

## **INFLUENCE OF MOTIVATION, WORKLOAD AND LEADERSHIP STYLE ON THE EMPLOYEE PERFORMANCE AT PT. PLN (PERSERO) UP3 MANADO**

**Lalu Aditya Putra, Joy E. Tulung, Greis M. Sendow**

Magister Management Study Program, Faculty of Economy and Business Sam Ratulangi University, Indonesia

### **ARTICLE INFO.**

**Keywords:** Human resources, Motivation, Workload, Leadership Style, Employee performance.

### **Abstract**

Employees play an important role in the company's human resources department. Employee performance in an organization plays an important role in achieving company goals. The purpose of this study was to assess the extent of the influence of work motivation, workload, and leadership style on the performance of employees of PT PLN (Persero) UP3 Manado, both individually and collectively. The research methodology used is quantitative, using a sample size of 160 individuals who are employees. The data collection techniques used in this study include interviews, observations, and questionnaires. The data analysis techniques used include multiple linear regression, multiple correlation, coefficient of determination, and hypothesis testing. The results showed a positive and statistically significant relationship between work motivation, workload, and leadership style, with the performance of PT PLN (Persero) UP3 Manado employees.

<http://www.gospodarkainnowacje.pl/> © 2024 LWAB.

## **INTRRODUCTION**

The success of the company can be determined by the human resources in it, the company must be able to empower well all components of its human resources in order to increase competitiveness. The development of the world towards the era of the industrial revolution allows economic activities to develop in such a way. Such conditions will certainly create a competitive environment.

In connection with the competition in the industrial era, human resource management is very important and must be considered by companies to maintain their business existence. PT PLN is one of the state-owned companies that has various offices providing electricity, one of which is PT PLN (Persero) UP3 Manado. In UID (Distribution Unit) Suluttenggo has employees in various divisions which is the first step to improve employee performance is to implement a learning organization in its organizational development policy. Therefore, according to Yuniarsih & Suwanto (2009: 22) stated that "In the operational activities of the company must have very good competent human resources, both in terms of knowledge, skills, and attitudes as well as the ability to communicate well with the wider community and also with related institutions".

The problems often faced by companies are in human resources. One of them is the decline in employee performance. This problem is also experienced at PT PLN (Persero) UP3 Manado. The performance appraisal process in the management system for performance at PT PLN (Persero) UP3 Manado is

carried out within the current semester period, which is twice a year. The employee performance management cycle is a framework for cooperation between direct supervisors and the employees concerned consisting of planning activities for employee performance, monitoring for employee performance, and assessing employee performance. And employee performance appraisal is given to employees, if the person concerned has carried out work for at least three months at the end of the current semester.

**Table 1. Performances implementing unit in UID Suluttenggo**

No	Implementing Unit	2017	2018	2019	2020	2021	2022	Information
1	UP3 Manado	89,94	74,61	77,88	101,16	97,92	94,91	
2	UP3 Palu	91,48	74,58	78,15	88,26	97,13	97,60	
3	UP3 Gorontalo	87,46	81,61	81,08	102,33	102,59	102,77	
4	UP3 Kotamobagu	85,07	74,46	79,28	99,05	97,99	94,06	
5	UP3 Tahuna	90,78	84,69	85,94	100,63	102,10	99,37	
6	UP3 Luwuk	88,91	87,30	88,56	97,99	102,97	99,62	
7	UP3 Toli-Toli	90,33	84,37	93,95	103,34	102	102,36	
8	UP2D	93,90	93,39	88,64	105,66	103,80	94,06	
9	UP2K Sulut	86,94	75,47	96,43	98,81	100,10	104,44	
10	UP2K Sul-Teng	85,25	65,32	67,81	93,65	90,77	103,13	
11	UP2K Gorontalo	85,73	72,37	60,56	93,96	99,28	99,16	
12	UID SulutTengGo	89,26	77,57	83,13	97,91	103,05	103,13	

*Source: Processed by UP3 Performance Section, 2023*

Based on table 1 above, UP3 Manado's performance is known to be below the minimum performance target set by PLN Pusat, which is 100, and is in the bottom three positions of all Implementation Units. From this it is known that there is an increase and decrease in UP3 Manado's performance value, the performance value data in 2017 decreased in 2018 and then increased until 2020 to get a value of 101.16 which exceeded the minimum target set by the company. Furthermore, based on the table data, it is known that UP3 Manado's performance value has decreased again from 2020 to 2022. From this it can be concluded that there is a gap phenomenon from several variables that are thought to affect employee performance, namely motivation, workload and leadership style.

**Table 2. UP3 Manado Performance Score**

No	Performance Target	Unit	Target	Realization	Achievements (%)
1	Penjualan Tenaga Listrik	GWh	832,74	784,57	94,22%
2	Efisiensi Distribusi	%	100	89,09	89,09%
3	Kehandalan Sistem	%	100	63,41	63,41%

*Source: Processed by UP3 Performance Section, 2023*

As can be seen in table 2, the performance scores of the various sections in UP3 Manado have not yet reached the maximum score of 100 percent. This is of course determined by the achievements of the groups working in each section, which consist of a number of different employees. However, it is not possible to draw any conclusions about the constraints as they are considered company secrets and are related to performance improvement strategies. Researching employee performance by considering variables such as motivation, workload, and leadership style is very important because these three

variables can significantly affect employee performance.

### Research purposes

The objectives to be achieved in this study are to analyze:

1. To analyze Motivation, Workload, and Leadership Style simultaneously affect the performance of Employees of PT PLN (Persero) Manado Customer Service Implementation Unit.
2. To analyze Motivation partially affects the performance of employees of PT PLN (Persero) Manado Customer Service Implementation Unit.
3. To analyze the Workload partially affects the performance of Employees of PT PLN (Persero) Manado Customer Service Implementation Unit.
4. To analyze the Leadership Style partially affects the performance of employees of PT. PLN (Persero) Manado Customer Service Implementation Unit.

## LITERATURE REVIEWS

### Human Resource Management

All the capacities and possibilities possessed by human beings form what is known as human resources Dewi and Harjoyo (2019). These abilities or potentials include such things as reason, compassion, desire for freedom, social feeling, ability to communicate with others, creative ability, taste, initiative, and work. Consequently, it is very important to have a clear understanding that human resources should be understood as a source of power that comes from humans and can be utilized by the organization, this is why it is important to have a clear understanding of what human resources are.

### Employee Performance

Mangkunegara (2007) states that employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance as the results achieved by individuals or groups in achieving certain goals. From an output point of view, performance is seen from the results achieved by individuals or groups in achieving predetermined goals. Meanwhile, from an input point of view, performance is seen from the resources used by individuals or groups in achieving these goals, such as time, energy, and material.

### Motivation

In terms of resources, management only pays attention to humans and especially people in terms of motivation. The problem of how to direct the power and potential of subordinates in such a way that they want to work together effectively, productively, and successfully to achieve and realize the goals that have been set raises the issue of motivation (Farida and Hartono, 2016). The significance of motivation lies in the fact that it is the factor that causes, directs, and sustains human behavior, thus enabling people to have a strong desire to spend long hours and be passionate about achieving their goals. Motivation is becoming increasingly important as a result of managers delegating work to their subordinates with the expectation that it will be completed successfully and successfully integrated.

### Work Load

The term "workload" refers to all activities that employees are involved in, as well as the amount of time required to carry out tasks and work, either directly or indirectly (Johari et al., 2018). Workload refers to the number of tasks or activities that must be completed by an organizational unit methodically over a long period of time over a certain period of time to obtain information about the efficiency and effectiveness of the work of the organizational unit, Suwatno (Budiasa, 2021). States that workload is the ratio between the total standard time to complete tasks and work to the total standard time, workload is the ratio between the total standard time and the total standard time (Budiasa, 2021).

## Leadership Style

The ability to influence people to follow his direction or follow his decisions. A very central function and role in an organization is held by the leader of the organization. The main assets that a leader uses to successfully run an organization are various leadership functions and roles. Effective leaders are able to provide direction to the efforts of all workers to achieve organizational goals. Without a leader or guidance, the relationship between individuals and organizational goals will be a relationship that creates a series of circumstances containing various expectations in which individuals work to achieve their own goals, while the organization as a whole is in an inefficient state in achieving its goals (Sofyan, 2013).

## Previous Research

Dwipayana et al, 2022, this study analyzes the effect of motivation, work discipline and workload on employee performance at the Sunsri House of Jewelry Company Celuk, Sukawati, Gianya. The sampling technique used in this research is the saturated sampling method or the census method. Data collection was carried out through observation, interviews, questionnaires and documentation. The data analysis technique used in this research is multiple linear regression analysis which is processed using the SPSS version 23.0 for Window program. Based on the results of the analysis, this study shows that motivation partially has a positive and significant effect on employee performance at the Sunsri House Of Jewelry Company. Work discipline partially has a positive and significant effect on employee performance at the Sunsri House Of Jewelry Company. Workload partially has a negative and significant effect on employee performance at the Sunsri House Of Jewelry Company.

Lis et al (2022), this study aims to examine the effect of career development and work environment on employee performance at the Aceh Agriculture and Livestock Service Office. Data were obtained by distributing questionnaires to 100 employees. The data analysis method used is Structural Equation Modeling (SEM). The results showed that career development and employee work environment have a significant effect on work motivation and employee performance. In addition, career development and work environment also have a direct effect on performance. Work motivation partially mediates the influence of career development, work environment on performance.

Sewang (2022), This study analyzes the influence of leadership style, organizational culture, and motivation on lecturer performance and job satisfaction. The study was conducted at Darud Da'wah Wal Irsad (DDI) College in West Sulawesi Province, Indonesia. Respondents in this study amounted to 170 lecturers who were selected through purposive sampling method. The research data were analyzed using SEM (Structural Equation Model). The results showed that leadership and motivation have a significant effect on job satisfaction and performance, while organizational culture is not significant.

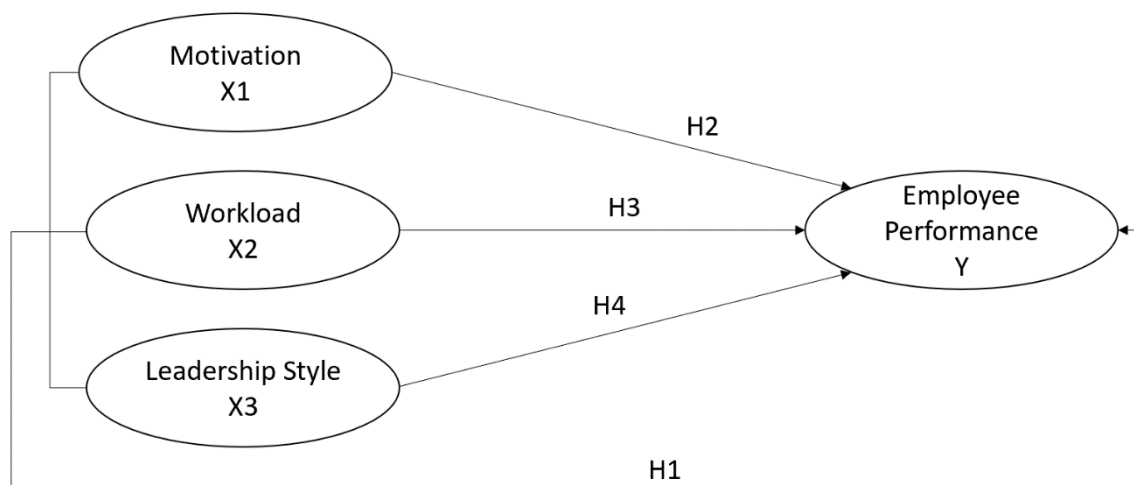
Muslih and Hardani (2022), The purpose of this study was to determine and analyze the effect of work environment and workload on performance at PT Perkebunan Nusantara IV (Persero) Medan both partially and simultaneously. The approach used in this research is an associative approach. The population in this study were all employees of PT Perkebunan Nusantara IV (Persero) Medan. Data collection techniques in this study used interview techniques, documentation studies, observation, and questionnaires. Data analysis techniques in this study used Multiple Linear Regression Analysis Test, Hypothesis Test (t test and F test), and Coefficient of Determination. Data processing in this study used the SPSS (Statistical Package for the Social Sciences) software program version 24.00. The results of this study prove that partially and simultaneously the work environment and workload have a significant effect on the performance of employees of PT Perkebunan Nusantara IV (Persero) Medan.

## Research Model and Hypothesis

### Research Model

A conceptual model of how theory relates to the various characteristics that have been highlighted as

key difficulties is what Sugiyono (2017) calls a framework. This model was developed to answer the question, "How does theory relate to these characteristics?" To provide an answer to this question, this model was.



**Figure 1. Research Model**

Source: researcher 2024

### Hypothesis

The research hypothesis is a speculation or preliminary conclusion. However, before research can be conducted, it is necessary to demonstrate the influence relationship that exists between the independent variable and the dependent variable through research. The speculations or initial assumptions serve as the basis for the research hypotheses. The following research hypotheses have been proposed for this investigation based on the theoretical framework described earlier:

H1 : It is suspected that motivation, workload and leadership style simultaneously affect the performance of employees of PT PLN UP3 Manado.

H2 : It is suspected that motivation affects the performance of employees of PT PLN UP3 Manado

H3 : It is suspected that workload affects the performance of employees of PT PLN UP3 Manado.

H4 : It is suspected that Leadership Style has an effect on Employee Performance of PT PLN UP3 Manado

### RESEARCH METHODS

According to Sugiyono (2019: 17), quantitative research is defined as a research method based on the philosophy of positivism, which is used to examine certain populations or samples, collect data using research instruments, and analyze data quantitatively or statistically, with the aim of testing predetermined hypotheses. In this study, associative quantitative research methods are used, the purpose of which is to determine the nature of the relationship that exists between two or more variables. Through these studies, a theory will be developed that is able to function to explain, predict, and control a phenomenon.

### Location of Research

The research was conducted at PT PLN (Persero) UP3 Manado, which is located at Jl. Ahmad Yani No. 32, North Sarion, Sario sub-district, Manado city, North Sulawesi. This location is in North Sulawesi. According to CNBC Indonesia, PT PLN (Persero) is a state-owned enterprise that has the largest number of assets in Indonesia based on its 2020 financial statements. In addition, PT PLN (Persero) is a



provider of electricity services in Indonesia, making it easier for researchers to gain access to the information and data needed for this research. These are factors considered when deciding where to conduct research. Employees from the Manado Customer Service Implementation Unit served as participants in this study.

### Data Collection Methods

1. Questionnaire. Questionnaire is a data collection technique that is carried out by giving a set of written statements or questions to respondents to answer them (Sugiyono, 2014).
2. Documentation. Documentation is a way to obtain data directly from the research site. With this documentation technique, researchers can obtain information not from sources, but they obtain information from various other written sources or from documents available to informants in the form of documents.

### Population, Sample Size and Sampling Technique

In this study, the population is permanent employees or employees who have been officially employed by a company or organization and have a permanent working status with an indefinite period of time or without a certain time limit. The number of permanent employees of PLN UP3 Manado is 200 employees. Using purposive sampling, because based on knowledge of the individuals sampled in order to obtain the desired data (Mackey and Gass, 2022: 229). By using the Slovin formula, the sample obtained amounted to 66.67, rounded up to 67 employees of PLN UP3 Manado. However, in this study the authors took 80 employee samples in the hope that the data processed would be better.

### Data Analysis

This research uses an instrument in the form of a questionnaire questionnaire. Before the instrument was distributed to all respondents, first the instrument was tested on 80 respondents. The data from the questionnaire results at the instrument trial stage were then tested using validity and reliability tests to determine the level of validity and reliability of the instrument. The validity and reliability test of the instrument in this study was carried out with the SPSS Version 26 program, the validity test used was the validity test r count.

### Research Instruments and Test Result

#### Validity Test

Based on the results of data processing using SPSS, the validity test results are as follows:

**Table 3. Validity Test**

Variabel	Indikator	Sig	r hitung	r tabel	Keterangan
(X1)	X1.1	0.000	1.00	0.361	Valid
	X1.2	0.000	.518**	0.361	Valid
	X1.3	0.000	.730**	0.361	Valid
	X1.4	0.000	.671**	0.361	Valid
	X1.5	0.000	.712**	0.361	Valid
	X1.6	0.000	.650**	0.361	Valid
	X1.7	0.000	.757**	0.361	Valid
	X1.8	0.000	.803**	0.361	Valid
	X1.9	0.387	.431*	0.361	Valid
	X1.10	0.663	.364*	0.361	Valid
(X2)	X2.1	0.000	.516**	0.361	Valid
	X2.2	0.000	.863**	0.361	Valid
	X2.3	0.000	.513**	0.361	Valid

	X2.4	0.000	.786**	0.361	Valid
	X2.5	0.000	.701**	0.361	Valid
	X2.6	0.793	.703**	0.361	Valid
(X3)	X3.1	0.000	.667**	0.361	Valid
	X3.2	0.000	.589**	0.361	Valid
	X3.3	0.000	.737**	0.361	Valid
	X3.4	0.000	.747**	0.361	Valid
(Y)	Y1	0.000	.892**	0.361	Valid
	Y2	0.000	.840**	0.361	Valid
	Y3	0.000	.735**	0.361	Valid
	Y4	0.000	.785**	0.361	Valid
	Y5	0.000	.745**	0.361	Valid
	Y6	0.000	.712**	0.361	Valid
	Y7	0.480	.518**	0.361	Valid
	Y8	0.100	.369*	0.361	Valid

Source: Data Processing 2024

Based on the table above, the results of data processing on the motivation variable (X1) show that the lowest rcount value is on question item X1.9 and the highest is on item X1.1, and for the workload variable (X2) the highest rcount is on question item number X2.3 with a total of 0.513 and the lowest is on question number X2.2 with a total of 0.863. In the leadership style variable, the highest is in question item number X3.2 and the lowest is X3.2. For data on the Employee Performance variable (Y), it shows that the lowest rcount is on question item Y1 with a total rcount of 0.892 and the highest is on question Y8 with a total of 0.369. Each question in the table above is declared valid because the rcount value is greater than the rtable where the rtable in this study is 0.361.

## RESEARCH RESULTS AND DISCUSSION

### Multiple Linear Regression

The regression results of the data that has been obtained produce the following data:

Variabel	Coefisien $\beta$	Standard Error
Kostanta	3.638	1.399
X1	0.331	0.051
X2	0.134	0.099
X3	0.787	0.137

Source: Data Processing 2024

Based on the results of the table above, it can be seen that the regression equation formed is:

$$Y = 3,638 + (-0,331) X1 + 0,134X2 + (-0,787X3)$$

1. The constant value of 3.638 means that if the motivation factor, workload and leadership style are not carried out or equal to zero, the amount of employee performance of PT PLN (PERSERO) UP3 Manado is 3.638.
2. The coefficient value of Motivation (X1) gives the meaning of a negative value of 0.331, meaning that every 1% change in X1 will affect efforts to reduce employee performance by 0.331 assuming other variables continue to affect the performance of employees of PT PLN (PERSERO) UP3 Manado.

- The coefficient value of Workload (X2) gives the meaning of a positive value of 0.134, which means that every 1% change in X2 will affect efforts to improve employee performance by 0.134, assuming other variables remain influential.
- The coefficient value of Leadership Style (X3) gives the understanding that the negative value of 0.787 means that every 1% change in X3 will negatively affect employee performance by 0.787 assuming there are other supporting variables that still affect the performance of employees of PT PLN (PERSERO) UP3 Manado.

**Hypothesis Testing Results**

The results of simultaneous hypothesis testing (F test) can be seen in the table below:

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.575	3	3.858	2.762	.048 <sup>b</sup>
	Residual	106.185	76	1.397		
	Total	117.760	79			
a. Dependent Variabel: Kinerja Karyawan						
b. Predictors: (Constant), X3.Total, X1.Total, X2.Total						

Source: Data Processing 2024

Based on the test results in the table above, it can be seen that the effect of Motivation (X1), Workload (X2) and Leadership Style (X3) simultaneously on Employee Performance (Y) on the Fcount value of 2.762 with the Ftable value.

**Table 5. Partial hypothesis testing results (t test)**

Model				Standardized Coefficients	t	Sig.	Collinearity Statistics	
				Beta			Tolerance	VIF
1	(Constant)	3,638	1,399		2,600	0,011		
	X1.Total	0,331	0,051	0,463	6,484	0,000	0,358	2,796
	X2.Total	0,134	0,099	0,118	1,359	0,178	0,240	4,163
	X3.Total	0,787	0,137	0,428	5,724	0,000	0,325	3,074

Source: Data Processing 2024

- It is known that the significant value for the effect of the Motivation Variable (X1) on Employee Performance (Y) is 0.000 <0.05 and the t value is 6.48 > t table 1.99, it can be concluded that partially or individually the motivation variable has a positive and significant effect on employee performance or H0 is rejected and Ha is accepted.
- It is known that the significant value for the effect of the Workload variable (X2) on Employee Performance is 0.178 > 0.05 and the t value is 1.36 < t table 1.99, it can be concluded that partially or individually the workload variable has no significant effect on employee performance or H0 is accepted and Ha is rejected.
- It is known that the significant value for the effect of the Leadership Style variable (X3) on Employee Performance is 0.00 <0.05 and the t value is 5.72 > t table 1.99, it can be concluded that partially or individually the Leadership Style variable has a significant positive effect on employee performance or H0 is rejected and Ha is accepted.

**Discussion result**



### **The Effect of Motivation on Employee Performance**

The results of this research analysis show that Motivation has a positive and significant effect on employee performance. This can illustrate that the more motivated employees are, the higher their performance will be. The significance of motivation in relation to employee performance is very important in the field of human resource management. Motivation encompasses a range of intrinsic and extrinsic factors that influence the level of exertion, commitment, and passion exhibited by employees in pursuit of organizational goals. Motivated employees show a tendency to allocate greater focus towards the thoroughness and caliber of their work. This factor contributes to improving the overall quality of work realization.

### **The Effect of Workload on Employee Performance**

The results of this research analysis show that Workload does not have a significant effect on employee performance. This can illustrate that stable or increasing workload will not interfere with employee performance. When employees are faced with excessive workload, they may face a variety of performance-reducing outcomes. The presence of a high workload has the potential to reduce an individual's capacity to concentrate, exercise good judgment, and enforce work standards.

### **The Effect of Leadership Style on Employee Performance**

The results of this research analysis show that leadership style has a significant influence on employee performance. This can illustrate that the form of leadership style will affect employee performance. The leadership style used by individuals in positions of authority has a major influence on employee performance. The way a leader engages with his or her team, conducts decision-making, offers guidance and provides support has the potential to influence the quality of employee work.

## **CLOSING**

### **Conclusions**

1. Simultaneously Motivation, Workload, and Leadership Style have a significant effect on UP3 Manado Employee Performance.
2. Partially Motivation has a significant positive effect on UP3 Manado Employee Performance.
3. Partially, workload does not significantly affect the performance of UP3 Manado employees.
4. Partially, Leadership Style has a significant positive effect on UP3 Manado Employee Performance

### **Suggestions**

1. To lead and manage a team effectively, it is critical for management to have an understanding of individual employee needs and expectations. Additionally, management must implement strategies to recognize and recognize employee achievements, foster a positive work environment, offer opportunities for professional development, and set clear, achievable goals for team members. Therefore, the beneficial effects of motivation can have a major influence on overall organizational performance.
2. It is important for management to consider both these factors simultaneously. Effective management of a balanced workload, coupled with the simultaneous maintenance and enhancement of employee motivation, is an important factor in achieving optimal performance in a professional environment.
3. It's important to remember that companies have different cultures and requirements. Therefore, it is critical for leaders to have a comprehensive understanding of the interests within their teams and modify their leadership approaches to achieve optimal results.

## **REFERENCE**

1. A.A.Anwar Prabu Mangkunegara, 2007, Human Resource Management, Seventh Printing PT. Rosdakarya Youth, Bandung.
2. Abshirow Mohamed, H., Datche, E. and Kisingu, T. (2018) 'Effect of leadership styles on employee performance in the somali national civil service commission', International Journal of Novel Research in Humanity and Social Sciences, 5(3), pp. 56–69. Available at: [www.noveltyjournals.com](http://www.noveltyjournals.com).
3. Astuti, R., & Lesmana, O.P.A. (2019) 'The Influence of Motivation and Workload on Nurse Performance at Mitra Medika Medan General Hospital. Jurnal Ilman: Jurnal Ilmu Manajemen', Jurnal Ilman, 6(2)(2), pp. 42–50.
4. Budiasa, I. komang (2021) Workload and Human Resources Performance I Komang Budiasa. Publisher: Cv. Pena Persada.
5. Dewi, D.P. and Harjoyo (2019) Human Resource Management. 1st edn, Unpam Press. 1st edn. Tangerang selatan: Unpam press. Available at: [http://eprints.unpam.ac.id/8601/1/SKR0323\\_Manajemen Sumber Daya Manusia %28MSDM%29.pdf](http://eprints.unpam.ac.id/8601/1/SKR0323_Manajemen_Sumber_Daya_Manusia%28MSDM%29.pdf).
6. Diana, Y. (2019). Pengaruh Beban Kerja Terhadap Kinerja Karyawan Di Housekeeping Departement Pada Hotel Bintan Lagoon Resort. Jurnal Manajemen Tools, 53(9), 193–205.
7. Lusdianti, Marina (2017) *The Influence of Democratic Leadership Style and Work Discipline on PT Employee Performance. PHAROS INDONESIA SURABAYA BRANCH*. Undergraduate thesis, UNIVERSITAS 17 AGUSTUS 1945.
8. Mackey, A. and Gass, S.M. (2022) Second Language Research. 3rd edn. New York: Routledge. Available at: <https://doi.org/10.4324/9781003188414>.
9. MalcalmPhD, E. and Tamatey, S. (2017) 'Examining Leadership Style on Employee Performance in the Public Sector of Ghana a Case of Ghana Atomic Energy Commission', International Journal of Scientific and Research Publications, 7(11), pp. 343–361.
10. Muslih, M. and Anshari Damanik, F. (2022) 'Effect of Work Environment and Workload on Employee Performance', International Journal of Economics, Social Science, Entrepreneurship and Technology (IJESET), 1(1), pp. 23–35. Available at: <https://doi.org/10.55983/ijeset.v1i1.24>.
11. Prabowo, T.S., Noermijati and Irawanto, D.W. (2018) 'Leadership and Work Motivation on Employee Performance Mediated', Journal of Applied Management (JAM), 16(1), pp. 171–178.
12. Purba, D. candra, Lengkong, V.P. and Loindong, S. (2019) 'Analysis of the Influence of Job Satisfaction, Work Motivation and Work Discipline on Employee Performance at the Manado Branch of the Public Printing Company of the Republic of Indonesia', 841 Jurnal EMBA, 7(1), pp. 841–850.
13. Purwati, A.A., Salim, C.A. and Hamzah, Z. (2020) 'Effect of Compensation, Work Motivation and Workload on Employee Turnover Intention', Jurnal Ilmiah Manajemen, 370(3), pp. 370–381. Available at: <http://www.ejournal.pelitaindonesia.ac.id/ojs32/index.php/PROCURATIO/index>.
14. R. Joko Sugiharjo, dan Friska Aldata. 2018. " pengaruh beban kerja dan motivasi kerja terhadap kinerja karyawan bpjs ketenagakerjaan cabang salemba". Jurnal ilmiah Manajemen dan Bisnis, Volume 4, No.01, Maret 2018: 128-137
15. Razak, A., Sarpan, S. and Ramlan, R. (2018) 'Effect of Leadership Style, Motivation and Work Discipline on Employee Performance in PT. ABC Makassar', International Review of Management and Marketing, 8(6), pp. 67–71. Available at: <https://www.econjournals.com/index.php/irmm/article/view/7167>.

16. Riva Dilyanti, Lalu Suparman, Hermanto (2017) 'The influence of leadership, workload, and work environment on the organizational commitment of guard officers at the Class II A Mataram Correctional Institution. Available at: <https://jmm.unram.ac.id/index.php/jurnal/article/download/250/221/724>.
17. Rosalina, M. and Wati, L.N. (2020) 'The Influence of Leadership Style on Work Discipline and Its Impact on Employee Performance', *Jurnal Ekobis : Ekonomi Bisnis & Manajemen*, 10(1), pp. 18–32. Available at: <https://doi.org/10.37932/j.e.v10i1.26>.
18. Sewang, A. (2022) 'The Influence Of Leadership Style, Organizational Culture, And Motivation The Job Satisfaction And Lecture's Performance At College Of Darud Dakwah Al Irsyad (DDI) At Est Sulawesi', *International Journal of Management and Administrative Sciences (IJMAS)*, 3(5), pp. 8–22.
19. Siagian, T.S. and Khair, H. (2018) 'The Influence of Leadership Style and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable', *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), pp. 59–70. Available at: <https://doi.org/10.30596/maneggio.v1i1.2241>.
20. Silaban, R.L., Handaru, A.W. and Saptono, A. (2021) 'Effect of Workload, Competency, and Career Development on Employee Performance with Organizational Commitment Intervening Variabels', *The International Journal of Social Sciences World*, 3(1), pp. 294–311.
21. Sinambela, E.A. and Lestari, U.P. (2021) 'The Influence of Leadership, Work Environment, and Work Ability on Employee Performance', *Jurnal Pendidikan dan Kewirausahaan*, 10(1), pp. 178–190. Available at: <https://doi.org/10.47668/pkwu.v10i1.330>.
22. Siti, Nur Aisyah & Wardani, R. (2020) 'The Influence of Leadership Style on Employee Performance Siti', *bulletin of Management and Business*, 1(1), pp. 42–50.
23. Sugiharjo, R.J. and Aldata, F. (2018) 'The Influence of Workload and Work Motivation on Employee Performance of Bpjs Employment Salemba Branch, The Effect of Workload and Work Motivation on Employee Performance. *Jurnal Ilmiah Manajemen dan Bisnis*, IV(01), pp. 132–141.
24. Sugiyono (2019) *Metode Penelitian Kuantitatif*. Bandung: CV Alfabeta.
25. Sulila, I. (2019) 'The Effect of Discipline and Work Motivation on Employee Performance, BTPN Gorontalo', *International Journal of Applied Business & International Management*, pp. 12–26.
26. Swandari (2022) 'The influence of motivation, work discipline and workload on employee performance at the Sunsri House of Jewelry company celuk, Sukawati, Giyar', *Jurnal Emas*, 3(3), pp. 91–104. Available at: <https://e-journal.unmas.ac.id/index.php/emas/article/view/4077>.
27. Wiryang, A.S. et al. (2019) 'The Influence of Work Motivation and Workload on Employee Performance at Pt. Pln (Persero) Manado Area', *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(1), pp. 991–1000.
28. Wulandari, R., Djawoto, D. and Prijati, P. (2021) 'The Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance in Self-Efficiency Mediation in SNVT Housing Provision of East Java Province', *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(3), pp. 3294–3311. Kankaew, K.,Yapanto, L. M., Waramontri, R., & Arief, S. (2021). Uncertain Supply Chain Management Supply chain management and logistic presentation: Mediation effect of competitive advantage. 9, 255–264. 35.
29. Yapanto, L. M., Diah, A. M., Kankaew, K., Dewi, A. K., Dextre-Martinez, W. R., Kurniullah, A. Z., & Villanueva-Benites, L. A. (2021). The effect of crm on employee performance in banking industry. *Uncertain Supply Chain Management*, 9(2), 295–306. <https://doi.org/10.5267/j.uscm.2021.3.003>

30. Yusuf Iis, E. et al. (2022) 'the Effect of Career Development and Work Environment on Employee Performance with Work Motivation As Intervening Variabel At the Office of Agriculture and Livestock in Aceh', International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS), 2(2), pp. 227–236. Available at: <https://doi.org/10.54443/ijebas.v2i2.191>.