



THE INFLUENCE OF LEADERSHIP AND WORK ENVIRONMENT ON WORK MOTIVATION AND ITS IMPACT ON TEACHER PERFORMANCE AT STATE SENIOR HIGH SCHOOL 14 PALEMBANG

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ABSTRACT

This study aims to determine and analyze the Influence of Leadership and Work Environment on Work Motivation and its Implications on Teacher Performance both directly and indirectly. The research method was conducted quantitatively using descriptive-correlation research to assess the relationship between the variables studied. The study was conducted using a validity sample of 49 people taken from the total population. The results of this study indicate that Leadership (X1) has a positive and significant effect on Work Motivation (Y1); Work Environment (X2) has a positive and significant effect on Work Motivation (Y1); Leadership (X1) has a positive and significant effect on Teacher Performance (Y2); Work Environment (X2) has a positive and significant effect on Employee Performance (Y2); Work Motivation (Y) has a positive and significant effect on Teacher Performance (Y2).

1. INTRODUCTION

Planned and sustainable human resource development is an absolute necessity in a company and organization. An organization needs humans as quality human resources will continue to advance the Company or organization as a place to improve the performance of these human resources. The success and effectiveness in achieving the vision, mission and goals of an organization are also inseparable from the role of a leader in an organization. Leadership is a process that directs the implementation of tasks from top to bottom, plays a role in disciplining teacher activities through communication in order to achieve predetermined goals (Sari Sakarina, Djatmiko Noviantoro, Muhammad Jaka Kesuma, n.d. 2024).

According to Sedarmayanti (2011:21), the work environment includes all tools, materials, and atmosphere around where someone works, as well as work methods and arrangements, both individually and in groups. The work environment can be divided into two major categories: the physical work environment, which includes lighting, temperature, humidity, air circulation, noise, odor, color, decoration, music, and security; and the non-physical work environment, which relates to social relationships in the workplace between superiors and subordinates or between subordinates. According to Anwar (2018), motivation is a process that influences or encourages individuals or groups to carry out predetermined tasks. In addition, motivation is also related to the willingness to make maximum efforts towards organizational goals, which are influenced by the ability of these efforts to meet individual needs. Every employee in a company certainly hopes to have a leader who has a positive influence on the company.

According to Supardi (2014:54), educational performance is greatly influenced by the performance of employees as educators. Schools strive to improve the performance of teachers as educational facilitators so that school goals can be achieved. Kasmir (2019:189-93) stated that several factors that affect teacher performance include leadership, work environment, and motivation. Every teacher in a school certainly

expects to have a leader who has a positive influence, as well as a good work environment to support the organization. Teachers also need to care about the work environment so that they feel comfortable in carrying out their duties and achieving the desired targets.

Leaders as quality controllers and central figures in the schools they lead must always strive to implement democratic leadership, empower, and continuously motivate teachers so that teacher performance improves in carrying out their duties. In the results of observations at SMA Negeri 14 Palembang, the Principal in carrying out his duties as a leader requires assertiveness and must motivate his employees to work. The principal can give a warning letter starting from a medium-high warning letter and sanctions in the form of dismissal for employees who commit serious violations. In addition, the principal as a leader must be active in providing solutions to every problem. The work environment greatly affects teacher performance in schools, with a comfortable work environment, teachers can carry out their duties comfortably. A conducive environment provides a sense of security and allows employees to work optimally because it can affect employee emotions, so that working time is used effectively. Employee productivity and work performance will increase. The work environment at SMA Negeri 14 Palembang is less supportive, as evidenced by employees still being uncomfortable with the condition of the room, lack of sunlight entering through the glass windows into the classroom, thus disturbing employees in their work.

Teacher performance plays a very important role in teaching and learning activities. Teachers are one of the human components in the teaching and learning process, which plays a role in efforts to form potential Human Resources in the field of development. Teachers are one of the elements in the field of education who must play an effective role and position themselves as professionals in accordance with the demands of the increasingly developing society. Teachers must also work in accordance with school procedures and carry them out with full responsibility in order to achieve competent teacher performance, so schools must provide adequate facilities so that teachers can work optimally. Work motivation at SMA Negeri 14 Palembang is very much needed by employees to carry out their duties and responsibilities, therefore it is reviewed from several factors that influence it such as: salary, allowances and compensation. Salary greatly affects teacher performance, the higher the salary given, the more the teacher's work motivation increases and this must be accompanied by maximum performance such as overtime and completing tasks on time. The principal can give rewards to employees who excel.

The performance of teachers in carrying out their professional duties must be able to carry out their duties efficiently in accordance with the provisions set by the Principal, in order to support teacher performance in and outside of school. In SMA Negeri 14, teachers still often arrive late for work hours, when attending meetings or in completing assigned tasks. Based on the problems above, the researcher tries to raise it into a thesis entitled: "The Influence Of Leadership And Work Environment On Work Motivation And Its Impact On The Performance Of Teachers At Sma Negeri 14 Palembang"

B. Literature Review and Research Hypothesis

Teacher Performance

According to Mahsun (2019:62), performance is a representation of achievement in implementing an activity, program, or policy that aims to achieve the goals, objectives, mission, and vision of the organization listed in the company's strategic plan. Performance is often used to measure the achievement or level of success of individuals or groups, which can be known after the success criteria are set. Therefore, the achievement of goals or targets becomes a criterion for assessing the success of a company.

Work Motivation

According to Anwar (2018:55), motivation is a process that influences or encourages individuals or groups to carry out predetermined tasks. In addition, motivation is also interpreted as a willingness to give maximum effort in achieving organizational goals, which is influenced by the ability of the effort to meet individual needs.

Leadership

The determining factor in a Company is the Leader. The success or failure of the Company in achieving a goal is influenced by the way a leader is. The figure of a leader in a Company can be effective if the leader is able to manage his company and influence the behavior of subordinates to be willing to work together in achieving the company's goals. According to Leadership is someone who can determine

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strategies, is able to make plans, and can be a motivator for subordinates so that they can produce effective and efficient performance (purwadi, 2020: 7).

Work Environment

According to Kasmir (2019: 13), the work environment is the condition or atmosphere around the work location, which includes the room, layout of facilities and infrastructure, and relationships between coworkers. If the work environment creates a comfortable and calm atmosphere, it will support conducive working conditions, so that it can improve a person's work results. Conversely, if the work environment is uncomfortable, it will disrupt the work atmosphere and have a negative impact on performance. Thus, it can be concluded that the work environment has a major influence on individual performance.

Hypothesis Development

1. The Influence of Leadership on Work Motivation

A company must have a good leader where leadership is important because leadership is something that can be used as a reference for its employees, guiding and supporting the behavior of its employees, so that they are willing to work hard to achieve goals with maximum results. Good leadership will have a positive impact on a company in achieving its goals. Where work motivation is the provision of driving force that creates a person's passion for work so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction.

H1: Leadership influences Work Motivation

2. The Influence of the Work Environment on Work Motivation

The work environment has a significant influence on employee work motivation. Creating a good work environment will greatly determine the success of achieving the Company's goals. With a good work environment in the Company, individual employees will feel comfortable working so that they focus on completing their work and achieving the goals of the Company. A good work environment condition for the organization can generate high work motivation for its employees so that all the goals that the Company wants to achieve can be achieved.

H2: Work Facilities Affect Job Satisfaction

3. Influence of Leadership on Performance

A leader who has courage and assertiveness will be highly respected and admired by his employees. Because a brave and assertive leader has good personality and authority values. With the attitude of a brave and assertive leader, employees will be motivated to work better and will be used as a good example and role model for employees. Therefore, a good leader will have a great influence on employee performance which will continue to improve and increase.

H3: Leadership Affects Performance

4. Influence of Work Environment on Performance

The work environment plays a good role in determining employee performance in the workplace. However, on the other hand, if the work environment is not good, then performance will not be good and organizational goals cannot be achieved. Therefore, the work environment has a significant effect on employee performance.

H4: Work Environment Affects Performance

5. Influence of Work Motivation on Performance

Motivation plays a very important role in determining employee performance in the workplace. Overall, motivation functions as the main driver behind employee behavior and performance in the workplace. Organizations that are able to manage and improve employee motivation can expect better and more consistent performance from their team members. Without employee motivation, it is difficult to achieve optimal results. Leaders must always try to motivate their subordinates to have good performance so that the Company's goals can be achieved.

H5: Work Motivation has an effect on Performance

The Influence of Leadership and Work Environment on Work Motivation and its Impact on Teacher Performance at State Senior High School 14 Palembang can be seen in the following conceptual framework:

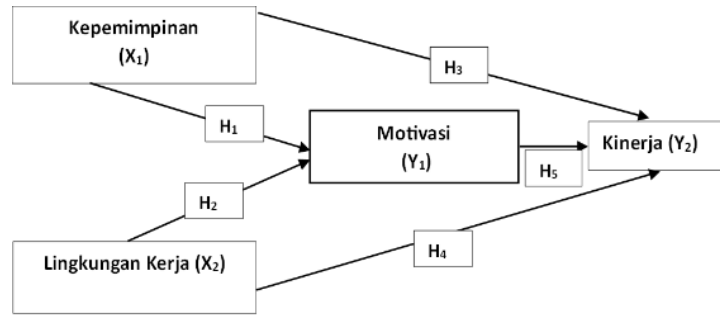


Figure 1. Research Model

2. METHODS

The research method used in this study is a quantitative research method, using a descriptive-correlation research type. The study was conducted at SMA Negeri 14 Palembang. with a population of 49 teachers. The sample was taken based on the Non-Probability Sampling sampling technique, and the form of sample determination was a saturated sample, where all members of the population were sampled. The data collection techniques used were: 1) Interview; 2) Questionnaire, using a Likert scale; 3) Online data search method (library research). The data analysis method used Structural Equation Modeling (SEM) with Partial Least Square (PLS) software.

3. RESULTS AND DISCUSSION

a. Measurement Model Analysis (Outer Model)

The measurement model analysis (outer model) uses 3 tests, including: 1) Convergent Validity; 2) Discriminant Validity and 3) Composite Reliability. Convergent Validity aims to determine the validity of each relationship between indicators and constructs or latent variables. In this study, a loading factor limit of 0.7 and Average Variance Extracted (AVE) ≥ 0.5 were used. From the results of PLS processing, the outer model values or correlations between constructs and variables are all ≥ 0.7 and the AVE values are all ≥ 0.5 .

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Kepemimpinan (X1)	0,656
Kinerja (Y2)	0,760
Lingkungan Kerja (X2)	0,752
Motivasi (Y1)	0,721

Source: Smart PLS output, data processed 2024

From the table, it can be seen that the Average Variance Extracted (AVE) Competence (X1), Work Facilities (X2), Job Satisfaction (Z) and Employee Performance (Y) have a value of ≥ 0.5 , meaning that in general the variables studied from all statement items that will be used have a good level of validity. Discriminant validity testing is carried out to ensure that each concept of each latent variable is different from other variables. A model is said to have good discriminant validity if each indicator loading value of a latent variable is more correlated with the latent variable than when correlated with other latent variables. Discriminant validity can be tested by comparing the square root value of AVE with the correlation value between constructs.

Table 2. Square Root of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	$\sqrt{\text{Average Variance Extracted (AVE)}}$
Kepemimpinan (X1)	0,656	0,810
Kinerja (Y2)	0,760	0,872
Lingkungan Kerja (X2)	0,752	0,867
Motivasi (Y1)	0,721	0,849

Source: Smart PLS output, data processed 2024

Tabel 3. Discriminant Validity

	Kepemimpinan (X1)	Lingkungan Kerja (X2)	Motivasi (Y1)	Kinerja (Y2)
Kepemimpinan (X1)	0,810			
Kinerja (Y2)	0,901			0,872
Lingkungan Kerja (X2)	0,853	0,867		0,923
Motivasi (Y1)	0,894	0,898	0,849	0,913

Source: Smart PLS output, data processed 2024

Table 4. Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Kepemimpinan (X1)	0,952	0,954	0,958	0,656
Kinerja (Y2)	0,974	0,974	0,976	0,760
Lingkungan Kerja (X2)	0,974	0,975	0,977	0,752
Motivasi (Y1)	0,972	0,973	0,975	0,721

Source: Smart PLS output, data processed 2024

The table above shows that the composite reliability values of all variables are above 0.7 and the Cronbach alpha values are all above 0.7, so that all variables in this study are declared "reliable" and their reliability has been tested so that they can be used in further research.

b. Inner Model Analysis

R Square (R2)

The R2 value shows the level of determination of the exogenous variable against its endogenous. The greater the R2 value indicates a better level of determination. To see how much influence the exogenous variable has on the endogenous variable, you can see this R-Square table below.

Table. 5 R-Square Value (R2)

	R Square	R Square Adjusted
Kinerja (Y2)	0,907	0,901
Motivasi (Y1)	0,866	0,860

Source: Smart PLS output, data processed 2024

From the table above, it can be seen that the R2 value for the latent variable Work Motivation as a mediating variable is 0.866, which means that the value identifies that the variation in Employee Work Motivation can be explained by the exogenous latent variable (Leadership, and Work Environment) by 86.6% while the remaining 13.4% is explained by other variables. The R2 value for the latent variable Performance is 0.907, which means that the value identifies that the variation in Performance can be explained by the exogenous variable by 90.7% while the remaining 9.3% is explained by variables not included in the study.

F-Square

The F-Square measurement is a measure used to assess the relative impact of an influencing variable (exogenous) on an influenced variable (endogenous).

Table 5. F2 Results

	Kepemimpinan (X1)	Kinerja (Y2)	Lingkungan Kerja (X2)	Motivasi (Y1)
Kepemimpinan (X1)		0,192		0,449
Lingkungan Kerja (X2)		0,398		0,501
Motivasi (Y1)		0,078		
Kinerja (Y2)				

Source: Smart PLS output, data processed 2024

Based on these criteria, it can be stated as follows:

1. Leadership on Work Motivation has a large F2 (0.449)
2. Work Environment on Motivation has a large F2 (0.501)
3. Leadership on Performance has a large F2 (0.192)
4. Work Environment on Performance has a large F2 (0.398)
5. Work Motivation on Performance has a large F2 (0.078)

Hypothesis Testing

At this stage, the evaluation of the structural model will be analyzed by looking at the significance of the relationship between constructs indicated by the T-Statistic value by looking at the output of the calculate PLS bootstrapping options to see the t-statistic value ≥ 1.96 (some round it to 2) is said to be valid. Indicators can also be said to be valid if they have a P Value ≤ 0.05 . As seen in the table below.

Table 6. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kepemimpinan (X1) -> Kinerja (Y2)	0,308	0,301	0,101	3,052	0,002
Kepemimpinan (X1) -> Motivasi (Y1)	0,470	0,468	0,101	4,677	0,000
Lingkungan Kerja (X2) -> Kinerja (Y2)	0,451	0,457	0,107	4,211	0,000
Lingkungan Kerja (X2) -> Motivasi (Y1)	0,496	0,497	0,103	4,819	0,000
Motivasi (Y1) -> Kinerja (Y2)	0,233	0,233	0,118	1,977	0,049

Source: Smart PLS output, data processed 2024

Based on the table above, it can be explained that leadership (X1) has an effect on Work Motivation (Y1) as seen from the T-Statistic value of $4.677 > 1.96$, the Work Environment variable (X2) has an effect on Motivation (Y1) as seen from the T-Statistic value of $4.819 > 1.96$, Leadership (X1) has an effect on Performance (Y2) as seen from the T-Statistic value of $3.052 > 1.96$, Work Environment (X2) has an effect on Performance (Y2) as seen from the T-Statistic value of $4.211 > 1.96$, Motivation (Y1) has an effect on Performance (Y2) T-Statistic value of $1.977 > 1.96$. In this study, there are 2 indirect influences as seen in the table below.

Table 7. Indirect Effect Data

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kepemimpinan (X1) -> Motivasi (Y1) -> Kinerja (Y2)	0,110	0,110	0,061	1,783	0,075
Lingkungan Kerja (X2) -> Motivasi (Y1) -> Kinerja (Y2)	0,116	0,115	0,063	1,823	0,069

Source: Smart PLS output, data processed 2024

Based on the table above, it can be explained that the Leadership of Employees of SMA Negeri 14 Palembang does not have a significant effect on performance through Work Motivation as evidenced by the T-Statistic value of $1.783 < 1.96$ and P-Value $0.075 > 0.05$, thus the work motivation variable is not an intervening or mediating variable. The Work Environment does not have a significant effect on the Performance of Employees of SMA Negeri 14 Palembang through Work Motivation as evidenced by the T-Statistic value of $1.823 < 1.96$ and P-Value $0.069 > 0.05$, thus the Motivation variable is not an intervening or mediating variable.

Table.8 Summary of Hypothesis Testing Results

Hipotesis	Hasil	Keterangan
H ₁ : Kepemimpinan Berpengaruh Terhadap Motivasi Kerja	$0,000 \leq 0,05$	Diterima
H ₂ : Lingkungan Kerja Berpengaruh Terhadap Motivasi Kerja	$0,000 \leq 0,05$	Diterima
H ₃ : Kepemimpinan Berpengaruh Terhadap Kinerja	$0,002 \leq 0,05$	Diterima
H ₄ : Lingkungan Kerja Berpengaruh Terhadap Kinerja	$0,000 \leq 0,05$	Diterima
H ₅ : Motivasi Kerja Berpengaruh Terhadap Kinerja	$0,049 \leq 0,05$	Diterima

1. First Hypothesis: Leadership (X₁) has an effect on Work Motivation (Y₁). The result of the P-Value is $0.000 < 0.05$, so it is concluded that there is an Influence of Leadership on Work Motivation of SMA Negeri 14 Palembang.
2. Second Hypothesis: Work Environment (X₂) has an effect on Work Motivation (Y₁). The result of the P-Value is $0.000 < 0.05$, so it is concluded that there is an Influence of Work Environment on Work Motivation of SMA Negeri 14 Palembang.
3. Third Hypothesis: Leadership (X₁) has an effect on Performance (Y₂). The result of the P-Value is $0.002 < 0.05$, so it is concluded that there is an Influence of Leadership on the Performance of SMA Negeri 14 Palembang.
4. Fourth Hypothesis: Work Environment (X₂) has an effect on Performance (Y₂). The result of the P-Value is $0.000 < 0.05$, so it is concluded that there is an Influence of the Work Environment on the Performance of SMA Negeri 14 Palembang.
5. Hypothesis Five: Work Motivation (Y₁) has an effect on Performance (Y₂). The result of the P-Value is $0.049 < 0.05$, so it is concluded that there is an Influence of Work Motivation on the Performance of SMA Negeri 14 Palembang

Discussion

The Influence of Leadership on Work Motivation of Employees of State Senior High School 14 Palembang

The results of the first hypothesis test show that Leadership has a significant effect on Work Motivation at SMA Negeri 14 Palembang, indicated by the P-Value of $0.000 < 0.05$, so it is concluded that the higher the Leadership, the Teacher Work Motivation will also increase. Likewise, conversely, if Leadership is low, the Teacher Work Motivation will also be lower.

The Influence of the Work Environment on the Work Motivation of Employees at SMA Negeri 14 Palembang

The results of the second hypothesis test show that the Work Environment has a significant effect on work motivation at SMA Negeri 14 Palembang, indicated by the P-Value of $0.000 < 0.05$, so it is concluded that the better the Work Environment will increase the Work Motivation of teachers, the influence of the Work Environment on Work Motivation.

The Influence of Leadership on the Performance of Employees of SMA Negeri 14 Palembang

In the results of the third hypothesis test, Leadership has a significant effect on the Performance of Teachers of SMA Negeri 14 Palembang, as shown by the P-Value of $0.002 < 0.05$, so it is concluded that the better the Leadership, the higher the Performance will be. There is an influence of Leadership on Teacher Performance.

The Influence of the Work Environment on the Performance of SMA Negeri 14 Palembang

In the results of the fourth hypothesis test, the Work Environment has a significant effect on the Performance of SMA Negeri 14 Palembang, as shown by the P-Value of $0.000 < 0.05$, so it is concluded that the better the Work Environment, the higher the Performance of teachers of SMA Negeri 14 Palembang.

The Influence of Employee Work Motivation on Employee Performance at SMA Negeri 14 Palembang

In the results of the fifth hypothesis test, work motivation has a significant effect on employee performance at SMA Negeri 14 Palembang, as shown by the P-Value of $0.049 < 0.05$, so it is concluded that the higher the employee work motivation, the better the performance.

4. CONCLUSION

From these objectives, seven hypotheses were formulated, then the hypotheses were tested using SEM using Smart-PLS, and the results of the hypothesis test from this study are as follows:

1. Leadership has a significant effect on Work Motivation, meaning that the better the leadership, the better the Work Motivation of Teachers at SMA Negeri 14 Palembang.
2. The work environment has a significant effect on Work Motivation, meaning that the better the Work Environment will create good Work Motivation at SMA Negeri 14 Palembang.
3. Leadership has a significant effect on Performance, meaning that the better the Leadership will improve the Performance of Teachers at SMA Negeri 14 Palembang.
4. The Work Environment has a significant effect on Performance, meaning that the better the Work Environment will improve the Performance of Teachers at SMA Negeri 14 Palembang.
5. Work Motivation has a significant effect on Performance, meaning that the better the Work Motivation will improve the Performance of Teachers at SMA Negeri 14 Palembang.

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