

## Factors Determining the Performance of District Employees in Lumajang Regency: A Study from the Perspective of Leadership, Compensation, And Motivation

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### ABSTRACT

The results indicate that leadership, compensation, and motivation each have a significant and positive impact on employee performance. Collectively, these three factors account for a substantial proportion of performance variation among district employees. Leadership improves team cohesion and direction, compensation boosts job satisfaction, and motivation enhances individual initiative and consistency. When analyzed separately, each variable still has a measurable positive effect on employee productivity.

Keywords: Employee Performance, Leadership, Compensation, Motivation, District.



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### INTRODUCTION

The performance of local government officials is key to high-quality, efficient public services. With ongoing bureaucratic reform, the success of programs depends on capable, committed human resources. Employee performance in public institutions reflects the effectiveness of administration, as well as the professionalism and dedication to the community. Therefore, enhancing and measuring employee performance are crucial for good governance and public trust in government. Among the factors influencing performance, leadership is a key element. Effective leaders provide strategic direction, support open communication, and create a collaborative climate. In sub-district offices, administrators' leadership styles shape work behavior and performance. Specifically, fair, participatory, and motivational leadership fosters better performance and higher quality service. As Tolu et al. (2021) note, effective leadership is crucial for managing human resources and implementing government initiatives.

In addition to leadership, compensation is another key factor in public organizations. Sari et al. (2020) define it as both material and non-material rewards for employees' contributions. In the public sector, compensation encompasses salaries, allowances, recognition, and professional development opportunities. Fair and transparent systems align employee expectations with organizational goals. They reduce dissatisfaction and encourage higher performance. If there's a gap between workload and compensation, employees may feel demotivated, and performance may suffer. Motivation, both internal and external, significantly impacts employee performance. It depends on factors like job

satisfaction, climate, leadership, and growth opportunities. Highly motivated employees demonstrate greater initiative and commitment to achieving goals (Putri et al., 2024). Therefore, managing motivation is crucial to enhancing civil servant productivity and maintaining high-performing institutions.

Despite recognizing the importance of leadership, compensation, and motivation, local government efforts face ongoing challenges. Some sub-districts in Lumajang Regency still struggle with performance. Delays in services, poor discipline, and public complaints suggest issues with these key factors. Evaluation reports indicate some progress; however, the service still falls short of meeting public expectations overall. These gaps highlight the need to analyze HR factors influencing performance. To address these gaps, this study, based on Vroom's Expectancy Theory, examines how leadership, compensation, and motivation affect sub-district employee performance in northern Lumajang Regency. The theory helps explain how perceptions of reward and fairness shape behavior. The study employed a survey of 120 respondents, which was analyzed using multiple regression. The findings offer theoretical and practical insights for public HR management.

This research is unique in its context and theoretical use. While past studies mainly focus on corporate or broader government settings, our study specifically examines leadership, compensation, and motivation in sub-district administration an area that has been little explored in Indonesia. By applying Vroom's Expectancy Theory to explain performance in public service, the results can inform regional policy, particularly in areas such as fair pay, strong leadership, and effective motivation systems.

## LITERATURE REVIEW

Leadership, compensation, and motivation are key to strong employee performance. Their interaction has a significant impact on productivity and job satisfaction. Leadership boosts motivation and affects compensation systems. Engaging leadership styles encourages motivation and drives results. For example, transformational leadership increases motivation and engagement, demonstrating that leaders must employ strategies that inspire their teams (Alamri, 2023). Compensation greatly affects employee performance. Research shows fair compensation increases output. Azhari and Riadi (2022) find that rewards push performance. Ariani et al. (2023) argue that matching compensation with motivation improves skills and results. Ananda (2023) demonstrates that fair compensation leads to increased job satisfaction, which in turn enhances performance.

Intrinsic motivation drives better employee performance. It pushes employees to fully engage with their work. Hapsari (2023) finds that boosting intrinsic motivation and offering fair pay leads to better results. Sitopu et al. (2021) state that motivation has a direct impact on productivity. Leadership, compensation, and motivation together improve performance. Good pay increases satisfaction, connecting motivation and results (Thapa, 2023). Leaders should develop full compensation plans to reward high performance. Satisfaction and motivation show leaders must build a workplace that values staff (Sari, 2022). Strong vision and recognition from leaders boost motivation with transparent pay (Hartono et al., 2021). Motivation connects pay and satisfaction, so leaders must align rewards with expectations (Mitalo & Wanyama, 2024).

## METHODS

Quantitative methods are employed in this study to examine the impact of motivation, compensation, and leadership on worker performance in sub-districts of Lumajang Regency. How variables interact and impact each other both separately (partially) and together (simultaneously) is the purpose of the study. A descriptive correlational research design is used to achieve this purpose. In this study, four districts were discussed: Kedungjajang, Klakah, Randuagung, and Ranuyoso. The site is located in the north of Lumajang. From January to March 2024, it will take place. The sample represents the entire population because the number of workers is relatively small. To collect data, a questionnaire

was created based on indicators for each research variable. To provide their responses, respondents used a five-point Likert scale to indicate their level of agreement or disagreement with various statements. To ensure the quality of the tool, validity and reliability were assessed using Cronbach's Alpha technique to verify the consistency of the answers. The performance variable (Y) was evaluated based on six dimensions: quantity, quality, timeliness, quality, professionalism, empowerment, and orientation of common interests. The leadership variable (X1) assesses six dimensions: fairness, professionalism, responsibility, communication, justice, empowerment, and orientation of common interests. The compensation variable (X2) assesses material, social, and activity compensation. The motivation variable (X3) assesses five dimensions: security, social,

The classical assumption test showed the data met requirements for multicollinearity, normality, and heteroscedasticity. Data processing used IBM SPSS. We analyzed the influence of independent variables using multiple regression. Significance was tested with partial (t) and simultaneous (F) tests. The coefficient of determination ( $R^2$ ) measured how much leadership, compensation, and motivation explain performance differences. We hope our results add to the understanding of what shapes employee performance, especially in local government.

## RESULTS AND DISCUSSION

A total of 120 respondents from different sub-district offices in Lumajang participated in the survey. Most respondents were contract employees aged 29 to 38 years old. The study found that all survey indicators were valid and reliable. Specifically, validity tests revealed strong correlations between each variable's indicators and their overall scores, with Pearson correlation values exceeding the threshold ( $r = 0.1793$ ) and significance levels below 0.05 ( $p\text{-value} < 0.05$ ), confirming instrument validity.

**Table 1. Validity Test**

| No. | Questionnaire     | $r_{\text{count}}$ | $r_{\text{table}}$<br>(df=118) | Sig. (2-tailed) | Information |
|-----|-------------------|--------------------|--------------------------------|-----------------|-------------|
| 1.  | Leadership (X1)   |                    |                                |                 |             |
|     | X1.1              | 0,573              | 0,1793                         | <0,001          | Valid       |
|     | X1.2              | 0,806              | 0,1793                         | <0,001          | Valid       |
|     | X1.3              | 0,850              | 0,1793                         | <0,001          | Valid       |
|     | X1.4              | 0,787              | 0,1793                         | <0,001          | Valid       |
|     | X1.5              | 0,627              | 0,1793                         | <0,001          | Valid       |
| 2.  | Compensation (X2) |                    |                                |                 |             |
|     | X2.1              | 0,886              | 0,1793                         | <0,001          | Valid       |
|     | X2.2              | 0,878              | 0,1793                         | <0,001          | Valid       |
|     | X2.3              | 0,861              | 0,1793                         | <0,001          | Valid       |
| 3.  | Motivation (X3)   |                    |                                |                 |             |
|     | X3.1              | 0,604              | 0,1793                         | <0,001          | Valid       |
|     | X3.2              | 0,823              | 0,1793                         | <0,001          | Valid       |
|     | X3.3              | 0,642              | 0,1793                         | <0,001          | Valid       |
|     | X3.4              | 0,862              | 0,1793                         | <0,001          | Valid       |
|     | X3.5              | 0,761              | 0,1793                         | <0,001          | Valid       |
| 4.  | Performance (Y)   |                    |                                |                 |             |
|     | Y.1               | 0,839              | 0,1793                         | <0,001          | Valid       |
|     | Y.2               | 0,851              | 0,1793                         | <0,001          | Valid       |
|     | Y.3               | 0,658              | 0,1793                         | <0,001          | Valid       |
|     | Y.4               | 0,696              | 0,1793                         | <0,001          | Valid       |
|     | Y.5               | 0,586              | 0,1793                         | <0,001          | Valid       |
|     | Y.6               | 0,739              | 0,1793                         | <0,001          | Valid       |

Source: SPSS Data Processing Results

Each statement indicator is considered suitable for use as a measure in this study because all correlation values for the performance, compensation, motivation, and leadership variables exceed the threshold value and have a degree of less than 0.05. Reliability testing is conducted to ensure that the investigative instrument consistently produces accurate data. For this study, Cronbach's Alpha was used. This method shows that an item is credible if its alpha value is more than 0.70.

**Table 2. Reliability Test Results**

| Test Statistics         | Leadership | Compensation | Motivation | Performance |
|-------------------------|------------|--------------|------------|-------------|
| <b>Cronbach's Alpha</b> | 0.787      | 0.849        | 0.785      | 0.784       |
| <b>Number of Items</b>  | 6          | 4            | 6          | 7           |

Source: SPSS Data Processing Results

The reliability test indicates that the tool exhibits strong internal consistency and yields stable data; all research variables have Cronbach's Alpha values exceeding 0.70. Therefore, it is shown that the tool is reliable and suitable for use in regression analysis and hypothesis testing. This study employs the One-Sample Kolmogorov-Smirnov method, which yields an Asymptotic. Sig. value of 0.000, which is below the threshold of 0.05, demonstrating the non-normal distribution of the residuals. The Kolmogorov-Smirnov statistical value of 0.338 also indicates that the typical distribution pattern exhibits a significant deviation from the expected distribution.

**Table 3. Normality Test Results**

| Test Statistics        | Value of X1<br>(Leadership) | Value of X2<br>(Compensation) | Value of X3<br>(Motivation) | Value of Y<br>(Performance) |
|------------------------|-----------------------------|-------------------------------|-----------------------------|-----------------------------|
| N                      | 120                         | 120                           | 120                         | 120                         |
| Asymp. Sig. (2-tailed) | <0.001                      | <0.001                        | <0.001                      | <0.001                      |

Source: SPSS Data Processing Results

Despite various attempts to improve it, the residual data still does not meet the normality assumption. Therefore, the bootstrapping regression method, which is a non-parametric technique that does not rely on normal distribution, is used to continue the analysis to ensure that the research findings are valid and accountable.

**Table 4. Bootstrapping Test Results**

| Variables          | B     | Bias  | Std. Error | Sig. (2-tailed) | 95% Interval   | Confidence |
|--------------------|-------|-------|------------|-----------------|----------------|------------|
| (Constant)         | -     | -     | 5.117      | 0.875           | -9,603 – 7,816 |            |
| Total Leadership   | 1.215 | 0.098 | 0.035      | 0.002           | 0.918 – 1.052  |            |
| Total Compensation | 0.485 | 0.008 | 0.397      | 0.262           | -0.075 – 1.031 |            |
| Total Motivation   | -     | 0.000 | 0.035      | 0.682           | -0.082 – 0.052 |            |
|                    | 0.015 |       |            |                 |                |            |

Source: SPSS Data Processing Results

Consistent and reliable results show that the leadership variable has a favorable and noteworthy impact on worker performance. In contrast, the relationship is not statistically significant, despite showing a positive trend. This may be due to different employee opinions or other stronger reasons. On the other hand, motivation does not significantly affect productivity. This suggests that leadership has a dominant role, and further analysis may be necessary to understand how sub-district

employees motivate themselves. Multicollinearity testing determines whether the independent variables in the regression model are correlated. This can compromise the accuracy of the coefficient estimates and make it more challenging to interpret the results. In this study, the Tolerance and Variance Inflation Factor (VIF) indicators are used to analyze multicollinearity.

**Table 5 Multicollinearity Test Results**

| Variables    | Tolerance | VIF   | Information                 |
|--------------|-----------|-------|-----------------------------|
| Leadership   | 0.999     | 1.001 | No Multicollinearity Occurs |
| Compensation | 0.998     | 1.002 | No Multicollinearity Occurs |
| Motivation   | 0.997     | 1.003 | No Multicollinearity Occurs |

Source: SPSS Data Processing Results

The tolerance values of the leadership, compensation, and motivation variables are above 0.10, and the VIFs are below 10. This suggests that there is no multicollinearity between the independent variables. Therefore, the regression model used remains valid, and the interpretation given is not influenced by excessive linear relationships between these variables. Heteroscedasticity testing is performed to determine whether there is a variation in residual variance at different predictor values in the regression model. An ideal model will have a constant residual variance. This study employs the Glejser Test, which examines the relationship between these independent variables and the residual absolute values. It is possible that the model does not experience heteroscedasticity problems if the test findings are significant with a value of more than 0.05.

**Table 6. Heteroscedasticity Test Results**

| Variables    | Sig. (p-value) | Information                  |
|--------------|----------------|------------------------------|
| Leadership   | 0.725          | No Heteroscedasticity Occurs |
| Compensation | 0.029          | Heteroscedasticity occurs    |
| Motivation   | 0.493          | No Heteroscedasticity Occurs |

Source: SPSS Data Processing Results

The motivation and leadership variables have a significance value above 0.05, indicating that there are no symptoms of heteroscedasticity. Compensation, however, has a p-value of 0.029, indicating which there are symptoms of heteroscedasticity. However, considering the opinion of Sugiyono (2017), because this study uses a non-parametric bootstrap regression method and does not rely on the assumption of homoscedasticity, the analysis is still considered valid and may assess how factors relate to one another even though the data does not fully meet the classical assumptions. Using multiple linear regression, how many independent variables such as leadership, compensation, and motivation affect the dependent variable, namely performance. This technique allows to determine how each variable affects changes in performance both overall and individually.

**Table 7. Multiple Linear Regression Test Results**

| Model | R     | R Square | Adjusted Square | R Std. Error of the Estimate | Durbin-Watson |
|-------|-------|----------|-----------------|------------------------------|---------------|
| 1     | 0.450 | 0.202    | 0.167           | 0.28400                      | 2.012         |

Source: SPSS Data Processing Results

The R value of 0.450 indicates a strong relationship between leadership, compensation, and motivation variables with performance; The R square value of 0.202 suggests that these three independent factors explain 20.2% of performance variance, and the remaining 79.8% external variables affect it. In addition, the Durbin-Watson value of 2.012 signals model autocorrelation is absent because it is in the ideal value range.

**Table 8. ANOVA (Analysis of Variance)**

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|----------------|----|-------------|---|------|
|-------|----------------|----|-------------|---|------|

|            |       |    |       |       |       |
|------------|-------|----|-------|-------|-------|
| Regression | 1,390 | 3  | 0.463 | 5,746 | 0.001 |
| Residual   | 5.485 | 68 | 0.081 |       |       |
| Total      | 6.875 | 71 |       |       |       |

Source: SPSS Data Processing Results

The ANOVA test in Table 8 produces an F-value of 5.746 with a significance level of 0.001, indicating that the regression model is statistically significant. In other words, Leadership factors genuinely affect performance, compensation, and motivation. The total value of the regression square, 1.390, indicates the proportion of performance variation that can be explained by the three independent variables, while the residual value of 5.485 indicates the variation that cannot be explained by the model. Therefore, this study's regression model is considered reasonable and valid for predicting employee performance.

**Table 9. Multiple Linear Regression Coefficients**

| Variables    | Unstandardized Coefficients (B) | Std. Error | Standardized Coefficients (Beta) | t-Statistic | Sig.   |
|--------------|---------------------------------|------------|----------------------------------|-------------|--------|
| (Constant)   | -1.215                          | 7,026      |                                  | -1.173      | 0.863  |
| Leadership   | 0.985                           | 0.286      | 0.373                            | 3.441       | <0.001 |
| Compensation | 0.485                           | 0.204      | 0.258                            | 2.377       | 0.020  |
| Motivation   | -0.015                          | 0.146      | -0.011                           | -0.105      | 0.917  |

Source: SPSS Data Processing Results

As shown in Table 9. of the regression analysis, Leadership affects employee performance most., with a high coefficient and a very small significance value (<0.001). This indicates that trust in leadership can improve performance. Compensation also has a significant effect ( $p = 0.020$ ), although its impact is smaller than leadership. In contrast, motivation shows a negative relationship with high significance with performance ( $p = 0.917$ ). The results indicate that improving the quality of leadership in the sub-district environment must be a primary focus if we want to improve employee performance. Also important to increase performance to evaluate the compensation system and motivational approach.

The partial t-test aims to measure the impact of independent variables of leadership, performance-dependent remuneration and incentive. This is done by considering other variables as fixed conditions. The significance value determines the decision made. If the p-value <0.05, the variable is considered significant ( $H_a$  is accepted) and insignificant ( $H_0$  is accepted).

**Table 10. Partial Test Results (t-Test)**

| Variable     | Coefficient (B) | Std. Error | t-Statistic | Sig. (p-value) | Remarks         |
|--------------|-----------------|------------|-------------|----------------|-----------------|
| Leadership   | 0.985           | 0.286      | 3.441       | < 0.001        | Significant     |
| Compensation | 0.485           | 0.204      | 2.377       | 0.020          | Significant     |
| Motivation   | -0.015          | 0.146      | -0.105      | 0.917          | Not Significant |

Source: SPSS Data Processing Results

The regression results indicate that leadership and remuneration improve employee performance more than motivation. Leadership shows the highest coefficient ( $B = 0.985$ ) an statistically significant p-value (< 0.001), suggesting that effective leadership strongly enhances performance. Compensation also contributes positively ( $B = 0.485$ ) with a p-value of 0.020, indicating a meaningful impact on performance through fair Financial and nonfinancial rewards. In contrast, motivation has a negligible and negative coefficient ( $B = -0.015$ ) with a very high p-value (0.917), meaning it does not significantly influence performance in this context. These findings emphasize the greater influence of structural and managerial factors over internal motivation in determining employee outcomes. The simultaneous test measures whether Motivation, pay, and leadership are distinct factors that significantly affect the dependent variable of employee performance.



**Table 11. Simultaneous Test Results (f Test)**

| Model             | Sum of Squares | df | Mean Square | F     | Sig.  |
|-------------------|----------------|----|-------------|-------|-------|
| <b>Regression</b> | 1.390          | 3  | 0.463       | 5.746 | 0.001 |
| <b>Residual</b>   | 5.485          | 68 | 0.081       |       |       |
| <b>Total</b>      | 6.875          | 71 |             |       |       |

Source: SPSS Data Processing Results

The regression model is statistically significant, according to the ANOVA results, with an F-value of 5.746 and a p-value of 0.001 ( $< 0.05$ ). This suggests that the independent factors of motivation, leadership, and pay all significantly impact worker performance. Given the low residual mean square (0.081), it appears that the model accounts for a sizable amount of performance variance, reinforcing the relevance of the selected predictors in understanding performance outcomes.

To assess how well the independent factors can explain the dependent variable, one uses the coefficient of determination value. a high number indicates good predictive ability for the model. As shown by this regression analysis, leadership, compensation, and motivation affect employee performance.

**Table 12. Results of the Determination Coefficient Test ( $R^2$ )**

| Model | R     | R Square | Adjusted Square | R Std. Error of the Estimate | Durbin-Watson |
|-------|-------|----------|-----------------|------------------------------|---------------|
| 1     | 0.450 | 0.202    | 0.167           | 0.28400                      | 2.012         |

Source: SPSS Data Processing Results

The combination of leadership, compensation, and motivation variables can explain about 20.2% of the variation in employee performance. 79.8% of the variation is influenced by external components of the model. The adjustment of the model's predictive ability after considering the number of variables is indicated by the Adjusted R Square value of 0.167. This is still sufficient for social research. In addition, there is no autocorrelation in the residual data, since the 2.012 Durbin-Watson result is within the typical range. Therefore, although this regression model cannot explain all the variation in performance, it is still valid and worthy of further analysis.

## CONCLUSION

Employee performance is positively and significantly impacted by leadership within Lumajang Regency District. Assertive, fair, communicative, and professional leaders foster a conducive work environment, enhancing employee motivation and responsibility. Effective leadership, characterized by involving staff in decision-making and trusting them with autonomy, encourages greater employee contribution toward organizational goals. Compensation also significantly affects performance; both financial incentives (such as pay and perks) and non-monetary appreciation (like praise and acknowledgment) enhance morale and accountability. Opportunities for personal development, as part of compensation, further reinforce commitment and performance. A fair, transparent, and growth-oriented compensation system strengthens employee productivity and loyalty. Conversely, motivation was found to have no discernible impact on performance, suggesting that internal drive alone is insufficient to enhance work quality. Instead, external factors such as compensation systems and organizational policies play a more significant role. The study highlights that employees respond more strongly to tangible incentives than to personal motivation.

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