	32.976	.556	0,330	.631

Source: Processed Data 2024

Table 3. Performance Validity Test Result (Y)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	r _{tab}	Cronbach's Alpha if Item Deleted
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Item1	91.766	39.289	.612	0,330	.719
Item2	91.433	38.599	.624	0,330	.711
Item3	91.566	36.047	.644	0,330	.695
Item4	91.733	36.340	.644	0,330	.696
Item5	91.800	37.614	.631	0,330	.706
Item6	91.700	36.286	.631	0,330	.705
Item7	91.600	35.421	.644	0,330	.693
Item8	91.600	36.869	.641	0,330	.699
Item9	91.300	36.010	.644	0,330	.695
Item10	91.433	36.323	.400	0,330	.698
Item11	91.766	39.633	.609	0,330	.723
Item12	91.300	39.155	.614	0,330	.717

Source: Processed Data 2024

Based on the validity test results, all 12 question items representing the variables of leadership style, work motivation, and employee performance recorded *r calculated* values exceeding the *r table* value (0.330) at the 5% significance level. This indicates that every item in the research instrument possesses adequate validity and is therefore suitable for measuring each of the variables under study.

b. Reliability Test

Table 4. Leadership Style Reliability Test Result

Cronbach's Alpha	N of Items
.697	25

Source: Processed Data 2024

Table 5. Work Motivation Reliability Test Result

Cronbach's Alpha	N of Items

.698	25
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Source: Processed Data 2024

Table 6. Performance Reliability Test Result

Cronbach's Alpha	N of Items
.785	25

Source: Processed Data, 2024

Based on the reliability testing results, the *Cronbach's Alpha* coefficient for the leadership style variable was 0.697, for work motivation it was 0.698, and for employee performance it was 0.785. All of these values exceeded the minimum acceptable reliability threshold of 0.60. This indicates that each statement item within the respective variables demonstrates good internal consistency and is capable of producing stable measurement results when applied repeatedly. Therefore, the research instrument employed in this study can be considered both valid for its intended purpose and dependable for measuring the examined variables. Consequently, the findings derived from this instrument are expected to possess a high degree of reliability.

c. Correlation Test

Table 7. Correlation Between Leadership Style and Performance

		Leadership Style	Performance
Leadership Style	Pearson Correlation	1	.370
	Sig. (2-tailed)		.016
	N	95	95
Performance	Pearson Correlation	.370	1
	Sig. (2-tailed)	.016	
	N	95	95

Source: Processed Data, 2024

The results in the table indicate a correlation between the leadership style variable and the performance variable, with a correlation value of 0.370 and a significance level of 0.016, which is less than 0.05.

Table 8. Correlation Between Work Motivation and Performance

		Work Motivation	Performance
Work Motivation	Pearson	1	.365
	Correlation		
	Sig. (2-tailed)		.001
	N	95	95
Performance	Pearson	.365	1
	Correlation		
	Sig. (2-tailed)	.001	
	N	95	95

Source: Processed Data, 2024

Based on the table, it can be observed that there is a correlation between the work motivation variable and the performance variable, with a correlation value of 0.365 and a significance level of 0.001 (<0.05).

Table 9. Correlation Between Leadership Style and Work Motivation With Performance

		Leadership Style	Work Motivation	Employee Performance
Leadership Style	Pearson	1	.090	.370
	Correlation			
	Sig. (2-tailed)		.446	.016
	N	95	95	95
Work Motivation	Pearson		1	
	Correlation	.090		.365
	Sig. (2-tailed)	.446		.001

	N	95	95	95
Performance	Pearson			
	Correlation	.370	.365	1
	Sig. (2-tailed)	.016	.001	
	N	95	95	95

Source: Processed Data, 2024

Referring to the table above, it can be observed that leadership style and work motivation variables are correlated with performance, with correlation values of 0.370 and 0.365, and significance levels of 0.016 and 0.001 ($p < 0.05$).

d. Multiple Linear Analysis

Table 10. Multiple Linear Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	60.747	15.032		4.041	.000
Leadership Style	.457	.135	.038	3.339	.035
Motivation Style	.332	.102	.362	3.267	.002

Source: Processed Data, 2024

The results of the analysis indicate that leadership style and work motivation have a positive and direct influence on employee performance.

1. An increase in the leadership style variable will lead to an improvement in employee performance.
2. An increase in the work motivation variable also contributes to an enhancement in employee performance.

e. Coefficient of Determination Test

Table 11. Coefficient of Determination of Leadership Style on Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

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1	.702 ^a	.493	.301	6.89130
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Source: Processed Data, 2024

The Determination Coefficient (R^2) value of 0.493, equivalent to 49.3%, indicates that Leadership Style (X) contributes 49.3% to Employee Performance (Y), while the remaining 50.7% is influenced by other factors not examined in this study.

Table 12. Coefficient of Determination of Work Motivation on Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.364	.122	6.403056

Source: Processed Data, 2024

The Determination Coefficient (KD) or R^2 is obtained at 0.364, equivalent to 36.4%. This indicates that employee performance (Y) is explained by the independent variable by 36.4%, while the remaining percentage is influenced by other factors not examined in this study.

Table 13. Coefficient of Determination of Leadership Style and Work Motivation on Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.349	.111	6.47044

Source: Processed Data, 2024

The coefficient of determination (R^2) of 0.394 indicates that leadership style (X1) and work motivation (X2) collectively explain 39.4% of the variance in employee performance (Y), while the remaining 60.6% is attributed to other variables not included in this research.

f. T-Test (Partial)

Table 14. Partial T-Test of the Influence of Leadership Style on Performance

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
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	B	Std. Error	Beta		
1 (Constant)	88.445	13.220		6.690	.000
Leadership Style	.852	.143	.070	5.597	.026

Source: Processed Data, 2024

The t-test produced a t-value of 5.597, which exceeds the t-table value of 2.24 at the 95% significance level ($\alpha = 0.05$). This result indicates that H_0 is rejected and H_a is accepted, meaning variable X has a partial effect on employee performance.

Table 15. Partial T-Test of the Influence of Leadership Style on Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	64.675	9.530		6.786	.000
Work Motivation	.734	.101	.365	3.331	.001

Source: Processed Data, 2024

The t-test result shows that the t-value (3.331) is greater than the t-table (2.24) at the 95% significance level ($\alpha = 0.05$). This indicates that H_0 is rejected and H_a is accepted, meaning work motivation (X_2) has a partial effect on employee performance (Y).

g. *f test (simultaneous)*

Table 16. F-Test (Simultaneous) of the Influence of Leadership Style and Work Motivation on Performance

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	463.688	2	231.844	5.538	.006^a
Residual	2972.528	93	41.867		
Total	3436.216	95			

Source: Processed Data 2024

The F-test result shows that $F_{\text{calculated}} (5.538) > F_{\text{table}} (2.40)$ at a 5% significance level. This indicates that H_0 is rejected and H_a is accepted, meaning that leadership style and work motivation simultaneously affect employee performance.

h. Discussion

The Influence of Leadership Style on Employee Performance

The findings indicate that leadership style has a significant effect on employee performance. This is consistent with the theory that leaders who are able to provide direction, set an example, and offer support will encourage employees to perform their tasks more effectively. Effective leadership creates a conducive work environment, improves discipline, and motivates employees to achieve organizational goals. Therefore, the better the leadership style applied, the higher the level of employee performance.

The Influence of Work Motivation on Employee Performance

The results also show that work motivation has a substantial impact on performance. Employees with strong intrinsic and extrinsic motivation—such as the need for achievement, recognition, and financial rewards—tend to demonstrate higher productivity. Work motivation is an essential factor because it enhances enthusiasm, responsibility, and employee engagement in completing their tasks. This implies that providing incentives, recognition, and a supportive work environment has a positive effect on improving employee performance.

The Combined Influence of Leadership Style and Work Motivation on Employee Performance.

The simultaneous test (F-test) reveals that leadership style and work motivation jointly exert a significant influence on employee performance. This demonstrates that both variables complement one another in improving outcomes. Effective leadership becomes more impactful when supported by high employee motivation. Conversely, strong motivation will not be maximized without proper direction and guidance from leadership. Thus, the synergy between effective leadership and strong work motivation serves as a key determinant in enhancing employee performance.

Conclusions and Suggestions

a. Conclusions

Based on theoretical review and data analysis, the following conclusions can be drawn:

1. Leadership style has a positive and significant effect on employee performance, contributing 49.3% ($r_{X1Y}=0.702$; $t_{\text{calculated}} 5.597 > t_{\text{table}} 2.19$).
2. Work motivation positively and significantly affects employee performance, contributing 36.4% ($r_{X2Y}=0.654$; $t_{\text{calculated}} 3.331 > t_{\text{table}} 2.19$).
3. Simultaneously, leadership style and work motivation jointly influence employee performance with a contribution of 39.4% ($r_{X1X2Y}=0.673$; $F_{\text{calculated}} 5.538 > F_{\text{table}} 2.40$).

b. Suggestions

Based on the findings of this research, the author provides the following recommendations:

1. For Organizational Leaders, Leaders are encouraged to adopt a more participatory and communicative leadership style in order to enhance employee motivation and foster a positive work environment.
2. For Employees, Employees are expected to continuously strengthen both intrinsic and extrinsic motivation so that their performance becomes more optimal and aligned with organizational goals.
3. For Organizational Management, It is essential for management to design human resource development programs, such as training, recognition, and fair incentive systems, to sustainably improve employee productivity and performance.

4. For Future Researchers, This study has limitations as it only examined two independent variables. Therefore, future research is recommended to include additional factors such as work discipline, work environment, or job satisfaction to achieve more comprehensive results.

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5st Edition, May, 24

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