



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 4 No. 4 (2025) pp: 3750-3757

P-ISSN: 2963-9298, e-ISSN: 2963-914X

Transformational Leadership, Work Motivation, and Their Influence on Employee Performance: Evidence from the Office of Supervision and Customs Services Type Madya Pabean a Pasuruan

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Abstract

This paper investigates the influence of Transformational Leadership and Work Motivation on Employee Performance at KPPBC TMP A Pasuruan. Employing a quantitative methodology, the study utilizes structured questionnaires based on a Likert scale, and is designed as explanatory research to analyze the causal effects of leadership style and employee motivation on performance outcomes. A randomly selected sample of 43 employees participated in the survey, and the collected data were analyzed using multiple linear regression techniques. The findings reveal that both transformational leadership and work motivation have significant individual positive effects on employee performance. Moreover, when examined together, these two factors explain a substantial portion of the variability in performance outcomes. This underscores the critical role of leaders who not only provide vision, direction, and support but also foster a motivating work environment that encourages commitment, engagement, and productivity. The results align with theoretical frameworks on leadership and motivation and contribute to the literature by reinforcing how these factors operate within public sector organizations. The study offers practical value for administrators and policymakers, suggesting that cultivating transformational leadership behaviors and strengthening motivational strategies can improve employee output, efficiency, and service quality. By doing so, public institutions like customs offices can enhance organizational performance and better fulfill their service mandates. The research also provides empirical evidence that can guide future academic studies and management practices in similar institutional contexts.

Keywords: Transformational Leadership, Work Motivation, Employee Performance

1. Introduction

Employees are considered a critical resource in any organization and are often described as the front line for achieving organizational objectives. High employee performance is essential for organizations to realize their business goals. One of the primary determinants of employee performance is effective leadership, which influences subordinates and actively involves them in achieving organizational objectives [1] [2]. In this context, transformational leadership has emerged as a leadership style capable of motivating employees, fostering personal development, and enhancing performance beyond expected levels [3] [4].

Research demonstrates that transformational leadership boosts dedication to the organization, drives innovative attitudes, and reinforces a positive relational climate defined by confidence and respect [1] [5]. Likewise, the level of motivation that employees possess is a crucial determinant of how well they perform. Motivation represents a set of internal and external forces that stimulate individuals to invest effort in accomplishing organizational objectives [1] [6] [7]. Both intrinsic and extrinsic motivational factors, such as professional development opportunities, recognition, remuneration, and organizational support, have been shown to affect the quality, productivity, and commitment of employees [8] [9] [10].

Despite extensive research on transformational leadership and work motivation, there remains a gap in understanding their combined effect on employee performance in public service organizations, particularly in the customs and excise sector. While many studies have addressed these variables in private organizations, there is

limited empirical evidence in government institutions that operate under strict regulations, hierarchical structures, and high public accountability, such as KPPBC TMP A Pasuruan. Addressing this gap is essential to provide both theoretical insights and practical recommendations for human resource development in public administration.

Therefore, this study aims to investigate the effects of transformational leadership and work motivation on employee performance at KPPBC TMP A Pasuruan. This investigation is designed to analyze the extent to which transformational leadership and work motivation affect employee performance, both when examined separately and when considered together. By identifying these relationships, the study contributes to the state-of-the-art understanding of leadership and motivational practices in public sector organizations, highlighting actionable strategies to enhance employee effectiveness and organizational outcomes.

2. Research Methods

Using a quantitative research design, this study explores how transformational leadership and employee motivation contribute to performance outcomes at KPPBC TMP A Pasuruan. The investigation is grounded in the organization's need to elevate public service quality, streamline operations, and improve civil servants' professional competence in carrying out customs and excise responsibilities. In a government setting, leadership roles extend well beyond directing tasks they involve inspiring employees, fostering engagement, and driving motivation to achieve standards set by the Ministry of Finance. This study provides a systematic empirical assessment of the links between leadership style, motivational factors, and employee performance.

Data for this study were obtained via a structured Likert-scale questionnaire, which provides an objective means of gauging respondents' perceptions and allows for rigorous statistical analysis of variable interactions. The research was framed as an explanatory study, aimed at evaluating the causal impacts of independent variables on employee performance, both individually and collectively. The entire workforce of KPPBC TMP A Pasuruan, consisting of 119 employees, served as the population. Simple random sampling was employed to select participants, striking a balance between representativeness and efficiency. Using Slovin's formula with a 12% error tolerance, the minimum sample requirement was set at 43 respondents, all chosen randomly from the official employee list.

Employee performance was examined through a multiple linear regression model that measures the separate as well as the collective contributions of transformational leadership and work motivation. This method allows for the quantification of each variable's role and the assessment of potential synergies between leadership style and motivation levels. The use of standardized quantitative techniques provides sufficient transparency for other researchers to replicate the study in similar institutional environments.

3. Results and Discussions

3.1. Result

Validity Test

To ensure that the questionnaire reliably captured the intended constructs, a validity assessment was performed [11]. Each item was evaluated on its ability to represent the corresponding dimension accurately. This was done by contrasting the obtained correlation coefficient (r) with the r -table value based on a degree of freedom of $n - 2$, where n is the number of respondents. Items were considered valid if their calculated r exceeded the r -table, using a 5% significance level.

Table 1. Validity Test Results

No	Variable	r-calculated	r-table	Sig. (2-tailed)	Conclusion
1	Transformational Leadership (X1.1)	0.968	0.374	0.000 < 0.05	VALID
2	X1.2	0.980	0.374	0.000 < 0.05	VALID
3	X1.3	0.978	0.374	0.000 < 0.05	VALID
4	X1.4	0.972	0.374	0.000 < 0.05	VALID
5	X1.5	0.958	0.374	0.000 < 0.05	VALID

No	Variable	r-calculated	r-table	Sig. (2-tailed)	Conclusion
6	X1.6	0.927	0.374	0.000 < 0.05	VALID
7	Work Motivation (X2.1)	0.960	0.374	0.000 < 0.05	VALID
8	X2.2	0.991	0.374	0.000 < 0.05	VALID
9	X2.3	0.987	0.374	0.000 < 0.05	VALID
10	X2.4	0.963	0.374	0.000 < 0.05	VALID
11	X2.5	0.979	0.374	0.000 < 0.05	VALID
12	X2.6	0.962	0.374	0.000 < 0.05	VALID
13	Employee Performance (Y1)	0.977	0.374	0.000 < 0.05	VALID
14	Y2	0.937	0.374	0.000 < 0.05	VALID
15	Y3	0.958	0.374	0.000 < 0.05	VALID
16	Y4	0.960	0.374	0.000 < 0.05	VALID

Source: Processed data using SPSS 23 (2025)

The findings from the validity testing, summarized in Table 1, indicate that all items measuring transformational leadership, work motivation, and employee performance exceeded the critical r-value of 0.374, with p-values under 0.05. This validates that each questionnaire item accurately measures its intended construct. Transformational leadership and work motivation were represented by six items each, while employee performance was captured with four items, affirming the adequacy and suitability of the research instruments for data collection.

Reliability Test

To evaluate the consistency and dependability of the responses, a reliability test was conducted using the structured questionnaire as the research instrument [12]. The analysis employed Cronbach's alpha via SPSS 23, where any variable achieving an alpha greater than 0.60 was considered to demonstrate sufficient reliability.

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Conclusion
1	Transformational Leadership (X1)	0.983	Reliable
2	Work Motivation (X2)	0.989	Reliable
3	Employee Performance (Y)	0.970	Reliable

Source: Processed data using SPSS 23 (2025)

As presented in Table 2, the reliability evaluation indicates that the constructs of transformational leadership, work motivation, and employee performance all surpass the minimum Cronbach's alpha threshold of 0.60. The respective alphas were 0.983, 0.989, and 0.970, highlighting that the questionnaire items are consistently reliable and suitable for gathering the study's data.

Normality Test

This study conducted a normality assessment to determine if the residuals of the dependent and independent variables adhere to a normal distribution [13]. The evaluation criterion was based on significance: values above 0.05 indicate normal distribution, while values below this level indicate non-normality. The Kolmogorov-Smirnov test was used as the primary method, with confirmation through graphical techniques, including Probability Plots and histograms. In Probability Plots, residuals aligning near the diagonal suggest normality, while a histogram reflecting a symmetrical, bell-shaped pattern further supports the normal distribution assumption.

Table 3. Kolmogorov-Smirnov Normality Test

Test	Unstandardized Residual
N	43
Mean	0.0000000
Std. Deviation	2.04288392
Most Extreme Differences	
Absolute	0.100
Positive	0.051
Negative	-0.100
Test Statistic	0.100
Asymp. Sig. (2-tailed)	0.200

Source: Processed data using SPSS 23 (2025)

The outcome of the Kolmogorov-Smirnov analysis, as displayed in Table 3, reveals a significance value higher than 0.05, suggesting that the data adhere to the normal distribution and meet the necessary normality criteria.

Multicollinearity Test

This study conducted a multicollinearity assessment to identify potential high correlations between predictor variables in the regression equation, which can negatively impact coefficient estimation and model stability [14]. The evaluation employed both Tolerance and VIF metrics, with thresholds set at Tolerance > 0.10 and VIF < 10 to indicate the absence of multicollinearity.

Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Transformational Leadership (X1)	0.502	1.993
Work Motivation (X2)	0.502	1.993

Source: Processed data using SPSS 23 (2025)

The outcomes of the multicollinearity analysis, displayed in Table 4, reveal that transformational leadership (X1) and work motivation (X2) possess Tolerance scores of 0.502 and VIF scores of 1.993. Since these values meet the established criteria, it can be concluded that the independent variables are free from multicollinearity, allowing the regression model to be reliably used for analysis.

Heteroscedasticity Test

Testing for heteroskedasticity aims to verify that the regression residuals maintain uniform variance throughout all observations [15]. The presence of heteroskedasticity can undermine the precision of regression estimates and compromise the validity of conclusions. In this study, the Glejser method was employed to detect any heteroskedasticity by testing the predictive significance of independent variables on the absolute residuals. A significance level exceeding 0.05 indicates that the model does not suffer from heteroskedasticity.

Table 5. Heteroskedasticity Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.084	2.097	–	0.517
Transformational Leadership (X1)	0.525	0.105	0.723	0.471
Work Motivation (X2)	0.043	0.113	0.054	0.958

Source: Processed data using SPSS 23 (2025)

DOI: <https://doi.org/10.31004/riggs.v4i4.3953>

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The outcomes in Table 5 indicate that the significance levels for transformational leadership (X1) and work motivation (X2) are above the 0.05 threshold. This suggests that the regression residuals are homoscedastic, meaning their variance is uniform across observations, and the model fulfills one of the key assumptions for accurate coefficient estimation.

Multiple Linear Regression Analysis

This research adopts multiple regression as a statistical tool to examine the relationship between the predictors Transformational Leadership (X1) and Work Motivation (X2) and the dependent response, Employee Performance (Y) [16].

Table 5 indicates that Employee Performance begins at a predicted value of 1.084 when the independent variables are static. The coefficient of 0.525 for Transformational Leadership signifies its considerable contribution to performance improvement, where every rise in leadership quality results in a corresponding increase in performance. In comparison, Work Motivation contributes positively but modestly, as shown by its coefficient of 0.043. This demonstrates that although motivation does influence outcomes, Transformational Leadership is the more influential factor in this regression model.

Thus, the multiple linear regression equation for this study can be written as:

$$Y = 1.084 + 0.525X1 + 0.043X2$$

This equation provides a predictive model of Employee Performance based on the levels of Transformational Leadership and Work Motivation.

Partial t-Test

To determine whether each independent variable individually contributes to changes in the dependent variable, the t-test is applied [17]. In this method, the null hypothesis is maintained when the significance value is higher than 0.05 and the t-calculated is less than t-critical, indicating no meaningful effect. The null hypothesis is rejected when significance is under 0.05 and t-calculated exceeds t-critical, demonstrating a statistically significant impact.

Role of Transformational Leadership: Examination using t-test analysis confirms that Transformational Leadership is a significant determinant of Employee Performance. The statistical evaluation supports the hypothesis, showing that leadership behaviors directly contribute to better performance among employees.

Role of Work Motivation: Likewise, the analysis confirms that Work Motivation independently and significantly affects Employee Performance. This finding validates the hypothesis that motivated employees tend to exhibit higher levels of performance.

Simultaneous Significance Test (F-Test)

This study employs the F-test to verify whether the independent variables, when considered together, significantly impact the dependent variable [18]. Decision-making relies on the significance level and the F-statistic: a high significance and lower F-value support the null hypothesis, suggesting no collective effect, while a low significance combined with a higher F-value rejects the null, confirming that the independent variables jointly influence the outcome variable.

Table 6. Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	243.881	2	121.941	27.827	0.000
Residual	175.282	40	4.382		
Total	419.163	42			

Dependent Variable: Employee Performance

Predictors: (Constant), Transformational Leadership, Work Motivation

Source: Processed data using SPSS 23 (2025)

DOI: <https://doi.org/10.31004/riggs.v4i4.3953>

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The outcome of the F-test for simultaneous effects suggests that employee performance is significantly influenced by both Transformational Leadership and Work Motivation together. With the F-statistic above the critical threshold and a significance level below 0.05, it is evident that the model reliably represents the relationships in the data and that the two factors collectively contribute to performance improvements.

Coefficient of Determination Test (R^2)

The coefficient of determination, R^2 , is used to assess the degree to which the independent variables explain the variability of the dependent variable in a regression analysis [19]. A higher R^2 , approaching 1, indicates that the predictors provide a robust explanation of the dependent variable, whereas a low R^2 suggests that the model accounts for only a small portion of the outcome's variation.

Table 7. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.763	0.582	0.561	2.09333

Source: Processed data using SPSS 23 (2025)

The analysis shows that Transformational Leadership and Work Motivation together explain more than half of the variability in Employee Performance. The remaining variation, nearly 42%, stems from factors not included in this research.

3.2. Discussion

This investigation highlights the role of Transformational Leadership and Work Motivation in shaping Employee Performance at KPPBC TMP A Pasuruan. The findings enrich theoretical frameworks and inform practical strategies to boost workforce performance in public sector settings.

The Partial Effect of Transformational Leadership on Employee Performance

The results indicate that Transformational Leadership has a positive and significant effect on Employee Performance. This implies that the higher the leader's ability to provide inspiration, role modeling, individualized consideration, and encourage creativity, the greater the employees' performance. Theoretically, this finding aligns with [5], researchers note that transformational leadership shapes followers' behavior in a favorable direction by exercising role-model influence, communicating inspiring goals, stimulating problem-solving skills, and giving individualized attention.

The findings also support previous studies conducted by [20] [21], which reported that transformational leadership significantly contributes to enhancing employee performance in government institutions. Leaders who are visionary and inspiring can boost work engagement, employee commitment, and task effectiveness.

The Partial Effect of Work Motivation on Employee Performance

The analysis confirms that employees who are more motivated tend to demonstrate better performance outcomes. Employees with high levels of motivation both intrinsic and extrinsic tend to perform more productively, meet organizational targets, and demonstrate optimal work results. This result is consistent with [22] motivator-hygiene theory, which emphasizes that motivators such as achievement, recognition, and responsibility are crucial factors that drive improved performance.

This finding is consistent with previous studies by [23] [24], the results highlight that work motivation strongly stimulates employees to demonstrate higher levels of productivity. Properly channeled internal and external motivation influences employee discipline, work attitude, and quality of outcomes, especially in public sector organizations.

The Simultaneous Effect of Transformational Leadership and Work Motivation on Employee Performance

Employee performance is significantly enhanced when transformational leadership is paired with strong motivation levels. In other words, leaders who provide inspiration and direction, coupled with a workplace environment that boosts motivation, can ensure employees work with enthusiasm and responsibility.

Support for these conclusions is reflected in the coefficient of determination, indicating that a meaningful percentage of performance fluctuations is attributable to the leadership style and motivation levels of employees, whereas the unexplained portion may stem from other unmeasured determinants. These results are in line with research conducted by [25], who reported that the combination of effective leadership and high motivation creates a conducive work environment and significantly enhances employee productivity.

In conclusion, this study reinforces the empirical and theoretical evidence that transformational leadership and work motivation are two dominant and complementary factors in shaping employee performance, particularly in government organizations with formal work structures and strict performance targets. An inspiring leader and motivated employees create a synergy that effectively drives the organization toward its goals.

4. Conclusion

The conclusion drawn from this research is that improvements in employee performance are strongly associated with the presence of transformational leadership and adequate motivational drives. Transformational leaders inspire confidence and guide individuals toward better achievements. In parallel, motivated employees tend to perform tasks more effectively and with greater responsibility. When aligned, leadership and motivation foster an environment that supports continuous performance enhancement. This highlights the need for agencies, particularly within the public sector, to invest in leadership development and motivational strategies to meet performance standards. The implications of this study can be classified into theoretical and practical contributions. On the theoretical side, the research adds empirical evidence that reinforces the conceptual link between leadership style, motivation, and performance, while also proposing new avenues for researchers to explore factors not examined in this investigation. On the practical side, the organization's leaders are urged to adopt transformational approaches and strengthen mechanisms that improve motivational conditions to ensure that employees perform at optimal levels. Such initiatives are expected to improve operational productivity and enhance service delivery to the community.

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