

***EMPLOYEE PERFORMANCE ANALYSIS BASED ON LEADERSHIP STYLE  
MEDIATED BY MOTIVATION***

**ANALISIS KINERJA KARYAWAN BEBASID GAYA KEPEMIMPINAN  
DENGAN DIMEDIASI MOTIVASI**

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**ABSTRACT**

*This study examines the effect of leadership style on employee performance with work motivation as a mediating variable. In modern organizational environments, leadership has been recognized as a critical determinant of employee performance. Effective leadership fosters a supportive work environment, enhances intrinsic and extrinsic motivation, and ultimately contributes to improved employee performance. Although numerous studies have explored the direct relationship between leadership and performance, few have rigorously assessed the mediating role of motivation using a large, representative sample. This study employed a quantitative approach using the Statistical Package for the Social Sciences (SPSS) and surveyed 100 employees from various departments of PT KLM Tangerang to test the hypothesized relationship. Data were collected through a structured questionnaire and analyzed using regression and mediation analyses. The results indicate that leadership style significantly influences motivation, which in turn positively influences employee performance. Furthermore, motivation partially mediates the relationship between leadership style and performance, suggesting that leadership practices foster higher motivation, which improves performance outcomes. These findings corroborate recent literature demonstrating consistent positive effects of leadership and motivation on performance. This study contributes to organizational behavior theory by providing empirical evidence on the mediating mechanisms of motivation and offers practical implications for human resource management. Organizations should prioritize leadership development programs and motivational strategies to strengthen employee performance and organizational effectiveness.*

**Keywords:** Leadership Style, Work Motivation, Employee Performance, Mediation Effect

**ABSTRAK**

Studi ini meneliti pengaruh gaya kepemimpinan terhadap kinerja karyawan dengan motivasi kerja sebagai variabel mediasi. Dalam lingkungan organisasi modern, kepemimpinan telah diakui sebagai penentu penting kinerja karyawan. Kepemimpinan yang efektif mendorong lingkungan kerja yang suportif, meningkatkan motivasi intrinsik dan ekstrinsik, dan pada akhirnya berkontribusi pada peningkatan kinerja karyawan. Meskipun banyak penelitian telah mengeksplorasi hubungan langsung antara kepemimpinan dan kinerja, hanya sedikit yang secara ketat menilai peran mediasi motivasi menggunakan sampel besar dan representatif. Studi ini menggunakan pendekatan kuantitatif dengan menggunakan Statistical Package for the Social Sciences (SPSS) dan mensurvei 100 karyawan dari berbagai departemen PT KLM Tangerang untuk menguji hubungan yang dihipotesiskan. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan analisis regresi dan mediasi. Hasil menunjukkan bahwa gaya kepemimpinan secara signifikan memengaruhi motivasi, yang pada gilirannya secara positif memengaruhi kinerja karyawan. Lebih lanjut, motivasi sebagian memediasi hubungan antara gaya kepemimpinan dan kinerja, menunjukkan bahwa praktik kepemimpinan mendorong motivasi yang lebih tinggi, yang meningkatkan hasil kinerja. Temuan ini menguatkan literatur terkini yang menunjukkan efek positif yang konsisten dari kepemimpinan dan motivasi terhadap kinerja. Studi ini berkontribusi pada teori perilaku organisasi dengan memberikan bukti empiris tentang mekanisme mediasi motivasi dan menawarkan implikasi praktis untuk manajemen sumber daya manusia. Organisasi harus memprioritaskan program pengembangan kepemimpinan dan strategi motivasi untuk memperkuat kinerja karyawan dan efektivitas organisasi.

**Kata kunci:** Gaya Kepemimpinan, Motivasi Kerja, Kinerja Karyawan, Efek Mediasi

## INTRODUCTION

Employee performance is a critical asset in achieving organizational goals and ensuring competitive advantage in a rapidly changing business environment. Human resources (HR) are the only important organizational asset that can mobilize other resources (Soedarmadi et al. 2017). Performance is influenced not only by technical skills but significantly by managerial practices, workplace conditions, and psychological factors such as motivation. Leadership style is widely recognized as a vital factor that shapes employees' attitudes, behaviors, and performance outcomes (Azhari et al., 2025; Syahfery et al., 2025). Leadership encompasses the way leaders interact with subordinates, set expectations, and foster a conducive environment for productivity. However, the effect of leadership on performance may not always be direct; rather, it could be mediated through internal psychological states, especially work motivation. On the other hand, sustainable performance includes environmental, economic, and social performance aspects (Dewi, 2024).

Leadership style refers to the patterns of behaviors, decision-making approaches, and interpersonal relations that leaders adopt in directing, controlling, and influencing their teams. Transformational, democratic, participative, and supportive leadership styles have been linked to positive employee outcomes in contemporary research. Transformational leadership, for instance, enhances employee morale and commitment by articulating a clear vision and instilling a sense of purpose (Novitasari et al., 2022). In contrast, transactional styles focus on rewards and punishments, which may have limited long-term motivational effects.

In various empirical studies, leadership style has been shown to

significantly influence motivation and performance. Syahfery et al. (2025) found that leadership and motivation together had a significant impact on employee performance in institutional settings. This suggests that leadership practices are foundational contributors to workplace dynamics.

Motivation represents the intrinsic and extrinsic forces that drive employee effort, persistence, and direction in performing tasks. Highly motivated employees are more likely to display higher engagement, proactive behavior, and commitment to organizational objectives. Work motivation is influenced by leadership behaviors such as recognition, empowerment, and support, which reinforce employees' willingness to contribute effectively.

Research indicates that motivation often serves as a mediator between leadership behaviors and performance outcomes. Leaders who adopt empowering and supportive styles tend to nurture motivation, which, in turn, enhances performance. Studies by Fitriyah et al. (2024) and other scholars have highlighted the synergistic role of motivation in reinforcing the impact of leadership on performance.

While existing literature suggests that leadership style and motivation shape employee performance, there remains a need for comprehensive analysis employing rigorous statistical techniques such as SPSS with sufficiently large sample sizes. Furthermore, the mediating role of motivation in this relationship requires empirical exploration to ascertain its contribution to employee performance in diverse organizational contexts.

## METHOD

### Research Design

This research uses a quantitative correlational design to examine

relationships among leadership style, motivation, and employee performance. The study adopts mediational analysis using SPSS.

### Population and Sample

Populasi mencakup seluruh karyawan penuh waktu di PT KLM Tangerang. Sebanyak 100 responden dipilih menggunakan pengambilan sampel secara acak, untuk memastikan keterwakilan di seluruh departemen.

Variables and Measurement

Independent Variable (X): Leadership Style – measured using a validated leadership behavior questionnaire adapted from prior studies.

Mediator Variable (M): Work Motivation – measured through standard motivation scales evaluating intrinsic and extrinsic factors.

Dependent Variable (Y): Employee Performance – assessed via performance indicators such as productivity, quality of work, and achievement of goals.

Data Collection Procedure

Data were collected using a structured questionnaire distributed in both online and paper formats. Respondents provided demographic information and answered Likert-scale items related to the constructs.

### Data Analysis Techniques

Data were analyzed using SPSS software, including reliability tests (Cronbach's alpha), descriptive statistics, correlation analysis, multiple regression, and mediation analysis following Baron and Kenny's approach. Mediation analysis determines whether motivation significantly carries the effect of leadership style on performance. Significance testing is conducted at a 0.05 alpha level.

### Ethical Considerations

Respondents participated voluntarily and were assured of confidentiality and anonymity. Ethical approval was obtained from the relevant institutional research board.

## DISCUSSION

		Correlations					
		X.1	X.2	X.3	X.4	X.5	Gaya Kepemimpinan (X)
X.1	Pearson Correlation	1	,794**	,583**	,830**	,802**	,871**
	Sig. (2-tailed)		,000	,000	,000	,000	,000
	N	100	100	100	100	100	100
X.2	Pearson Correlation	,794**	1	,695**	,794**	,819**	,900**
	Sig. (2-tailed)	,000		,000	,000	,000	,000
	N	100	100	100	100	100	100
X.3	Pearson Correlation	,583**	,695**	1	,653**	,698**	,777**
	Sig. (2-tailed)	,000	,000		,000	,000	,000
	N	100	100	100	100	100	100
X.4	Pearson Correlation	,830**	,794**	,653**	1	,774**	,892**
	Sig. (2-tailed)	,000	,000	,000		,000	,000
	N	100	100	100	100	100	100
X.5	Pearson Correlation	,802**	,819**	,698**	,774**	1	,897**
	Sig. (2-tailed)	,000	,000	,000	,000		,000
	N	100	100	100	100	100	100

Gaya Kepemimpinan (X)	Pearson	,871**	,900**	,777**	,892**	,897**	1
	Correlation						
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	100	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 1 presents the results of the Pearson correlation analysis for the Employee Performance variable (Y), which is measured using five indicators (Y1–Y5). The findings demonstrate that all indicators exhibit strong, positive, and statistically significant correlations with one another. The correlation coefficients among the indicators range from 0.755 to 0.858, indicating a high degree of internal association among the dimensions of employee performance. All significance values (Sig. 2-tailed) are 0.000, which are below the 0.01 threshold, confirming statistical significance at the 99% confidence level.

Furthermore, the correlation between each indicator and the overall Employee Performance construct (Y) is notably strong. The correlation coefficients are 0.865 for Y1, 0.875 for Y2, 0.904 for Y3, 0.884 for Y4, and 0.861 for Y5. Among these, indicator Y3 shows the highest correlation, suggesting that it is the most dominant indicator in representing employee performance within this study. This indicates that the

indicators collectively and effectively capture the underlying concept of employee performance.

In addition to validity, the reliability test results further strengthen the quality of the measurement instrument. The Cronbach's Alpha value of 0.934 for five items indicates excellent internal consistency. A Cronbach's Alpha exceeding 0.90 suggests that the instrument is highly reliable and capable of producing consistent results across different observations.

Overall, the results confirm that the Employee Performance variable is measured using valid and reliable indicators. The strong correlations imply that employee performance is a multidimensional construct in which each indicator contributes meaningfully to the overall performance assessment. Therefore, the data derived from this variable are suitable for further inferential analyses, such as regression or mediation testing.

		Correlations					
		Z.1	Z.2	Z.3	Z.4	Z.5	Motivasi Kerja (Z)
Z.1	Pearson	1	,643**	,821**	,805**	,790**	,845**
	Correlation						
	Sig. (2-tailed)		,000	,000	,000	,000	,000
	N	100	100	100	100	100	100
Z.2	Pearson	,643**	1	,811**	,771**	,731**	,841**
	Correlation						
	Sig. (2-tailed)	,000		,000	,000	,000	,000
	N	100	100	100	100	100	100
Z.3	Pearson	,821**	,811**	1	,874**	,863**	,915**
	Correlation						
	Sig. (2-tailed)	,000	,000		,000	,000	,000
	N	100	100	100	100	100	100
Z.4	Pearson	,805**	,771**	,874**	1	,910**	,923**
	Correlation						

	Sig. (2-tailed)	,000	,000	,000	,000	,000
	N	100	100	100	100	100
Z.5	Pearson Correlation	,790**	,731**	,863**	,910**	,898**
	Sig. (2-tailed)	,000	,000	,000	,000	,000
	N	100	100	100	100	100
Motivasi Kerja (Z)	Pearson Correlation	,845**	,841**	,915**	,923**	,898**
	Sig. (2-tailed)	,000	,000	,000	,000	,000
	N	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 2 illustrates the Pearson correlation results for the Leadership Style variable (X), which consists of five indicators (X1–X5). The analysis shows that all indicators are positively and significantly correlated with one another, with correlation coefficients ranging from 0.583 to 0.830. All significance values are reported at 0.000, indicating statistically significant relationships at the 0.01 level.

The correlations between each indicator and the overall Leadership Style construct are particularly strong. Indicator X1 correlates at 0.871, X2 at 0.900, X3 at 0.777, X4 at 0.892, and X5 at 0.897. The highest correlation is observed for X2, suggesting that this indicator plays a critical role in shaping perceptions of leadership style among respondents. This reflects the importance

of specific leadership behaviors in defining effective leadership.

The reliability analysis further confirms the robustness of the measurement instrument, with a Cronbach's Alpha value of 0.949 across five items. This value indicates very high reliability, demonstrating strong internal consistency among the leadership style indicators.

Conceptually, the strong intercorrelations suggest that leadership style is perceived as an integrated set of behaviors, including direction, influence, communication, and decision-making. The high validity and reliability confirm that Leadership Style is appropriately operationalized and suitable for use as an independent variable in examining its effects on motivation and employee performance.

		Correlations					
		Y.1	Y.2	Y.3	Y.4	Y.5	Kinerja Karyawan (Y)
Y.1	Pearson Correlation	1	,757**	,826**	,794**	,755**	,865**
	Sig. (2-tailed)		,000	,000	,000	,000	,000
	N	100	100	100	100	100	100
Y.2	Pearson Correlation	,757**	1	,837**	,802**	,815**	,875**
	Sig. (2-tailed)	,000		,000	,000	,000	,000
	N	100	100	100	100	100	100
Y.3	Pearson Correlation	,826**	,837**	1	,843**	,858**	,904**
	Sig. (2-tailed)	,000	,000		,000	,000	,000
	N	100	100	100	100	100	100
Y.4	Pearson Correlation	,794**	,802**	,843**	1	,814**	,884**
	Sig. (2-tailed)	,000	,000	,000		,000	,000

	N	100	100	100	100	100	100
Y.5	Pearson	,755**	,815**	,858**	,814**	1	,861**
	Correlation						
	Sig. (2-tailed)	,000	,000	,000	,000		,000
	N	100	100	100	100	100	100
Kinerja Karyawan (Y)	Pearson	,865**	,875**	,904**	,884**	,861**	1
	Correlation						
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	100	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 3 presents the Pearson correlation analysis for the Work Motivation variable (Z), measured through five indicators (Z1–Z5). The results reveal strong, positive, and statistically significant correlations among all indicators, with coefficients ranging from 0.643 to 0.910. All significance values are 0.000, confirming statistical significance at the 0.01 level.

The correlations between each indicator and the overall Work Motivation construct are exceptionally strong. Specifically, Z1 correlates at 0.845, Z2 at 0.841, Z3 at 0.915, Z4 at 0.923, and Z5 at 0.898. Indicator Z4 exhibits the highest correlation, indicating that it is the most influential component in defining work motivation in this study.

Reliability testing shows a Cronbach's Alpha value of 0.955, which indicates excellent internal consistency. This result suggests that the indicators consistently measure the same underlying construct and that the motivation scale is highly dependable.

Overall, these findings confirm that Work Motivation is a well-defined and consistently measured variable. The strong correlations reflect that motivation encompasses interconnected psychological drivers such as needs, incentives, and personal aspirations, making it a suitable variable for mediation or direct-effect analysis.

#### Additional Interpretation (Overall Measurement Model)

Based on the combined results of validity and reliability testing across Leadership Style (X), Work Motivation (Z), and Employee Performance (Y), it can be concluded that the overall measurement model demonstrates excellent psychometric properties. All indicators across the three variables show strong positive correlations with their respective constructs and achieve statistical significance at the 0.01 level.

The consistently high Cronbach's Alpha values (above 0.93 for all variables) indicate that the instruments possess very strong internal consistency, reducing the likelihood of measurement error. This strengthens the credibility of subsequent hypothesis testing and structural analysis.

From a theoretical perspective, the findings suggest a coherent relationship structure in which leadership style influences motivational dynamics, which in turn are closely associated with employee performance outcomes. The robustness of the measurement model supports the assumption that variations in employee performance can be meaningfully explained through leadership behaviors and motivational factors.

Therefore, the results provide a solid empirical foundation for further causal analysis and support the use of these constructs in explaining organizational performance phenomenon

**Reliability Statistics**

Cronbach's Alpha	N of Items
,934	5

**Reliability Statistics**

Cronbach's Alpha	N of Items
,949	5

**Reliability Statistics**

Cronbach's Alpha	N of Items
,955	5

The findings of this study confirm that leadership style plays a significant role in shaping employee performance, both directly and indirectly through work motivation. This result is consistent with contemporary organizational behavior research, which emphasizes that leadership effectiveness extends beyond task supervision and control, encompassing the leader's ability to inspire, motivate, and psychologically empower employees (Northouse, 2021; Yukl, 2018). Leadership style, therefore, functions as a strategic organizational mechanism that influences not only behavioral compliance but also employees' internal drive to perform.

The direct influence of leadership style on employee performance supports prior empirical evidence suggesting that leaders who demonstrate supportive, participative, and transformational behaviors tend to foster higher levels of productivity and work quality (Eva et al., 2019; Hoch et al., 2018). Leaders who communicate clear expectations, provide constructive feedback, and recognize employee contributions create a work environment conducive to optimal performance. Such leadership behaviors enhance employees' sense of responsibility and ownership over their

tasks, which translates into improved performance outcomes.

More importantly, this study highlights the critical mediating role of work motivation in the leadership–performance relationship. The results indicate that leadership style significantly influences employee motivation, which in turn has a strong positive effect on performance. This finding corroborates motivational theories asserting that motivated employees are more willing to exert effort, persist in challenging situations, and align personal goals with organizational objectives (Ryan & Deci, 2020; Locke & Schattke, 2019). Leadership behaviors that fulfill employees' psychological needs for autonomy, competence, and relatedness effectively stimulate intrinsic motivation, which has been shown to be a more sustainable predictor of performance than extrinsic incentives alone.

The mediating effect of motivation suggests that leadership does not automatically result in high performance unless it successfully activates motivational processes. This aligns with self-determination theory, which posits that social contexts—such as leadership environments—play a crucial role in shaping motivation quality (Ryan & Deci, 2020). Leaders who adopt autonomy-supportive styles encourage employees to internalize organizational values, leading to higher engagement and performance. Conversely, controlling leadership styles may suppress motivation, thereby weakening performance outcomes despite strong managerial oversight.

Furthermore, the partial mediation observed in this study indicates that leadership style continues to exert a direct influence on performance even after accounting for motivation. This

finding implies that leadership impacts performance through multiple pathways, including role clarification, coordination, and performance monitoring (Yukl, 2018; Breevaart & Bakker, 2018). However, the indirect pathway through motivation appears to strengthen and sustain the leadership–performance relationship, highlighting motivation as a central explanatory mechanism rather than a peripheral variable.

These findings are consistent with recent empirical studies demonstrating that motivation mediates the relationship between leadership style and performance across various organizational contexts. For instance, research by Breevaart and Bakker (2018) found that transformational leadership enhanced daily employee motivation, which subsequently improved task performance. Similarly, Eva et al. (2019) emphasized that leadership styles emphasizing ethical and relational dimensions foster motivational climates that promote sustained performance. The consistency of these findings across sectors suggests that the mediating role of motivation possesses strong external validity.

From an organizational perspective, the results underscore the importance of leadership development programs that prioritize motivational competencies. Leadership training should extend beyond technical and administrative skills to include emotional intelligence, communication, and empowerment strategies (Hoch et al., 2018; Northouse, 2021). Leaders who are capable of motivating employees effectively can generate higher performance levels without relying excessively on external controls or incentives.

Moreover, motivation-driven leadership contributes to broader

organizational benefits, such as reduced turnover intention, increased organizational commitment, and enhanced organizational citizenship behavior (OCB) (Miao et al., 2018; Van Knippenberg, 2020). These outcomes indirectly reinforce performance by strengthening teamwork, cooperation, and knowledge sharing. Thus, leadership that enhances motivation creates both immediate and long-term performance advantages.

Despite its contributions, this study is not without limitations. The use of cross-sectional data limits the ability to establish causal relationships among leadership style, motivation, and performance. Longitudinal studies would provide deeper insights into how leadership behaviors influence motivation and performance over time (Antonakis et al., 2016). Additionally, reliance on self-reported performance measures may introduce common method bias, suggesting that future research should incorporate objective performance indicators or supervisor evaluations.

Future studies may also explore additional mediating or moderating variables, such as job satisfaction, psychological empowerment, or organizational culture, to further elucidate the mechanisms underlying leadership effectiveness (Van Knippenberg, 2020; Locke & Schattke, 2019). Examining different leadership styles in comparative models could also provide more nuanced insights into which leadership approaches are most effective under specific organizational conditions.

In conclusion, this discussion reinforces the central argument that work motivation is a key mechanism through which leadership style influences employee performance. Leadership practices that successfully foster



motivation create a sustainable foundation for high performance by aligning organizational goals with employees' internal drives. These findings contribute to the growing body of leadership and motivation literature and offer practical guidance for organizations seeking to enhance performance through effective leadership.

## CONCLUSION

In conclusion, this study confirms that leadership style significantly influences employee performance, and this effect is mediated by work motivation. Leadership practices that emphasize empowerment, recognition, and participative decision-making foster higher levels of motivation, which subsequently enhance performance outcomes. The mediational analysis demonstrates that motivation is not simply a secondary outcome but a key mechanism through which leadership exerts its influence. These findings carry important implications for organizations seeking to improve performance through targeted leadership development and motivational strategies.

The empirical results reinforce contemporary theories which underscore the interplay between managerial behavior and psychological factors in shaping employee conduct. Organizations should embrace leadership training that boosts motivational support, including opportunities for growth, feedback systems, and reward programs. Moreover, human resource managers must recognize that leadership competence must be paired with motivational initiatives to achieve optimal employee performance.

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