



The Effect of Leadership Style and Working Hours on Employee Morale

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Abstract: The purpose of this study is to determine how factors such as managerial style and length of working day affect morale at Salon Aviqa Rumah Cantik. The study used a quantitative approach, sampling 50 workers from the larger population of all those who work at Salon Aviqa Rumah Cantik. A questionnaire served as the method of information gathering. The research results suggest that the leadership style variable (X1) does not impact staff morale since both H_0 and H_a accept it. $t_{count} > t_{table}$, or $-0.290 > 2.011$, and the sig value is 0.05 0.773. Therefore the conclusion holds. We may conclude that H_0 is false since both the calculated t_{value} ($2.324 > 2.011$) and the significance value (sig) of 0.05 are larger than the t_{table} and the significance threshold set at 0.005, respectively. H_a , the competing hypothesis is accepted. This demonstrates that employee morale is greatly affected by the variable Working Hours (X2). The data suggests that the F_{count} value is higher (4.942) than the f_{table} value (3.20). This demonstrates, at the 0.05 significance level, that leadership style and working hours positively impact the observed variables. The preceding f_{test} findings suggest that the interaction between leadership style and working hours significantly affects the dependent variables at the 0.05 significance level.

Abstrak: tujuan penelitian ini adalah untuk mengetahui bagaimana faktor-faktor seperti gaya manajerial dan lamanya hari kerja mempengaruhi moral di Salon Aviqa Rumah Cantik. Penelitian menggunakan pendekatan kuantitatif, pengambilan sampel 50 pekerja dari populasi yang lebih besar yaitu semua yang bekerja di Salon Aviqa Rumah Cantik. Kuesioner berfungsi sebagai metode pengumpulan informasi. Hasil penelitian menunjukkan bahwa variabel gaya kepemimpinan (X1) tidak berpengaruh terhadap semangat kerja pegawai, karena baik H_0 maupun H_a menerimanya. $t_{hitung} > t_{tabel}$, atau $-0,290 > 2,011$, dan nilai sig 0,05 0,773, maka kesimpulan berlaku. Dapat disimpulkan bahwa H_0 salah karena nilai t_{hitung} ($2,324 > 2,011$) dan nilai signifikansi (sig) 0,05 lebih besar dari t_{tabel} dan ambang signifikansi masing-masing ditetapkan sebesar 0,005. H_a , hipotesis tandingan, diterima. Hal ini menunjukkan bahwa semangat kerja pegawai sangat dipengaruhi oleh variabel Jam Kerja (X2). Data tersebut menunjukkan bahwa nilai f_{hitung} lebih besar (4,942) dibandingkan nilai f_{tabel} (3,20). Hal ini menunjukkan, pada tingkat signifikansi 0,05, bahwa gaya kepemimpinan dan jam kerja memiliki dampak gabungan yang positif terhadap variabel yang diamati. Temuan f_{test} sebelumnya menunjukkan bahwa interaksi antara gaya kepemimpinan dan jam kerja secara signifikan mempengaruhi variabel dependen pada tingkat signifikansi 0,05.

A. Introduction

In this period of escalating corporate rivalry, all companies must be more innovative and aggressive in developing new products and offering top-notch customer service to outperform competitors. Constantly balanced competition in the business world facilitates the emergence of innovative ideas that can balance products and services with added value for customers (Ismail, 2014). A leader leads a team in all decisions that affect accomplishing group objectives. According to Wahyudi (2015), The relationship between the circumstance and the leader's actions determines effective leadership.

According to Abdullah & Saebani (2014), leadership is the capacity to persuade others to cooperate with a strategy to accomplish predetermined objectives. Leadership style is how a leader behaves and uses his power. This approach might be authoritative or democratic, firm or kind, or formal or casual. Management style is influenced by company culture and ideals. This approach is impacted by the leadership environment that individuals are in rather than the degree of individual conduct (Ato'illah, 2014; Merentek et al., 2023).

The correct leadership style will improve work excitement (Arina et al., 2023). Therefore companies should constantly pay attention to this component, along with the others that affect job satisfaction and control staff performance, creativity, and employee attitudes at work so that employees will feel calm and be able to work effectively good job. Leaders are responsible for managing and implementing various regulatory strategies in their companies (Musdalipa et al., 2023). Signs of employee success can be shown by leadership in the company, especially by paying attention to the leadership style adopted by the company. Leadership style is a policy or way of directing and guiding subordinates to achieve productivity, efficiency, profitability, performance, and morale of employees of a company along with the goals set by the company.

According to Fadhila & Ulfi (2020), "efficiency" refers to "the extent to which an individual or group in an organization achieves their goals at work, both quantitatively and qualitatively, in accordance with their duties and responsibilities, in order to achieve organizational goals and not violate the law". Neksen et al (2021) define performance as the result of someone's sincere attempt to fulfill their duties in a way that showcases their knowledge, aptitude, and experience. Meanwhile, Jati et al (2021) stated that performance shows efficiency in carrying out employee tasks. Performance is the outcome of a person's labor or success in line with the responsibilities allocated to him, and it may be inferred from the description above.

Working hours are the time used to complete work that can be done during the day or night. Planning for future work is a step towards better time management. Work completed in conformity with the goals to be met. Controlling the activities saves people time and effort. Busro (2018) found that working hours are often used to determine how much wages companies pay (for example, per day, hour, week, or month). However, there are limits on working hours, provisions for rest periods, and overtime compensation, and these conditions are also established.

Working time is a factor that must be considered by employees, which affects employee productivity and company goals. Based on flexible work schedules and a cozier environment, employees gain from having the ability to choose when they are most productive or effective to work (Fanda & Slamet, 2019). Employees are company objects and also partners of the leadership. Employees who have a work spirit will affect the productivity of the company. In a beauty care company, employees are the main factor in providing services to customers or customers. Hence, this existence greatly affects the efficiency of the company's intelligence for its ideals because, without customers, the beauty care business will die by itself.

Salon Aviqa, a beautiful house located in Bangakalan Regency, Jalan Raya Bancaran as a company that is thriving in the field of beauty, is a business that is thriving in the field of beauty, which of course, cannot be separated from the human factor, and look at both service and customer satisfaction. Moreover, as a beauty care company, it must be able to provide the best service to customers, as well as experienced and professional staff in the service and beauty industry as well the products used are safe.

Employee performance is an action employees take in carrying out tasks assigned at work (Septiadi et al., 2020; Saputri et al., 2021). every day organizations and institutions expect their employees to be successful because superior employees contribute the most to related organizations and institutions. The workload is a key contributor to employee productivity. Staff efficiency in light of interdependent responsibilities.

First, you can see the number of jobs by giving employees the right position. This is done to improve employee performance and make them feel comfortable. The results of its work and achieving organizational goals effectively and efficiently. Many employees do their best when they feel comfortable in the workplace and do their best to make a big impact on Higher Quality and Better institutions (Sianturi et al., 2021; Erlangga, 2021; Sari et al., 2020).

Employee productivity is impacted by employee performance since poor employee performance will negatively affect the organization, whereas strong employee performance will maximize the attainment of organizational goals. Companies need to identify elements that might impact employee performance to enhance performance and boost productivity (Aini, 2018; Siregar, 2019). According to Ramlawati et al (2021), a major contributor to employee unhappiness and, by extension, turnover intent is the company's inability to supply strong job motivation. Prasetyo & Yuniati (2014) argue that work enthusiasm makes work more active, so it is hoped that work will be faster and better. Morale is a condition that describes a person's mental state or behavior, creating a happy atmosphere that motivates him to do the assigned work.

Based on these three factors, namely leadership style and working hours on the spirit of employee work, at Aviqa Salon Rumah Cantik because it is caused by a lack of consistency with the working hours set by the leader so that all employees become less enthusiastic about working and serving customers. Especially when it is closing time, but it does not close because there are customers. This will also affect the work spirit of the employees.

Human resources are an important component in running an organization because it is humans who drive and determine an organization's progress. Organizational and institutional resources produce different results. If top performers back it, it gets optimized. All organizations and institutions need high-performance (work results) employees because performance is the key. The main thing you need to consider is all your needs.

The availability of human resources is a key aspect in deciding whether or not a company is successful. The quality of a company's human resources is a crucial productivity component. If the company has quality human resources, it must have quality human resources, so the company must balance the knowledge and skills of its employees. Balancing human resources carried out by companies will improve employee performance because good employee performance will positively affect company balance.

B. Method

The data that were used in this study were quantitative and descriptive methods. According to Sugiyono (2015), quantitative research that employs statistical techniques or other quantitative methods to yield fresh results is referred to as quantitative research. Symptoms that stand in for certain life factors, or variables, are given greater attention in quantitative studies. Using objective theory and statistical testing, a quantitative method determines the structure of the interrelationships between the variables. In this scenario, we want to learn how much of an effect. Aviqa Salon is a lovely residence in Bancaran Bangkalan, and the leadership style and work hours significantly impact the work attitude of the salon's staff.

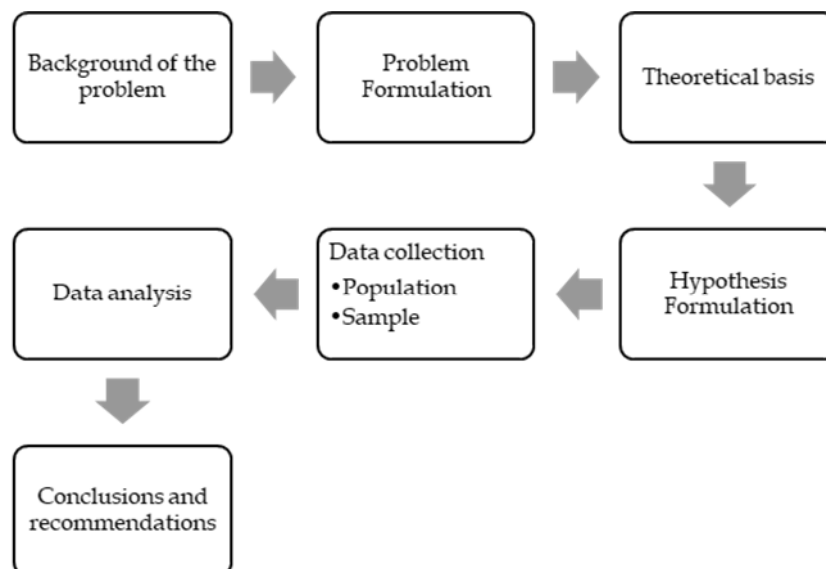


Figure 1. Research Method Flow Section

The location in this study was carried out at the Aviqa Salon, Rumah Cantik, Jl. Raya Jl. Raya Bancaran, Bangkalan Regency, when conducting this research, was carried out on 15 November 2022. In this study, the population was all Aviqa Rumah Cantik salon employees. The samples in this study were 50 Aviqa Rumah Cantik salon employees.

Observasi, the basis of all scientific research, lies in data, which refers to factual information about the tangible world scientists gather through observation. Hence, scientists depend strongly on data to conduct their work (Sugiyono, 2015).

Sugiyono (2015) states that a document records past events. The document can be in the form of an article, for example, a newspaper. This technique allows data collection through documents or written reports, such as reports for the last five years (2016-2020 related to research topics). A report (Sudaryono, 2017) claims that. In this research, we used many types of statistical analysis, including a validity test, a reliability test, a normality test, a partial t-test, a simultaneous f-test, a multiple linear regression test, and a termination test.

C. Result and Discussion

Result

Table 1. Characteristics of Respondents Based on Gender

Gender	Respondents	Percentage (%)
Male	15	30%
Women	35	70%
Total	50	100%

From the data shown in Table 1, it is clear that both men and women participated in this research. Of the total sample size of 35, 15 (30%) were males. This may be because many workers, such as young people, women, and homemakers, need work.

Table 2. Characteristics of Respondents Based on Age

Age	Respondents	Percentage %
16 - 25 years old	22	44%
26 - 35 years old	18	36%
36 - 50 years old	10	20%
Total	50	100%

Table 2 reveals that 44% of respondents were between the ages of 16 and 25, 36% were between the ages of 26 and 35, and 20% were between the ages of 36 and 50. This demonstrates that most responders are effective in their roles. The leadership style variable underwent a 50-point r_{table} ($r=0.278$) coefficient validity test in this research. Table 3 displays the validity test results.

Table 3. Leadership Style Validity Test Results(X1)

Question Items	r_{count}	r_{table}	Information
X1.1	0.610	0.278	Valid
X1.2	0.579	0.278	Valid
X1.3	0.727	0.278	Valid
X1.4	0.685	0.278	Valid

Table 3 above shows that all the questions on the leadership style variable have a calculated r value greater than the r_{table} . Thus, the four questions on the leadership style variable are valid and appropriate for measuring research variables. Testing the validity of the questionnaire on the variable working hours in this study was carried out with an oil value of 50 points with an r_{table} of 0.278. The results of the validity test can be seen in Table 4.

Table 4. Working Hours Validity Test Results (X2)

Question Items	r_{count}	r_{table}	Information
X2.1	0.417	0.278	Valid
X2.2	0.579	0.278	Valid
X2.3	0.302	0.278	Valid
X2.4	0.766	0.278	Valid
X2.5	0.656	0.278	Valid
X2.6	0.719	0.278	Valid

It can be determined from the data that all six questions on the leadership-style variable have an r_{value} bigger than the r_{table} . Therefore, the research variable may be measured by using these questions. This research used Fifty respondents to conduct the $r_{table} = 0.278$ coefficient validity test for the employee morale variable. Table 5 displays the validity test results.

Table 5. The results of Employee Morale Test Validity (Y)

Question items	r_{count}	r_{table}	Information
Y1	0,525	0.278	valid
Y.2	0,604	0.278	valid
Y3	0,546	0.278	valid
Y4	0,676	0.278	valid
Y5	0,419	0.278	valid
Y6	0,704	0.278	valid

Table 5 above shows that all the questions regarding the employee morale variable have a calculated r_{value} greater than the r_{table} . Thus, the six questions on the leadership style variable are valid and appropriate for measuring the research variable. Below are the results of testing the tool's reliability from leadership style, working hours, and employee morale variables.

Table 6. Reliability Test Calculation Results

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.675	.669	16

From Table 6 above, it is known that all variables are declared reliable. This is proven by the value of Croinbach's alpha > significance level (0.60), which is 0.669 > 0.60. The reliability test results are declared reliable.

Table 7. Normality Test Results
One-sample Kolmogorov-Smirnov test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.42400369
Most Extreme Differences	Absolute	.063
	Positive	.063
	Negative	-.062
Test Statistic		.063
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: SPSS output 23 sekunder data is processed

Based on Table 7 above, the Kolmogorov-Smirnov in the results above has a significance value of 0.200, proving that the regression model has a normal distribution because the significance level is > 0.05. If the significance value is > 0.05, the residual is normally distributed.

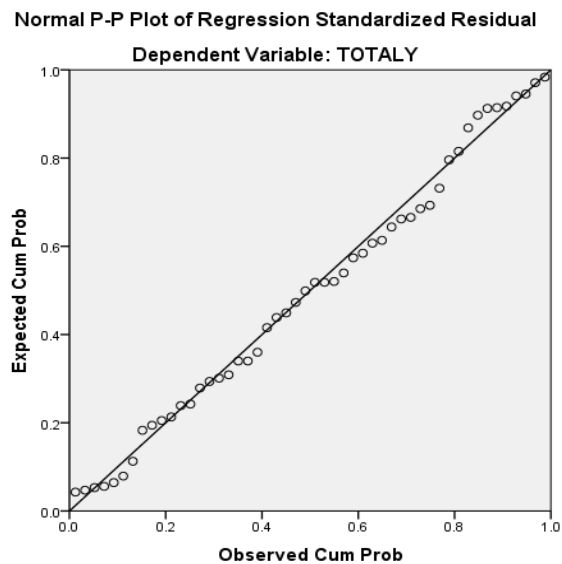


Figure 1. Normal Graph Regression Modeling
Source: SPSS Output 23 Sekunder data is processed

From Figure 1, the normal P-plot graph above, it can be concluded that the distribution of data on the normal plot extends around the diagonal, and you can see points that deviate from the diagonal. Model regression violates normal assumptions.

Table 8. Test Results t Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	11.933	5.136		2.324	.025		
1 TOTALX1	-.076	.261	-.039	-.290	.773	.986	1.015
TOTALX2	.509	.172	.398	2.951	.005	.986	1.015

a. Dependent Variable: TOTALLY

Variable X1 (Leadership Style)

Based on Table 8 above, which shows that the value of the variable influencing leadership style (X1) shows a sig value of 0.05 < 0.773 and $t_{count} < t_{table}$ or $-0.290 < 2.011$, it can be concluded that H_0 is accepted and H_a is rejected, meaning that the leadership style variable (X1) has no significant effect on the morale of employees at AVIQA Rumah Cantik Jl. Raya Bancaran Bangkalan.

Variable X2 (Work Hours)

Based on Table 8 above, which shows that the value of the Working Hours variable (X2) shows a sig value of 0.05 > 0.005 and $t_{count} > t_{tabel}$ or $2,324 > 2,011$, it can be concluded that H_0 is rejected. H_a is accepted, meaning that the Working Hours variable (X2) significantly impacts the employees' morale at AVIQA Rumah Cantik Jl. Raya Bancaran Bangkalan.

Table 10. F Test Calculation Results

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	106.514	2	53.257	4.357	.018 ^b
Residual	574.466	47	12.223		
Total	680.980	49			

a. Dependent Variable: TOTALLY

b. Predictors: (Constant), TOTALX2, TOTALX1

Table 10 displays statistical data with a significance value of 0.011, meaning 0.018 significantly differs from the chance at the 0.05 level. This supports the conclusion that H_a is approved, whereas H_0 is disapproved. This is the combined effect of the boss's management style and the number of hours workers put in each week. Using the data in

Table 10 above, The t-test p-value for the f_{table} is 0.05, the regression had 2 degrees of freedom, and the residual data had 3.20 degrees of freedom. The estimated F is 4357. It can be seen that f_{count} is more than f_{tab} ($4,357 > 3.20$). Therefore, there is a positive impact (split) between management style and hours worked. When the regression df2 and the residual df47 are 3.20, the Fcount in Table 10 is 4,357, while the Fcount in Table F is only 0.05 at the 0.05 significance level. It can be seen that Fcount is more than f_{tab} ($4,357 > 3.20$). Both working hours and leadership styles benefit from each other.

Table 11. Determination Test Calculation Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395 ^a	.156	.121	3.496

The correlation coefficient (R) is 0.395, as seen in Table 11. The proportion of free variables to total free variables is 39.5 percent. Based on these numbers, the connection between leadership style and employee work spirit in terms of hours worked is quite significant. According to Table 11 above, the R-square value assesses the relationship between leadership style, working hours, and employee morale. For a coefficient strength of just 15%, the R-squared value was $0.156 \times 100\%$. This suggests that the independent variables—leadership style and working hours—contribute 15.6%, notwithstanding the influence of other factors.

Table 12. Multiple Linear Regression Test Results

Model	Coefficients							
	Unstandardized Coefficients			Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1 (Constant)	11.933	5.136		2.324	.025			
TOTALX1	-.076	.261	-.039	-.290	.773	.986	1.015	
TOTALX2	.509	.172	.398	2.951	.005	.986	1.015	

Based on the results of Table 12 above, the Berganda Linear Regresi can be quoted as:

$$Y = 11.933 - 0.076 X_1 + 0.509 X_2$$

Arrogance:

Y = enthusiasm for employee work

A = Con constant

X1 = Leadership Style

X2 = Working Hours

b1 b2 = Coefficient of multiple linear regression

The multiple linear regression equation can be described as follows:

- B_1 = a value of 0.076. If leadership style (X_1) increases by one unit, employee morale (Y) will increase by 0.076 units assuming other constant variables.
- b_2 = The value of 0.509 means that if working hours (X_2) increase by one unit, employee morale (Y) will increase by 0.509 units assuming other constant variables.

Discussion

The influence of leadership style on employee morale at Aviqa Rumah Cantik salon

Based on the results of this study, it was processed using multiple linear regression analysis for the leadership style variable on employee morale and positive influence. The statistical T-test results for leadership style variables are divided into six values of $0.05 < 0.773$ and $t_{count} < t_{table}$ or $-0.290 > 2.011$. It can be concluded that H_0 is accepted and H_a is rejected, meaning that the leadership style variable (X_1) does not significantly affect enthusiasm AVIQA salon employees work beautiful house Jl. Great employee discharge.

The results of this research align with the research conducted by Priscilla et al. with the title Effects of Leadership, Organizational Culture, Working Hours on the Spirit of PT-Mitarbeiter Astra International, Tbk. Niederlassen Daihatsu Malalayan, whose leadership results do not directly affect employees' morale. However, leadership indirectly affects employee morale through the intermediary of organizational culture and working hours. High leadership, seen from the high support, participative, and directive, and the achievement of leadership, supported by high organizational culture and the quality of the services provided, will impact high employee morale.

Employee morale was shown to be unaffected by leadership style in this research because of the indirect impact that leadership style has on morale through working time rules. When leaders pay attention to, encourage, and communicate effectively with their staff, they are more likely to maintain discipline and meet all of the organization's requirements. This study's findings provide credence to the idea that leadership style has a minor impact on morale in the workplace. Employee morale is affected by leadership style, but only secondarily because of the presence of working hours restrictions.

Effect of working hours on employee morale at Aviqa Rumah Cantik salon

Based on the results of this research, it was processed using multiple linear regression analysis for the variable working hours on employee morale, and there is a positive influence. The statistical T-test results for leadership style variables are divided into six values of $0.05 > 0.005$ and $t_{count} > t_{table}$ or $2,324 > 2,011$, so it can be concluded that H_0 is rejected and H_a is accepted, meaning that the Working Hours (X_2) variable was a significant effect on the work spirit of the employees. AVIQA beautiful house jl. Raya Bancaran Bangkalan.

The results of this research align with the research being conducted, which has a negative and significant impact on the performance of the employees of PT. Latexindo Toba

Perkasa Binjai. Appropriate working hours will increase employee performance because working hours that are not appropriate and exceed the limit will result in employee morale not being maintained so that there is a decrease in morale which causes a decrease in employee performance. Regulation time is included in workforce planning according to the work schedule and the number of employees to be retained. In this study, it was found that working hours had a significant effect on employee morale. This explains that working hours play an important role in determining time because it can indirectly affect the work spirit of its employees.

The influence of leadership style and working hours on employee morale at Aviqa Rumah Cantik salon

According to research findings that were analyzed using multiple linear regression analysis, the factors of leadership style and working hours had a combined beneficial impact on staff morale. This is demonstrated by the fictitious findings, which have a f_{count} value of 4.357 and a f_{table} value of 0.05, respectively, with a regression df of 2 and a residual df of 47 of 3.20. In this instance, f_{count} ($4.357 > 3.20$) exceeds f_{tab} . This study accepts the hypothesis that employee morale at PT Latexindo Toba Perkasa Binjai is significantly influenced by leadership style and working hours. The leadership style and working hours significantly affect work morale.

The results of this study show that leadership style and working hours are equally influential. This symbolizes the meaning of leadership, and time conveys a message that can attract enthusiasm for the work of its employees. Time stability can create trust and confidence in employees, so a beautiful house designed according to employees' needs can provide good service to them. This shows that the leadership style and working hours lead to an increase in employee morale.

D. Conclusion

This research was carried out in Aviqa's beautiful saloon, Jl. Raya Bancaran selected 50 employees as a research sample. The data used results from completing the questionnaire, which was distributed to the respondents. Based on our investigation of how Salon Aviqa Rumah Cantik Jl Raya Bancaran Bangkalan's leadership style and working hours affect employee morale, it can be concluded that: 1) Based on the results of the sig value of $0.05 > 2.011$, it can be concluded that H_0 is accepted and H_a is rejected. This means that the leadership style variable (X1) does not significantly affect performance. Spirit of the employees at AVIQA Rumah Cantik Jl. Raya Bancaran Bangkalan, 2) Based on the results of the sig value of $0.05 > 0.005$ and $t_{\text{count}} > t_{\text{table}}$ or $2.324 > 2.011$, it can be concluded that H_0 was rejected and H_a accepted, namely the variable Number of Working Hours (X2) has a significant effect on the work spirit of the employees at AVIQA Rumah Cantik Jl. Raya Bancaran Bangkalan and 3) The value of f_{count} is 4357, according to the findings. However f_{table} significance threshold is 0.05, and the values of df regression two and residual 47 are

3.20. In this instance, the computed f_{count} ($4.357 > 3.20$) exceeds the f_{table} . Working hours and management style have a beneficial relationship at the same time.

Based on the research and conclusions above, there are several suggestions that the authors will describe as follows: 1) Companies should inform employees about overtime or extended working hours at least one day in advance. This way, employees can mentally and emotionally prepare themselves, leading to higher enthusiasm. Sudden additions of work hours can naturally lower employee morale.

For future researchers, selecting companies with varying levels of performance and employee morale is recommended while still considering the variables of leadership style, working hours, and employee morale. This will enrich reference sources and provide a basis for comparing performance with employee morale levels.

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