
Strategic Leadership and Time Efficiency: Analyzing the Economic Impact on Employee Performance in Widhya Asih Children's Social Welfare Institutions across Bali's Regencies

Ketut Sudarnaya ¹, Ketut Ayu Ely Ernawati ²

Abstract:

The purpose of this study is to determine how the performance of staff members at the Widhya Asih Children's Social Welfare Institute in Bali Province is impacted by time management, competency, and leadership style. This study employs a quantitative methodology, gathering data via questionnaire distribution. An interval scale with a range of 1 to 5 was used to measure the questionnaire. A random sample was employed to pick the respondents, and a maximum of 33 respondents were used. SPSS Version PASW Statistics 18 for windows is the data analysis method utilized to support this study. The results of hypothesis testing on all variables show that the factors influencing (1) time management have a significant effect on employee performance. (2) Competence has a negative but considerable impact on employee performance. (3) Leadership style has a favorable and significant impact on employee performance. (4) Employee Performance is significantly impacted by leadership style, competence, and time management.

Keywords: Time Management, Competence, Leadership Style, Employee Performance

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1. Introduction

Human resources (HR) are the cornerstone of organizational success, particularly in nonprofit institutions dedicated to social welfare. Optimal employee performance is essential to achieving organizational goals and delivering impactful services. However, employee underperformance remains a persistent challenge, often driven by poor time management, misaligned competencies, and inconsistent leadership styles (Azzahra & Amanda, 2024; Rostiana & Iskandar, 2020). These factors collectively influence not only task efficiency but also the sustainability and economic outcomes of the organization (García & Martínez, 2019).

The Widhya Asih Children's Social Welfare Institution, operating under the Protestant Christian Church in Bali (GKPB), is committed to improving the lives of underprivileged and abandoned children across Bali's regencies. Despite the noble mission, internal performance data reveals a downward trend in employee output. From 2019 to 2023, average employee performance scores declined from 90 to 85.

¹ Sekolah Tinggi Ilmu Ekonomi Satya Dharma, Indonesia.

² Sekolah Tinggi Ilmu Ekonomi Satya Dharma, Indonesia. ayuely13@gmail.com

The decrease particularly affects core performance indicators such as leadership, creativity, and discipline, raising concerns about the operational effectiveness of the institution (Widhya Asih Bali Sejahtera Foundation, 2025).

Several organizational challenges underpin this decline. Among them, ineffective time utilization emerges as a major barrier, where employees often prioritize personal concerns over professional obligations. This trend aligns with previous findings that link time mismanagement to reduced performance and organizational inefficiencies (Anggara Putra & Tommy, 2023; Muliati & Budi, 2021). Furthermore, employee competencies in some cases do not match job requirements, resulting in lower-quality outputs and reduced motivation (Huda & Abdullah, 2022; Rostiana & Iskandar, 2020). Compounding these issues is the variation in leadership styles, which has created adaptation barriers and weakened team dynamics.

Strategic leadership plays a pivotal role in mitigating such challenges by fostering clarity, motivation, and organizational alignment. Studies show that leadership styles directly impact employee behavior, organizational culture, and overall performance (Farida & Fauzi, 2020; Nur Alam et al., 2023; Roynaldi et al., 2022). This is especially relevant in non-profit institutions where leadership not only sets operational direction but also embodies the mission and values that guide service delivery (Johnson & Sutcliffe, 2018). Leadership models such as transformational and participative styles have been associated with increased employee satisfaction, creativity, and accountability (Hernández & Rueda, 2019; Pps et al., 2021; Motallebi & Dashtinejad, 2020).

Simultaneously, time management remains a critical predictor of employee productivity. As noted by Azzahra and Amanda (2024), efficient time planning allows employees to balance workloads, reduce stress, and meet deadlines effectively. Anggara Putra and Tommy (2023) also emphasized that disciplined time allocation is directly correlated with task quality and organizational productivity. Moreover, Kim and Lee (2020) showed that time management serves as a significant mediator in the relationship between leadership and performance, supporting the notion that leadership's effectiveness is partly contingent upon the time-use behavior it instills in subordinates.

Although many studies have examined the relationship between leadership, competence, and time management in corporate and governmental settings (Fernández-Medina & García, 2017; Li & Liu, 2021; Lee et al., 2020), there remains a substantial gap in nonprofit-oriented research, particularly in faith-based, community-level child welfare institutions. Previous literature often overlooks the complexity of leadership and operational efficiency within socially driven environments where emotional labor, limited resources, and diverse stakeholder expectations intersect (Johnson & Sutcliffe, 2018; Kim & Lee, 2020). This research addresses this gap by focusing on a religiously affiliated nonprofit organization in Indonesia.

The novelty of this study lies in its integrative approach to analyzing how strategic leadership and time efficiency interact to shape employee performance, with a specific lens on economic outcomes in the nonprofit context. By leveraging insights from both local and international studies, this research provides an evidence-based model for performance improvement tailored to social institutions with unique operational dynamics (Li & Liu, 2021; García & Martínez, 2019). It also highlights how leadership can be a strategic economic asset in resource-constrained nonprofit environments.

Therefore, the primary aim of this study is to examine the extent to which strategic leadership and time efficiency influence employee performance at Widhya Asih Children's Social Welfare Institutions across Bali. Specifically, the study seeks to: (1) assess the performance trends and underlying causes of decline, (2) identify the roles of time management and leadership in shaping these outcomes, and (3) offer strategic recommendations to improve HR efficiency in nonprofit settings. This research contributes to the growing body of literature on nonprofit management by contextualizing theoretical models within a practical, regionally grounded institution.

2. Methodology

The research employed a quantitative approach by distributing structured questionnaires to respondents. The responses were measured using a Likert scale, which allows for an objective assessment of attitudes and perceptions across various statements. The study focused on employees of the Widhya Asih Children's Social Welfare Institution located throughout Bali Province, totaling 33 individuals. Given the manageable size of the population, all members were included in the research process to ensure data representation and completeness.

To determine the sample, the researcher applied a saturated sampling technique. This method involves selecting the entire population as the sample, which is appropriate when the total population is relatively small and can be feasibly surveyed in its entirety. By doing so, the study maximized data accuracy and minimized sampling error. After collecting the completed questionnaires, the data were analyzed using the SPSS software, which provided statistical insights into the variables examined and supported the validation of the research hypothesis through quantitative analysis.

The research instrument testing was carried out through several stages to ensure the quality and credibility of the data collected. First, the validity test was conducted using the corrected item-total correlation approach, where each item in the questionnaire was deemed valid if the significance value (Sig) was less than 0.05. This process confirmed that each question accurately represented the intended construct. Second, the reliability of the instrument was measured using Cronbach's Alpha, where a value greater than 0.60 indicated that the instrument was consistent and dependable. In addition, a classical assumption test was performed to evaluate the data's suitability for regression analysis and to identify any potential issues such as multicollinearity,

heteroscedasticity, or normality deviations that could affect the regression model's accuracy.

The data analysis was carried out using multiple linear regression techniques, which are suitable when examining the influence of more than one independent variable on a dependent variable. The regression model followed the general equation format: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$, where Y is the dependent variable, X_1 to X_3 represent the independent variables, and ε is the error term. To evaluate the feasibility of the model, the coefficient of determination (R^2) was used to measure how well the independent variables explained the variance in the dependent variable. Hypothesis testing was then conducted using the t-test, where a significance value below 0.05 indicated that the hypothesis was accepted, meaning the independent variable had a significant effect on the dependent variable. Conversely, a value above 0.05 would lead to hypothesis rejection.

3. Empirical Findings/Results

1) Validity Test

Table 2. Validity Test Results

Statement Items	Corrected item – Total Corretation	r-Table	Information
MW1	0,708	0,355	Valid
MW2	0,534	0,355	Valid
MW3	0,502	0,355	Valid
MW4	0,603	0,355	Valid
K1	0,711	0,355	Valid
K2	0,369	0,355	Valid
K3	0,518	0,355	Valid
K4	0,489	0,355	Valid
K5	0,421	0,355	Valid
GK1	0,696	0,355	Valid
GK2	0,790	0,355	Valid
GK3	0,829	0,355	Valid
GK4	0,792	0,355	Valid
GK5	0,767	0,355	Valid
GK6	0,815	0,355	Valid
KK1	0,459	0,355	Valid
KK2	0,588	0,355	Valid
KK3	0,531	0,355	Valid
KK4	0,429	0,355	Valid
KK5	0,577	0,355	Valid
KK6	0,394	0,355	Valid

Source : SPSS PASW Statistics Version 18

From the results of the test that has been carried out, it can be concluded that all the instruments given and distributed through the questionnaire obtained an r-calculation

value greater than the r-table value of 0.355 obtained by using the formula $(n-2) = 33 - 2$ is 31, then r table (0.355) is used so that the instrument used can be declared to be valid and can be used.

2) Reliability Test

Table 3. Reliability Test Results

Statement Items	Crombach's Alpha	Reliable Requirements	Information
MW	0,696	0,60	Reliable
K	0,777	0,60	Reliable
GK	0,872	0,60	Reliable
KK	0,657	0,60	Reliable

Source : SPSS PASW Statistics Version 18

The output obtained after the reliability test is the result of Crombach's alpha which is greater than the reliability requirement of 0.60 can be concluded that the instrument used has passed the reliability test.

3) Classical Assumption Test

a. Multicollinearity Test

Table 4. Multicollinearity Test Results Coefficients^a

	Type	Collinearity Statistics	
		Tolerance	VIF
1	Time Management	,892	1,121
	Competence	,997	1,003
	Leadership Style	,894	1,119

a. Dependent Variable: Employee Performance

Source : SPSS PASW Statistics Version 18

Based on table 5.5 above, it can be seen that the tolerance value of all variables used is > 0.10 and the VIF value is < 10 , so there is no problem of multicollinearity in this study.

b. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results Coefficients^a

	Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	7,606	5,844			1,302	,203
	Time Management	-,146	,206	-,134		-,709	,484
	Competence	-,032	,142	-,041		-,228	,822
	Leadership Style	-,117	,076	-,290		-1,540	,134

a. Dependent Variable: ABS_RES

Source : SPSS PASW Statistics Version 18

The tests that have been carried out have obtained results that the significance value of all variables exceeds 0.05, so conclusions are drawn in accordance with the benchmark used for the heteroscedasticity test, namely all variables have no symptoms of heteroscedasticity.

c. Data Normality Test

**Table 6. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		33
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,01361504
Most Extreme Differences	Absolute	,115
	Positive	,115
	Negative	-,106
Kolmogorov-Smirnov Z		,661
Asymp. Sig. (2-tailed)		,774

a. Test distribution is Normal.

b. Calculated from data.

Source : SPSS PASW Statistics Version 18

Based on the results of the Asymp normality test, Sig (2-tailed) proved that the significant value produced was greater than 0.05, which was 0.774, so that the instrument in this study could be said to be normal and could be used.

4. Multiple Linear Regression Analysis

**Table 7. Multiple Linear Regression Test Results
Coefficients^a**

	Type	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	8,444	4,787	
	Time Management	,785	,311	,509
	Competence	-,399	,170	-,440
	Leadership Style	,454	,148	,461

a. Dependent Variable: Employee Performance

Source : SPSS PASW Statistics Version 18

Based on the results of the analysis above, the following regression model can be formed:

$$Y = 8,444 + 0,785 - 0,399 + 0,454$$

- a. A constant value of 8.444 indicates that the employee performance variable has a fixed value of 8.444 if the time management, competence, and leadership style variables are valued.
- b. Since the time management variable has a constant value of 0.785, assuming that the other independent variables in the regression model remain constant, the employee performance variable's value rises by 0.785 when the time management variable is one unit.
- c. Assuming that the other independent variables in the regression model remain constant, the value of the employee performance variable falls by (-0.399) for every unit increase in the competency variable. This is known as the constant value of the competency variable.
- d. Assuming that the other independent factors in the regression model remain constant, the leadership style variable's constant value of 0.454 means that if the leadership style variable rises by one unit, the employee performance variable will also rise by 0.454.

5. Model Feasibility Test

Coefficient Determination Test

Table 8. Determination Coefficient Test Results

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,684 ^a	,468	,412	1,086
a. Predictors: (Constant), Leadership Style, Competence, Time Management				

Source : SPSS PASW Statistics Version 18

Table 8 above indicates that the factors of competency, leadership style, and time management may explain the variables of employee performance. The Adjusted R square value is 0.412, or 41.2%. The remaining 58.8% (100%-41.2%) was accounted for by factors not covered in this research.

6. T Test Analysis

Table 9. Results of the T Test (Hypothesis) Coefficients^a

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,444	4,787		1,764	,088
	Time Management	,785	,311	,509	2,525	,017
	Competence	-,399	,170	-,440	-2,348	,026
	Leadership Style	,454	,148	,461	3,075	,005

a. Dependent Variable: Employee Performance

Source : SPSS PASW Statistics Version 18

- a) The results of the partial test for the time management variable showed that Ha

was accepted and H_0 was refused, with T computed $(2.525) > T$ table (1.694) and a significance value of $0.017 < 0.05$. This indicates that time management factors have a considerable impact on employee performance factors.

- b) H_0 was rejected and H_a was approved based on the competency variable partial test results, T computed $(-2.348) < T$ table (1.694) , with a significance value of $0.026 < 0.05$. This demonstrates that competency variables have a considerable negative impact on employee performance variables, albeit a partial one.
- c) H_0 was rejected and H_a was accepted based on the income variable partial test findings, which showed that T computed $(3.075) > T$ table (1.694) with a significance value of $0.05 < 0.05$. This indicates that leadership style variables have a significant and favorable impact on staff performance variables.
- d) According to the test's results summary, if the significance value of the three independent variables—time management, competence, and leadership style—is less than 0.05, it indicates that these three factors can have a partially significant impact on employee performance, meaning that H_0 is rejected and H_a is accepted.

7. Analysis of the F Test

Table 10. Test Results F ANOVA^b

	Type	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,035	3	10,012	8,487	,000 ^a
	Residual	34,208	29	1,180		
	Total	64,242	32			

a. Predictors: (Constant), Leadership Style, Competence, Time Management

b. Dependent Variable: Employee Performance

Source: SPSS PASW Statistics Version 18.

Formula for finding F table

$$df = n - k - 1 = 33 - 3 - 1 = 29$$

$$df = 29 \text{ (Ftable} = 2,93 \text{)}$$

Description : K = Number of Variables

The F test, often known as the ANOVA test, yielded a value of 8.487 with a significance level of 0.000. Regression models can predict employee performance (Y) when F_{cal} is greater than F_{table} (2.93) and the significance level is less than 0.05. This means that time management (X1), competence (X2), and leadership style (X3) all have a significant impact on employee performance variables at the same time.

4. Discussion

The Effect of Time Management on Employee Performance

The findings revealed that time management has a positive and significant effect on employee performance at the Widhya Asih Children's Social Welfare Institution in Bali Province. This conclusion is supported by the t-test results, which show that the

calculated t-value exceeds the critical t-table value and the significance value is below 0.05. It suggests that better time management enables employees to plan, prioritize, and complete their tasks more efficiently, thereby increasing overall job performance. This result aligns with the findings of Anggara Putra and Tommy Amanda (2023), who emphasized that structured time management strategies significantly enhance employee output. Similarly, Azzahra and Amanda (2024) also stressed that effective time utilization leads to improved productivity in office environments. Thus, it can be concluded that employees who manage their time well are more likely to achieve higher performance standards.

The Influence of Competence on Employee Performance

The study also found a significant but negative relationship between competence and employee performance. Although the correlation is statistically meaningful, the direction of the effect indicates that higher competence does not necessarily equate to improved individual performance in this organizational context. The results suggest that while employees possess the necessary knowledge and skills, this alone does not drive better outcomes—perhaps due to a lack of motivation or role alignment. This is in line with the findings of Huda and Abdullah (2022), who observed that competence, when not accompanied by motivation or effective leadership, might fail to enhance performance outcomes. Supporting this view, García and Martínez (2019) explain that competence must be integrated with contextual leadership support to yield performance gains. In the case of Widhya Asih, it may be that competent employees are not fully engaged or empowered, limiting the impact of their capabilities on job effectiveness.

The Influence of Leadership Style on Employee Performance

The analysis also demonstrated a positive and significant effect of leadership style on employee performance. The statistical results confirm that leadership plays a key role in motivating employees, guiding behavior, and creating a productive work environment. Effective leadership appears to foster trust, clarify goals, and facilitate professional growth, thereby boosting job performance. These findings are consistent with the studies of Farida and Fauzi (2020), who concluded that leadership style significantly affects employee output, and Hernández and Rueda (2019), who found that transformational leadership enhances performance through a positive organizational climate. Additionally, Kim and Lee (2020) highlighted the mediating role of emotional intelligence and time management in the leadership-performance link. Thus, leadership at Widhya Asih likely serves as a catalyst for high performance, especially when it demonstrates empathy, direction, and responsiveness to employee needs.

The Influence of Time Management, Competence, and Leadership Style on Employee Performance

When assessed simultaneously, time management, competence, and leadership style collectively show a significant impact on employee performance. This suggests that performance is not driven by a single factor but is the result of a complex interaction among various competencies and organizational behaviors. The regression results indicated that all three independent variables significantly contribute to performance

improvement. These findings are in line with research by Roynaldi, Djaelani, and Kurniawan (2022), which confirmed that time management and leadership style jointly influence work performance in construction service firms. Additionally, Fernández-Medina and García (2017) emphasized the synergistic role of competence and time management in shaping organizational outcomes. In conclusion, the higher the level of effective time use, relevant competencies, and adaptive leadership styles, the better the performance of employees at the Widhya Asih Children's Social Welfare Institution across Bali Province.

4. Conclusions

The findings of this study conclude that time management has a significant and positive effect on the performance of employees at LKSA Widhya Asih across Bali Province. Employees who are able to organize their tasks effectively, set clear priorities, and manage their time efficiently tend to demonstrate higher levels of performance. Conversely, poor time management is associated with reduced productivity and work outcomes. In contrast, the influence of competence on performance is found to be negative yet significant. This suggests that although employees may possess the necessary knowledge and skills to perform their duties, such competence alone does not guarantee improved performance without proper alignment with motivation or contextual support. Furthermore, leadership style is identified as having a strong positive impact on employee performance. Supportive and inspirational leadership enhances the morale, motivation, and commitment of employees, thereby contributing to better service delivery. Taken together, time management, competence, and leadership style collectively play an important role in influencing the performance of employees within the institution.

For practical implications, it is recommended that LKSA Widhya Asih employees continuously enhance their time management abilities, engage in lifelong learning to improve their competencies, and remain adaptable to diverse leadership styles. Organizations are encouraged to foster leadership that is empathetic, communicative, and empowering to maximize employee potential. Future research may explore additional factors such as organizational culture, employee engagement, and work-life balance as mediating or moderating variables. Longitudinal or comparative studies across different regions or types of social institutions may also provide broader insights into performance determinants within the social welfare sector.

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