

Leadership and motivation in increasing Public satisfaction through employee performance at the Regional Secretary of Majalengka Regency

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Abstract

This study aims to determine and analyze the influence of leadership and employee motivation on community satisfaction through work performance. This research is correlational, which connects variables. The research method used is the quantitative research method, and the analysis technique used is path analysis. Sources of data in this study are primary data and secondary data. Primary data were obtained from respondents through a questionnaire instrument from each research variable. Secondary data is obtained from supporting data that is still related to the research object. The sample used in this research is random sampling. The results of this study indicate that leadership and motivation have a significant effect both partially and simultaneously on work performance, and work performance has proven to affect community satisfaction. The findings show that leadership is the most significant influence in influencing work performance.

Keywords: leadership, motivation, work performance, community satisfaction.

I. Introduction

One of the government's primary functions is to provide public services in a good, practical, efficient, fast, precise, and accurate manner. Regarding services to residents who request according to their needs, the government has issued various policies so that the services received follow the level of service expected by the community. One of these policies was the issuance of the Decree of the Minister for Administrative Reform (Kepmen PAN) Number: 63 of 2003 concerning General Guidelines for the Implementation of Public Services. The decree contains, among other things, three types of service groups that must be provided to the community, namely administrative services, goods services, and service services. One of the efforts to improve the quality of public services as mandated by Law No. 25 of 2009 concerning Public Services and Law Number 12 of 2011 concerning the formation of statutory regulations in the implementation of public policies whose guidelines are the Regulations of the Minister of Administrative Reform and State Apparatus Bureaucracy and Law Number 16 of 2014 concerning Guidelines for Surveys of Public Satisfaction with the Implementation of Public Services. Public services by government officials still have many weaknesses, so they have yet to be able to meet the quality expected by the community. This is indicated by the many public complaints about public services submitted through various forums and the mass media. Therefore, the central and local governments must continuously improve their services. By increasing the quality of this service, it is hoped that good cooperation will be established between the government, in this case, the Majalengka Regency Population and Civil Registration Service, the community, and other stakeholders in order to realize Orderly Population Administration and provide community satisfaction in the field of public services.

Community satisfaction is formed from a service that has been carried out by an organization or services that others have provided. Public satisfaction is a response to the performance of public organizations, the main factor determining public satisfaction is the perception of service quality. The level of community satisfaction is influenced by the public services provided. As a public service provider, the government is responsible and strives to provide the best service to the community. The low quality of public services provided is a bad image of the government in the community. This satisfaction can be realized if the services provided follow established service standards or are better than these service standards. Public organizations must build a shared commitment to creating a vision for improving service processes, providing opportunities for the public to submit complaints by forming a system of suggestions and criticism, and developing services to achieve community satisfaction and expectations (Lupiyoadi dan Hamdan, 2006). The level of satisfaction is a function of the difference between perceived performance and expectations; people can

experience one of three general levels of satisfaction. If performance is below expectations, people will be dissatisfied. If performance matches expectations, people will be satisfied. If performance exceeds expectations, people will be delighted, happy, or happy. Satisfied people stay loyal longer and give good comments about public organizations.

Work performance is the achievement of success in performance. Work performance in the context of developing human resources in an organization is needed to achieve work performance for the employees and organizational success (Mudhofar, 2021; Perry & Vandenberg, 2015). Job performance is a function of motivation and the ability to complete a task or job. Someone should have a certain degree of willingness and level of ability. A person's willingness and skills are only effective enough to do something with a clear understanding of what to do and how to do it. *Work performance* is a natural behavior that everyone displays as employees produce work performance according to their role in the institution. Employee performance is significant in the agency's efforts to achieve goals. Work performance is the quality and quantity of an individual or group work result (output) in a particular activity caused by natural abilities or abilities obtained from the learning process and the desire to achieve better. Job performance is all actions or behaviors that individuals control and contribute to achieving goals.

Other factors that can affect work performance in organizations include motivation and leadership, which are used as the theme in this study. Leadership in organizations is closely related to achieving good performance in an organization. One's leadership more or less influences the success of achieving organizational goals. Orward Tead in (Soekarso, 2010, p. 15) defines *leadership* as an activity that influences people to work together to achieve their goals. The results of the study (Agarwal, 2020; Harmen & Siregar, 2020) explain that leadership style has a strong influence on progress and decline in performance. Leadership in an organization is a driving force forward in achieving the vision and mission of the organization. Leadership is an important management function. Leading means creating a shared culture and values, communicating goals to employees throughout the organization, and providing input to employees for higher performance levels (Daft, 2010).

Employee work motivation can originate from within a person and is often known as internal motivation. External motivation arises because of outside influences to encourage someone to do something following the expected goals. Benowitz (2001:43) states that work motivation is the force that causes individuals to act in a certain way. The way to increase employee motivation is to increase work motivation through training, for example, holding training to improve work, giving rewards (bonuses) to employees who excel, taking approaches to optimize employee performance, and holding special activities to build kinship between employees and leaders. In essence, work motivation is to move and direct employees to prevent work obstacles, mistakes, and failures. Work motivation shows the existence of discipline in work so that employees are more diligent, careful, and more active or passionate about doing a job that is an obligation for an employee. With this, the employee carrying out his duties must follow the work program that has been made and follow the rules at work. To produce work of satisfactory quality and quantity.

II. Literature Review

a. Leadership

Leadership can be interpreted as influencing and directing employees to carry out the work assigned to them. According to Inaray Anoraga, (2016), leadership is an aspirational, spirit, and creative moral power, influencing members to change attitudes to conform to the leader's wishes. According to Stephen P. Robbins, (2013), leadership is the ability to influence a group toward achieving a set vision or goal. Organizations need strong leadership and strong management for optimal effectiveness. Building leadership is not just having leadership skills but also having challenges for them to lead their performance. Leadership is more than just a set of skills and expertise. Leadership has a fine personal quality that is hard to see but very influential. The influence of leadership is very significant for the organization (Sonmez Cakir & Adiguzel, 2020) by motivating employees (Marjaya & Pasaribu, 2019; Saputri & Andayani, 2018). In addition, a leader is a person who must be able and have the courage to make decisions on the problems faced by the organization. Indicators of leader behavior, according to Path-Goal theory, include Directive Leadership, Supportive Leadership, Participative Leadership, and Achievement-Oriented Leadership.

b. Work motivation

Human resource management contains the steps of planning, attracting, selecting, developing, maintaining, and using human resources to achieve specific goals, both individual and organizational goals. The effectiveness of human resource utilization activities largely determines the success of managing a business enterprise. In this case, a manager must have techniques to maintain performance and job satisfaction by motivating employees so they can carry out their duties according to applicable regulations. According to Samsudin, (2015, p. 281), "motivation is the process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that is set." According to Danang, (2015, p. 4), "work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires." According to (Fahmi, 2013, p. 107), "motivation is a behavioral activity that works to meet the desired needs." Based on the understanding of motivation according to the experts above, it can be concluded that motivation is a condition or circumstance intended to influence or encourage someone to do something or act to fulfill the necessities of life as desired. With motivation in a person, it will be easy to direct and move that person to do something as desired to achieve the desired goal. The motivation for each individual to do something is different, so

this is one of the problems that management must face because decreased motivation in employees will directly affect employee performance.

c. Work performance

The most important goal of management is to achieve the maximum possible results efficiently and effectively. Thus every leader in every organizational unit wants every employee to be able to carry out and complete the tasks or work assigned to him following what has been determined as the work performance of the employee because the concept of work performance generally measures the work results that have been achieved by fulfilling specific requirements. *Work performance* is defined as how well the work is carried out following established standards (Mrayyan & Al-Faouri, 2008). According to research Ramadhany, Marina, Habsji, Al Taher, Mukzam, (2012), work performance is the level of work implementation that shows the results of employee work following existing organizational standards. The results that can be achieved by employees during their work and have been assessed by the company are employee performance (Winarno et al., 2008).

An employee's work performance is significant for the success of an organization or management (Kusumawardani, 2011; Rustamadji & Bin Che Omar, 2019) because humans are one of the factors of production that are the basis or driver of other factors. It must be summarized into a single unit in carrying out the production process at the agency/organization most effectively and efficiently to generate profit. The ability to improve work performance and work productivity depends on the expertise of agency/organizational leaders in utilizing resources, including humans (Anggreni et al., 2018; Manik, 2016). To encourage the development and progress of the agency/organization, the head of the agency/organization or the management of the agency/organization needs to take steps to increase efficiency through periodic work performance.

d. Public Satisfaction

Satisfaction or dissatisfaction is the conclusion of the interaction between expectations and experiences after using the services or services provided. Efforts to realize total customer satisfaction are not easy things Mudie and Cottom stated that total customer satisfaction is impossible to achieve, even if only temporarily. Customer/community satisfaction is an emotional response to experiences related to specific products/services purchased (Tjiptono, 2011). If performance falls below expectations, the customer is dissatisfied. If performance meets expectations, the customer is satisfied. If performance exceeds expectations, the customer is satisfied or happy (Kotler, 2016). Community satisfaction is the conclusion from the interaction after using the services or services that have been provided and then comparing the performance that has been given to the expected performance.

III. Methods

The research method is a technique or way of searching, obtaining, collecting, or recording data, both in the form of primary and secondary data, used to compile a scientific work and then analyze the factors related to the main issues so that there will be a truth. The data to be obtained. In this study, the authors used a descriptive analysis research method with a quantitative approach. The quantitative approach is research conducted to test the correctness of data in determining and solving problems. So, the research uses the descriptive analysis method with a quantitative approach, namely the research results, which are then processed and analyzed to conclude. By using this research method, it will be known that there is a significant relationship between the variables studied, resulting in conclusions that will clarify the description of the object under study.

The type of data needed in this research is primary data and secondary data. Primary data is data obtained directly from the object under study, both from individuals (respondents) and from an agency that processes data for research purposes, such as by making observations, direct interviews with parties related to the research being conducted, and giving questions in the form of a questionnaire. Secondary data is data that already exists and the data has been collected previously for non-urgent purposes. Secondary data can be obtained by reading, studying, and understanding through other media sources from literature, books, and lecture notes that support this research. The place of this research was conducted at the Department of Population and Civil Registration of Majalengka Regency, with research subjects being employees who directly provide services to the community. From the observations, this study determined a research sample of 37 employees; because the number of samples was less than 100, the sampling technique used total sampling. This research was conducted for three months, from January to March 2022.

The analytical method is the process of systematically searching for and compiling data that has been obtained from interviews, field observations, and documentation by organizing the data into categories, describing them into units, synthesizing them, compiling them into patterns, choosing which ones are more important and which will learn, and make conclusions so that it is easily understood by oneself and others. Researchers analyzed the data that has been described by using quantitative methods. In this research, the quantitative analysis uses path analysis. The purpose of using path analysis in this study is to determine the magnitude of the influence of a variable on other variables, both direct and indirect influences, and to measure the magnitude of the influence of a causal variable on an effect variable called the path coefficient.

IV. Results and Discussion

The results of the path analysis assisted by the SPSS Version 20.0 program from the four variables, namely the variables of leadership, motivation, work performance, and community satisfaction, can be seen in the following figure:

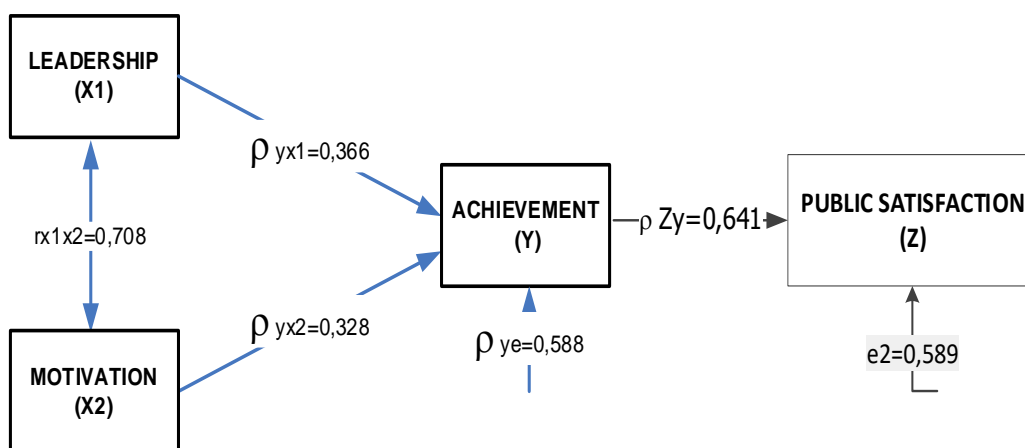


Figure 1. Full Model Analysis

Path coefficient analysis for sub-structure 1 is leadership and employee motivation variables on work performance based on the perceptions of respondents who have been used as research samples which will later be generalized to the study population. The results of path analysis processing using the SPSS version 20.0 program are described as follows:

Table 1. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.530	.506		3.026	.004
	Leadership	.347	.150	.366	2.310	.025
	Motivation	.297	.143	.328	2.073	.044

a. Dependent Variable: Achievement

Based on Table 1, it can be seen that the path coefficient value for the leadership variable is 0.366 and the motivation variable is 0.328. The direct effect of the leadership variable on work performance is 13.40%, and the direct effect of the motivation variable on work performance is 10.76%. The indirect influence exerted by leadership on work performance through motivation is 8.50%, and the indirect influence exerted by leadership on work performance through motivation is 8.50%. The total direct effect of the leadership variable on work performance is 21.90%, and the total direct effect of the motivation variable on work performance is 19.26%. The influence of leadership and motivation variables simultaneously is 41.16%, and the influence exerted by other variables outside the research is 58.80%. These results indicate that the quality of service is considered to influence the formation of community satisfaction by 41.10%, and other variables outside the research influence the remaining 58.90%. To corroborate these findings, the hypothesis testing described below will be described as follows:

Table 2. Research Hypothesis Test

Structural	Path coefficient	t count	Sign.	Kesimpulan
ρ_{yx1}	0,366	2.310	0.025	Ho is rejected , there is an influence of X ₁ on Y
ρ_{yx2}	0,328	2.073	0.044	Ho is rejected , there is an influence of X ₂ on Y
ρ_{zy}	0,641	5.792	0.000	Ho is rejected , there is an influence of Y on Z

The calculation results above show the path coefficient value of 0.366; the calculated t value is 2,310 with a significance level (α) = 5%. Sign value is obtained. = 0.000. Following the results obtained, namely Sign. (0.025) < 0.05 and t-count (2.310) > t-table (1.968), then H₀ is rejected, and H₁ is accepted; thus, it can be concluded that leadership influences work performance. The result of the next calculation is that the value of work motivation shows the path coefficient value of 0.328, and the calculated t value is 2.073 with a significance level (α) = 5%. Sign value is obtained. = 0.044. Following the results obtained, namely Sign. (0.044) < 0.05 and t-count (2.073) > t-table (1.968), then H₀ is rejected, and H₁ is accepted. Thus it can be concluded that motivation

influences service quality. The third hypothesis is that the value of work performance shows a path coefficient value of 0.641, and the calculated t value is 5,792 with a significance level (α) = 5%. Sign value is obtained. = 0.00. Following the results obtained, namely $\text{Sign. } (0.00) < 0.05$ and $t\text{-count } (5.792) > t\text{-table } (1.968)$, then H_0 is rejected, and H_1 is accepted; thus, it can be concluded that work performance influences community satisfaction.

Leadership is needed to provide direction for the efforts of all workers in achieving organizational goals. Without leaders or guidance, the relationship between organizational goals may become tenuous. Therefore, leadership is needed if an organization wants to be successful. Moreover, good workers always want to know how they can contribute to achieving organizational goals. At least passionate workers need leadership as a basis for external motivation to keep their goals in harmony with organizational goals. In addition, an organization can run well because it is influenced by the relationships that occur in it, both with fellow employees and their leaders. The role of leadership is very strategic and essential in an organization as one of the determinants of success in achieving the mission, vision, and goals. Leadership on achievement has a significant influence on employee performance. Collaborative leadership will lead to work motivation so that employees work according to organizational expectations. Democratic leadership and accepting constructive suggestions from employees. Capable and democratic leadership helps increase work performance at the Department of Tourism and Culture of Majalengka Regency. Leadership is very influential and has an essential role in building employee performance, according to research conducted by (Astuti & Prayogi, 2018; Kumala & Agustina, 2018); the role of leadership is very central in influencing employee performance.

The results of testing the second hypothesis state that motivation does not affect the performance of employees in the financing section; this means that the size of the motivation does not affect the performance of these employees. Motivation is an encouragement or a state in which a person's effort and will are directed towards a particular goal. Based on these results, work motivation is a significant factor in improving employee performance. Employee performance is the result of the multiplication or function of work motivation. Employees who are motivated at work will be able to achieve optimal performance. Good performance is a step toward achieving organizational goals (Anwar Prabu Mangkunegara, 2015). From the theory above, someone will be motivated if they want to achieve a goal to satisfy their needs. Humans behave based on their motivation. Someone will be motivated to achieve a goal, with this focus will increase their performance. If someone sees high performance to satisfy his needs, he will be motivated to achieve goals and fulfill his needs as a level of needs.

Other theories also support the results of this study. The theory first put forward by Heider with an attribution theory approach regarding performance was formulated as $P = MXA$, where P = performance, M = motivation, and A = ability became very popular concepts by other experts such as Maiter, Lawler, Porter, and Vroom. Guided by the formula above, according to this theory, performance results from the interaction between motivation and abilities (basic abilities). Thus, people who are highly motivated but have low abilities will produce low performance. Performance is a function of motivation and ability. To complete a task or job, an employee should have a certain degree of willingness and ability. A person's willingness and skills are only effective with a clear understanding of what to do and how to do it. This follows the aspects of motivation that state that knowledge about work is included in individual aspects. In other words, this theory states that motivation and performance are related. Strong motivation is an encouragement in employees to do a task as well as possible in order to achieve employee satisfaction goals. If a person is motivated, the employee will try to be strong. Motivation is the emergence of behavior that leads to a certain goal with full commitment until the intended goal is achieved. The most effective way to increase employee motivation is by rewarding employees. Giving rewards should make employees feel motivated, so they can improve their performance because performance is a function of motivation and ability. In addition, researchers by (Kuswati, 2020) show that work motivation significantly affects employee performance. Other research also conducted by Listianto (Karyono, 2018) also states that work motivation has a positive and significant effect on employee performance.

A person's motivation varies according to their needs. This is like Abraham Maslow's theory which states that in every human being, there are five levels of needs, namely physiological needs, needs for security, social needs, needs for appreciation, and self-actualization needs. If the first-level needs are met, then the next-level needs become dominant. According to Riniwati (2011), Humans will be encouraged to fulfill the strongest needs according to the time, circumstances, and experiences concerned following a hierarchy. The process above shows that the needs as targets and support each other. Satisfied needs will cease to be the primary motivation for behavior. With strong motivation within the employee, the employee's performance will be optimal to achieve goals in meeting their needs. Not only did Maslow argue that human needs are divided, but McClelland also grouped three human needs that can motivate one's passion for work: the need for achievement, the need for affiliation, and the need for power.

Herzberg also divides needs into two factors, namely Maintenance Factors and Motivation Factors. Maintenance Factors relate to human nature that wants physical peace, such as salary, working conditions, etc. At the same time, Motivation Factors relate to a person's psychological needs, namely the feeling of perfection in doing work. From the explanation above, it is very clear that work motivation and performance are related. To meet their needs, a person will be motivated (compelled to behave) to perform well so that all the desired goals are achieved, both individual and organizational goals. Research by PrasetyoAugustinus & Halim, (2021) supports previous research, which states that motivation has a positive and significant effect on employee performance. This study also states that motivation is the dominant factor affecting employee performance.

From the study results, employee performance influences community satisfaction; this indicates that employees who have good performance can meet society's expectations. Community satisfaction is individual. Each individual will have a different level of satisfaction according to the value system that applies to him. This is due to the differences in each individual. The more aspects of work that follow the individual's wishes, the higher the level of satisfaction he feels and vice versa. From the results of research that prove empirically that employee performance can increase community satisfaction, this study strengthens research that has been conducted by (Kiki Endah, 2010) that employee performance affects community satisfaction. Likewise with Pramularso, (2020) that from the calculation results above, it can be seen that community satisfaction in the Ministry of Manpower's PTSA unit is positive and significant both partially and simultaneously by service quality and employee performance.

V. Conclusion

Based on research on leadership, motivation, work performance, and community satisfaction, several important findings were obtained, including that leadership and motivational factors both partially and simultaneously have a positive and significant influence on work performance. In both aspects, leadership is the most dominant factor in influencing work performance factors. Therefore, leadership is an essential factor as a driver or driving force for human resources to achieve targets that have been set together. Leadership and motivation are two things that are interconnected and have a supporting role because one of the leadership's tasks is to externally motivate employees to have enthusiasm for work so that employees have the desire to compete for achievement. Thus, achieving this work performance can increase satisfaction with the community in receiving services. Employees who have shown their achievements will be more responsive in providing services to the community, so this will have a better perception of satisfaction with the community. This study recommends that to increase satisfaction with the community, it is better to pay attention to aspects of employee performance. This can be done by providing motivation directly by the leadership and giving awards to employees for achieving these achievements.

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