

# The Importance of Leadership Style, Characteristics and Work Environment for Creating Members' Performance

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## Abstract

The purpose of this study is to examine the simultaneous and partial effects of leadership style, individual characteristics, and work environment on the performance of Bogor Search and Rescue Air Unit personnel. This study also aims to determine which elements in leadership style, individual traits, and work environment influence members' performance in the Bogor Search and Rescue Air Unit. The research population and sample include 73 members of the Bogor Search and Rescue Air Unit who will be studied as a whole. This study employed descriptive analysis to assess the frequency distribution of respondents' answers to questionnaire results, as well as multiple linear regression analysis. The study's findings indicate that leadership style, individual traits, and work environment all have an impact on performance, both simultaneously and partially. This study found that leadership style has a significant impact on the performance. According to the findings of this study, the leadership style used should be charismatic or transformational, with a focus on members' individual character abilities and the implementation of a sense of openness between members and leaders of the Bogor Search and Rescue Air Unit, as well as the establishment of brotherly relationships among members.

## Article Info

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## 1. Introduction

The Search and Rescue Air Unit was formed based on Air Force Chief of Staff Regulation 25 of 2021 concerning the Organization and Duties of the Search and Rescue Air Unit, Wing 4, Atang Sendjaja Air Force Base. The High Leaders of the National Search and Rescue Agency (BNPP) and the Indonesian Air Force have lofty aspirations to carry out the Humanitarian Mission, namely search and rescue, so the Search and Rescue Air Unit was formed which was inaugurated on July 30, 2023, at Atang Sendjaja Bogor Air Base. There are many challenges and obstacles in carrying out the tasks assigned. With the Bogor Search and Rescue Air Unit still relatively young and having a background of soldiers from various units, the Commander of the SeaCommanderescue Air Unit must combine the views and thoughts from each member's old unit.

Human resources play a vital role in an organization because it is the human element that determines and predicts the success or failure of a policy, strategy, or operational steps of an activity (Shet et al., 2021; Sulistyan et al., 2022). Understanding the relationship between organizational action and performance, both theoretically and practically, is very interesting (Truong et al., 2021). However, action and performance are considered to have a reciprocal relationship, as is the result of studies focusing on the influence of action on performance (Sulistyan et al., 2020). Therefore, human resources are assets whose efficiency and productivity must be increased.

To align individual values and organizational values requires a process called socialization. The socialization process will be perfect if the new Bogor Search and Rescue Air Unit members are happy. Members of the new Bogor Search and Rescue Air Unit feel accepted by their colleagues as people who are trusted and have values, giving rise to a feeling of confidence that

they can carry out their Work successfully and understand the existing system, not only related to their duties but also with existing regulations.

According to Thoha (2012), knowing each individual's character must assist him position himself and his work environment correctly in order to influence the individual himself to enhance his performance as optimally as feasible. Refers to the unique traits that individuals bring to the organizational structure, such as abilities, personal views, expectations, needs, and previous experiences. According to Asat & Subyantoro (2020), everyone has different perspectives, aspirations, wants, and abilities than one another. They defined individual qualities as abilities, values, attitudes, and interests.

In order to realize its goals, the Bogor Search and Rescue Air Unit must understand the components of its members in an integrated and sustainable manner. The right leadership style will stimulate employee enthusiasm and enthusiasm at Work so that they can improve their performance. Rifa et al. (2019) examined the influence of leadership style on employee performance, which states that leadership style significantly influences employee performance.

Employee performance is one of the success criteria in determining individual task achievement, which may then be used to determine organizational performance (Saputra et al., 2023). According to Widodo (2015), performance is the achievement or results of a person's work based on targets or tasks that must be completed within a specific time frame. According to Kotlar et al. (2018), performance is critical for organizations because they are founded to achieve a specific purpose. Diamantidis and Chatzoglou (2019) defines components that influence performance as psychological ability, employee abilities, and motivating factors derived from an employee's attitude in work conditions. According to Dharmanegara et al. (2021), performance indicators include quality, quantity of work, responsibility, cooperation, and working hours.

Putting different types of leadership into groups is based on their leadership style (Golemand, 2017). A leader's style is how they set the tone for their subordinates' behavior by encouraging work enthusiasm, job satisfaction, and high staff productivity so that the company can reach its full potential (Sulistyan, 2017). Senge (2017), on the other hand, says that a leader's style includes their ideas, skills, and political views. Tampi (2014:6) divides different types of leadership into four groups: innovative, charismatic, transactional, and transformational. Hussain and Hassan (2016) lists three signs of a good leadership style: leadership styles: autocratic, delegative, and participatory.

Apart from leadership style, there are other variables, namely characteristics and work environment. Members of an organization, which is the central pillar for achieving goals, need to be more professional and responsible, their survival will inevitably be disrupted. It cannot be denied that each individual has different characteristics in the environment. Individual characteristics differentiate one person from another because each individual has different potential and needs. Therefore, management is required to understand individual behavior. The differences reflected in individual goals must be considered by the organization to be fulfilled in line with organizational goals.

According to Afandi (2016), the work environment exists inside the workers' surroundings. Temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the availability of suitable work equipment can all have an impact on how they perform their duties. According to Sulistyan (2017), the work environment has a direct impact on employees' ability to complete job, hence boosting organizational performance. Afandi (2016) defines aspects that influence the work environment as physical and psychological settings. Meanwhile, work environment indicators include lighting, windows, color schemes, decorations, music, factory machine sounds, workshop areas, air temperature, and humidity.

Sulistyan (2017) defines the work environment as everything that surrounds employees and can influence them to complete their given tasks. Aside from the necessity for organizations to focus on leadership styles and individual qualities, the work environment is one aspect that influences performance. The work environment requires attention in order for members of the Bogor Search and Rescue Air Unit to perform well, such as replacing workplace wall paint, maintaining cleanliness, and providing work equipment that supports the members' work. Aside

from that, it must be reinforced by stronger relationships among bosses, subordinates, and other Bogor Search and Rescue Air Unit members.

Recognizing the heterogeneity of each individual in the organization, as well as the significant contribution of the work environment in supporting the smooth activities of members of the Bogor Search and Rescue Air Unit in carrying out their work, the researcher believes it is necessary to investigate the influence of leadership style, individual characteristics, and the work environment of members of the Air Unit Bogor Search and Rescue on performance.

## 2. Methods

### 2.1. Research design

This study employs a quantitative research approach focused on testing a hypothesis through statistical analysis. This research is causal-comparative and explanatory, aiming to establish and clarify the relationship between independent factors (leadership style, individual traits, and work environment) and the dependent variable, performance.

### 2.2. Location and Research Sample

Location This research was conducted at the Bogor Search and Rescue Air Unit, which has different unit backgrounds from Air Squadron 6, Air Squadron 7, Air Squadron 8, and Air Squadron 45. In this research, the population referred to is all members of the Air Search Unit and Bogor Relief, which is 73 people. Considering that the population is small, census research was used, namely all members of the Bogor Search and Rescue Air Unit, a total of 73 members of the Bogor Search and Rescue Air Unit as respondents who will be studied as a whole.

### 2.3. Data Analysis Technique

The research utilized descriptive analysis to examine the frequency distribution of respondents' answers from the questionnaire collection. Additionally, multiple linear regression analysis was employed to assess the impact of leadership style, individual characteristics, and work environment on the performance of Bogor Search and Rescue Air Unit members, followed by hypothesis testing.

## 3. Results and Discussion

### 3.1. Result

#### 3.1.1. Characteristics of Research Respondents

This study's respondents' images are grouped according to gender, age, education, and length of Work at Pusdik Hanudnas Surabaya to measure motivation variables, work discipline, work environment, and member performance. This grouping can provide a clear picture of the symptoms researchers measure and reveal the problems that occur.

#### Gender

The results of the classification tabulation according to gender in the Search and Rescue Air Unit Wing 4 at Sanjaya Air Base are presented in the table below.

**Table 1.** Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	71	97.26%
2	Woman	2	2.66%
		73	100%

Source: Data Processed (2023)

Based on Table 1 above, it can be seen that the number of male respondents was 71 people (97.26%) and two female respondents (2.66%). Thus, the number of male respondents showed a more significant number.

### Age

Tabulation results according to age for Bogor Search and Rescue Air Unit members are presented in the table below.

**Table 2.** Respondents by Age

No	Age (Years)	Number of Respondents	Presentation %
1	< 30 Years	40	54.79%
2	31-40 Years	15	20.54%
3	41-50 Years	10	13.69%
4	>50 Years	8	10.98%
		73	100%

Source: Data Processed (2023)

Based on Table 2 above, it can be seen that the number of respondents aged <30 years dominates at 40 people or (54.79%). In general, this shows that Bogor Search and Rescue Air Unit members. Most are of an age with a high level of experience and knowledge.

### Education

The educational tabulation results of the Surabaya Hamudnas Education Center members are presented in the table below.

**Table 3.** Respondents Based on Education

No	Education	Number of Respondents	Presentation %
1	Senior High School	43	58.90%
2	Diploma	5	6.85%
3	Bachelor	15	20.55%
4	Postgraduate	10	13.70%
		73	100%

Source: Data Processed (2023)

Based on Table 3 above, it can be seen that the number of respondents with a high school education level dominates at 43 people or (58.90%). In general, this shows that the high school education level of members in the Bogor Search and Rescue Air Unit shows a good level of understanding in dealing with work problems.

### Years of service

Tabulation results according to the length of service of Pusdik Hamudnas Surabaya members are presented in the table below.

**Table 4.** Respondents Based on Years of Work

No	Years	Number of Respondents	Presentation %
1	<5 years	10	13.70%
2	6 – 10 years	20	27.40%
3	11 – 20 years	30	41.10%
4	>20 years	13	17.80%
		73	100%

Source: Data Processed (2023)

Based on Table 4 above, it can be seen that the number of respondents with a working period of 11 - 20 years dominates at 30 people or (41.10%). This shows that the members' work experience in the Bogor Search and Rescue Air Unit shows a good understanding of dealing with work problems.

### Multicollinearity Test Results

Multicollinearity occurs in a regression equation when there is a strong connection between independent variables. To identify multicollinearity symptoms, examine the VIF value. A VIF rating below 10 indicates the absence of multicollinearity symptoms.

**Table 5.** Inflation Factor Variant Values

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
1 Motivation (X1)	0.308	3,250
2 Work Discipline (X2)	0.306	3,266
3 Work Environment (X3)	0.383	2,613

Source: Data Processed (2023)

After calculating the VIF, it is evident that all independent variables (motivation, work discipline, and work environment) have VIF values below ten, indicating the absence of multicollinearity.

### Validity Test Results

**Table 6.** Validity Test Results

Variable	Items	Correlation coefficient	r. Table	Sig.	Information
Leadership Style	X1.1	0,567**	0.230	0,000	Valid
	X1.2	0,826**	0.230	0,000	Valid
	X1.3	0,755**	0.230	0,000	Valid
	X1.4	0,816**	0.230	0,000	Valid
	X1.5	0,630**	0.230	0,000	Valid
	X1.6	0,730**	0.230	0,000	Valid
	X1.7	0,745**	0.230	0,000	Valid
	X1.8	0.407**	0.230	0,000	Valid
Individual Characteristics	X2.1	0,747**	0.230	0,000	Valid
	X2.2	0,583**	0.230	0,000	Valid
	X2.3	0.703**	0.230	0,000	Valid
	X2.4	0,684**	0.230	0,000	Valid
	X2.5	0.604**	0.230	0,000	Valid
	X2.6	0,727**	0.230	0,000	Valid
	X2.7	0,632**	0.230	0,000	Valid
	X2.8	0.608**	0.230	0,000	Valid
Work Environment	X3.1	0,567**	0.230	0,000	Valid
	X3.2	0,826**	0.230	0,000	Valid
	X3.3	0,755**	0.230	0,000	Valid
	X3.4	0,816**	0.230	0,000	Valid
Member Performance	Y1.1	0,754**	0.230	0,000	Valid
	Y1.2	0,856**	0.230	0,000	Valid
	Y1.3	0,559**	0.230	0,000	Valid
	Y1.4	0,698**	0.230	0,000	Valid
	Y1.5	0,764**	0.230	0,000	Valid
	Y1.6	0,586**	0.230	0,000	Valid
	Y1.7	0,648**	0.230	0,000	Valid
	Y1.8	0,773**	0.230	0,000	Valid
	Y1.9	0,987**	0.230	0,000	Valid
	Y1.10	0,956**	0.230	0,000	Valid

Source: Data Processed (2023)

The test findings indicate that the computed r value for the 38 statement items was lower than the specified r table figure of 0.230. Additionally, the probability value for the 32 questionnaire items was below 0.05. The comparison indicates that the respondents comprehended the 32 questionnaire items presented by the researcher. All questionnaire items in this study were confirmed to be valid.

## Reliability Test Results

**Table 7.** Validity Test Results

Variable	Cronbach's Alpha	r table	Information
Leadership Style (X1)	,850	0.6	Reliable
Individual characteristics (X2)	,888	0.6	Reliable
Professionalism (X3)	,879	0.6	Reliable
Member performance (Y)	,939	0.6	Reliable

Source: Data Processed (2023)

The test findings indicate that the Cronbach's Alpha value for the four variables representing the 32 study questionnaire items remained above the specified threshold of 0.6. The comparison indicates that respondents provided consistent answers to the 32 questionnaire items presented by the researcher. All questionnaire items in this study were deemed reliable.

## Multiple Linear Regression Results

Results of multiple linear regression analysis between leadership style and character variables Individual characteristics and work environment on the performance of members of the Bogor Search and Rescue Air Unit are explained in table 8 below:

**Table 8.** Recapitulation of Multiple Linear Regression Analysis Results

Variable	Information	Coefficient Regression	count	Sig.
X1	Leadership style	0,619	4,831	0,000
X2 X3	Individual characteristics Work environment	0,535	4,678	0,000
X1	Leadership style	0,565	4,702	0,000
Constant	0,451			
R <sup>2</sup>	0,972			
Adjusted R Square	0,968			
F Count	176,208			
Sig. F	0,000			
N	73			

Dependent variable = Member Performance (Y)

Source: Data Processed (2023)

Based on Table 8 above, a multiple linear regression equation can be prepared as follows:

$$Y = 3.836 + 0.551X1 + 0.779 X2 + 1.252 X3 + e$$

The regression constant value of 0.451 means that the performance of the Bogor Search and Rescue Air Unit staff stays the same when the independent variables (leadership style, individual characteristics, and work setting) are taken to be constant or have a value of zero. The leadership style has a regression coefficient of 0.619, which means it has a positive effect on how well members of the Bogor Search and Rescue Air Unit do their jobs. The t-test results show that variable X1 chance value (0.000) is less than the researcher's allowed error level of 0.05 ( $\alpha = 0.05$ ). The regression coefficient of 0.535 shows that the traits of Bogor Search and Rescue Air Unit members have a positive effect on their success. The chance value for variable X2 (0.000) is less than the researcher's error level of 0.05 ( $\alpha = 0.05$ ), which is shown by the t-test. A regression coefficient of 0.565 shows that the work environment of the Bogor Search and Rescue Air Unit employees has a good effect on their work. The t-test results show that variable X3's chance value (0.000) is less than the researcher's allowed error level of 0.05 ( $\alpha = 0.05$ ).

The correlation coefficient (R-value) of 0.972 shows that there is a strong link between the researcher's chosen independent variable and the dependent variable. The R<sup>2</sup> score, which is the coefficient of determination, is 0.968, which means that 96.8% of the variation in member success can be explained by leadership style, personal traits, and the work environment. The last

13.2% is another independent variable that should have been looked into.

### **3.1.2. Hypothesis Test Results 1**

In this study, the F test was used to examine the effect of leadership style variables, individual characteristics, and work environment on the performance of Bogor Search and Rescue Air Unit members. The F test results show a calculated F value of 176,208 with a Sig. F of 0.000. The F Table value ( $\alpha:DF=nk-1$ ) for  $\alpha = 0.05$  and  $DF = 73$  is 0.273. The comparison of Fcount and Ftable reveals that Fcount is bigger (Fcount (176,208) > Ftable (0.273) the Sig. F value (0.000) is less than the researcher's error rate of 0.05 or 5%. As a result, it is possible to conclude that the leadership style variable, individual traits, and work environment all have a major impact on Bogor Search and Rescue Air Unit members' performance. Thus, hypothesis 1 can be confirmed.

### **3.1.3. Hypothesis Test Results 2**

Hypothesis II is examined in this study through the utilization of the t-test, which quantifies the significance of the impact of individual (partial) independent variables on the dependent variable as described below: A significance level (Sig.) of 0.000 is associated with the t value of 4,831 for variable X1. Similarly, X2 and X3 each have t values of 4.678 and 4.702, respectively, with a significance level (Sig.) of 0.000. The findings of this study indicate that the independent variables—leadership style, individual characteristics, and work environment have a significant impact on the performance of Bogor Search and Rescue Air Unit members to a moderate degree (Sig.t). Consequently, hypothesis 2 is validated.

### **3.1.4. Hypothesis Test Results 3**

The unstandardized coefficients value of the work environment variable (X1) is 4,831, which is the highest among all individual characteristic variables and work environment variables. Hence, hypothesis 3 can be demonstrated.

## **3.2. Discussion**

### **3.2.1. Relationship between leadership style and performance**

Leadership style is categorized into four indicators: charismatic, transactional, transformational, and visionary. There are a total of eight questionnaire items. Cadets' individual traits are assessed using four indicators: Ability, Value, Attitude, and Interest, through a total of nine questionnaire items. The cadet work environment is assessed based on two indicators: physical environmental variables and psychological environmental aspects. There are four items in the questionnaire. The performance of Bogor Search and Rescue Air Unit personnel is evaluated based on five indicators: Quality, quantity, cooperation, responsibility, and working time. There are ten questionnaire items in all. Leadership style, individual traits, and work environment have a major and partial simultaneous impact on Quality, Quantity, Collaboration, Responsibility, and Working Time. The work environment has a substantial impact on quality, quantity, collaboration, responsibility, and working hours.

The relationship between leadership style and the performance of Bogor Search and Rescue Air Unit members is solid and unidirectional because it has a positive value. Charismatic leadership style is measured by two questionnaire items: Ability to convince members and Willingness to take high personal risks and self-sacrifice to achieve the vision. The results of the means analysis show the highest value of 4.66. Willing to take high personal risks and self-sacrifice to achieve the vision. This is shown by the strongly agreed choice of 71.2%. The transactional leadership style is measured by two questionnaire items: the Commander giving commander members the Ability to carry out the Work ordered well and the Commander looking at commands from standard rules to take corrective action. The results of the means analysis show the highest value of 4.58. The Commander providesCommanderif members can carry out the Work ordered well. This is shown by the strongly agreed choice of 63.0%.

Leadership style is measured by two questionnaire items: the Commander providing communication to its members to work better and leaders giving personal attention to members. The results of the means analysis show the highest value of 4.12. Commanders

motivate their members to work better. The agreed choice of 54.8% shows this. The Visionary leadership style is measured by two questionnaire items consisting of the Commander creating a mission with objectives by the organization's values, and the Leader does not have direct contact with his subordinates, so there is no personal contact between superiors and subordinates. The results of the means analysis show the highest value of 4.42. Leaders do not have direct relations with their subordinates, so there is no personal contact between superiors and subordinates. The agreed choice of 54.8% shows this.

### **3.2.2. Relationship between Individual Characteristics and performance**

The Ability to explain is measured by two questionnaire items consisting of members' abilities based on individual characteristics and members' sufficient skills to complete the task. The results of the means analysis show the highest value of 4.11. Members have sufficient skills to complete the task. The agreed choice of 49.3% shows this. Values are measured by two questionnaire items consisting of Members agreeing that each task carried out has values of individual characteristics and that Members have a good relationship with their work environment. The results of the means analysis show the highest value of 4.33. Members have a good relationship with the environment they work in. The agreed choice of 56.2% shows this.

Attitude is measured by two questionnaire items consisting of Members having an attitude that reflects individual characteristics and Members having a good attitude at Work. The results of the means analysis show the highest value of 4.49. Members at Work behave well. The agreed choice of 52.1% shows this. Interest is measured by two questionnaire items, consisting of Members with high work interests and Members who like to carry out innovations that are beneficial to Work. The results of the means analysis show the highest value of 4.47. Members like to make innovations that are beneficial to their Work. The agreed choice of 50.7% shows this.

Physical environmental factors were measured by two questionnaire items consisting of the neatness of the arrangement of office equipment and the cleanliness of the workspace. The results of the means analysis showed the highest value of 4.66. Cleanliness of workspace. This is shown by the strongly agreed choice of 71.2%. Psychological, environmental factors are measured by two questionnaire items: a non-stressful atmosphere at Work and a harmonious work atmosphere. The results of the means analysis show the highest value of 4.58. The atmosphere is not stressful at Work. This is shown by the strongly agreed choice of 63.0%.

### **3.2.3. The Relationship between Work Environment and Performance**

Physical environmental factors were measured by two questionnaire items consisting of the neatness of the arrangement of office equipment and the cleanliness of the workspace. The results of the means analysis showed the highest value of 4.66. Cleanliness of workspace. This is shown by the strongly agreed choice of 71.2%. Psychological and environmental factors are measured by two questionnaire items: a non-stressful atmosphere at Work and a harmonious work atmosphere. The results of the means analysis show the highest value of 4.58. The atmosphere is not stressful at Work. This is shown by the strongly agreed choice of 63.0%.

### **3.2.4. Performance**

Quality in explanation is assessed by two questionnaire items: Members' ability to select the correct action to aid in the task implementation process and the precision in task completion. The mean analysis results indicate the highest value of 4.66, reflecting accuracy in task completion. This is indicated by the overwhelming agreement of 71.2%. Quantity is assessed by two questionnaire questions that evaluate member successes based on the volume of work accomplished and how well it aligns with the unit's goals. The mean analysis results indicate the maximum value of 4.58, reflecting the achievement of work quantity as per unit expectations. This is indicated by the overwhelming agreement of 63.0%.

Collaboration is assessed by two questionnaire items: the ability of members to effectively cooperate with colleagues and their cooperation in completing tasks. The mean analysis results indicate a maximum value of 4.12, with members collaborating to finish the work. This is demonstrated by the consensus of 54.8%. Responsibility is assessed based on two questionnaire



items that evaluate members' reliability in completing tasks and their accountability for finishing the work. The mean analysis results indicate a maximum score of 4.42. Responsible for finishing work. This is indicated by the consensus of 54.8%. Working time is assessed based on two questionnaire items: Employees consistently arriving on time as specified in the rules and Tasks being finished within the designated working hours. The mean analysis findings indicate a maximum score of 4.49. Members consistently adhere to the restrictions by attending punctually. This is indicated by the overwhelming agreement of 50.7%.

#### 4. Conclusion

Based on the results of research analysis on the performance of members of the Bogor search and rescue air unit, it was concluded that leadership style had a positive and significant effect on the performance of members of the Bogor search and rescue air unit, the better the leadership that was created, the greater the performance of members of the Bogor search and rescue air unit. And vice versa. The individual characteristics of members of the search and rescue air unit have a positive and significant effect on performance, with the indicator with the highest score being members who are firm and good at Work. The work environment influences the performance of Bogor Search and Rescue Air Unit members. Thus, to improve the performance of members of the Bogor Search and Rescue Air Unit, management needs to pay attention to the application of the physical and psychological environment.

It is hoped that the contribution of this research can be a reference in making decisions related to efforts to improve the performance of members of the Bogor Search and Rescue Air Unit through understanding the leadership style, individual characteristics, and work environment of members of the Bogor Search and Rescue Air Unit. Based on the results of this research, the leadership style should be charismatic or transformational. Apart from that, the Bogor Search and Rescue Air Unit must pay more attention to the individual character abilities of its members, element a sense of openness between members and the leadership of the Bogor Search and Rescue Air Unit, and establish brotherly relations between each member.

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