

The Influence Of Transformational Leadership, Compensation, And Work Motivation On Employee Performance At Hospital X In Bandung City

Pengaruh Gaya Kepemimpinan Transformasional, Kompensasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Rumah Sakit X Di Kota Bandung

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ABSTRACT

This study aims to analyze the influence of transformational leadership style, compensation, and work motivation on employee performance at Hospital X in Bandung City. The study employed a quantitative approach using a survey method involving Hospital X. Data was collected through questionnaires and analyzed using statistical techniques to examine the relationships among variables. The results indicate that transformational leadership style, compensation, and work motivation have a positive and significant effect on employee performance, both partially and simultaneously. These findings suggest that improving employee performance can be achieved through the implementation of effective transformational leadership, fair compensation practices, and enhanced work motivation. This study is expected to serve as a reference for hospital management in improving employee performance and the quality of healthcare services.

Keywords: Transformational Leadership, Compensation, Work Motivation, Employee Performance.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan transformasional, kompensasi, dan motivasi kerja terhadap kinerja karyawan pada Rumah Sakit X di Kota Bandung. Penelitian menggunakan pendekatan kuantitatif dengan metode survei terhadap karyawan Rumah Sakit X. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan teknik statistik untuk menguji hubungan antarvariabel. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional, kompensasi, dan motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, baik secara parsial maupun simultan. Temuan ini menunjukkan bahwa peningkatan kinerja karyawan dapat dicapai melalui penerapan kepemimpinan transformasional yang efektif, pemberian kompensasi yang adil, serta peningkatan motivasi kerja. Penelitian ini diharapkan dapat menjadi referensi bagi manajemen rumah sakit dalam meningkatkan kinerja karyawan dan kualitas pelayanan kesehatan.

Kata Kunci : Gaya Kepemimpinan Transformasional, Kompensasi, Motivasi Kerja, Kinerja Karyawan.

1. Introduction

Human resources are strategic assets that play a vital role in achieving organizational goals. In the healthcare sector, employee performance is a crucial factor in determining service quality, patient satisfaction, and organizational effectiveness. Hospitals are required to provide professional, efficient, and high-quality healthcare services, making employee performance an essential element in supporting organizational success.

Employee performance reflects the extent to which employees accomplish their duties and responsibilities according to organizational standards. High employee performance contributes to operational effectiveness and service excellence, while poor performance may negatively affect service quality and organizational productivity. Therefore, understanding the factors that influence employee performance is important for healthcare organizations seeking continuous improvement.

Hospital X in Bandung City implements a Key Performance Indicator (KPI) system to evaluate employee performance. However, KPI evaluation results during the 2023–2025 period indicate a decline in employee performance. Employees categorized as KPI Category A (Excellent) decreased significantly from 30% in 2023 to 14% in 2024 and only 4% in 2025. Meanwhile, employees in Category C (Fair) increased from 15% in 2023 to 28% in 2025, and Category D (Poor) increased from 5% to 10% during the same period. These findings indicate a decline in the proportion of high-performing employees and an increase in employees with lower performance levels.

Preliminary interviews with the Head of Human Capital Department revealed several issues that potentially contribute to the decline in employee performance, including ineffective communication between supervisors and employees, limited appreciation for employee achievements, perceived inequity in compensation, and varying levels of work motivation. These conditions suggest that transformational leadership, compensation, and work motivation are important factors influencing employee performance.

Transformational leadership is considered an effective leadership style in improving employee performance. According to Bass and Avolio (2023), transformational leaders inspire and motivate employees through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In addition, compensation serves as a form of reward that can encourage employees to improve their performance. Milkovich, Newman, and Gerhart (2023) state that fair compensation can increase employee satisfaction, commitment, and productivity. Furthermore, Robbins and Judge (2023) explain that work motivation influences the intensity, direction, and persistence of employees in achieving organizational goals.

This study is based on Expectancy Theory proposed by Vroom (1964), which suggests that employees are motivated to perform when they believe that their efforts will lead to desirable outcomes and rewards. In this context, transformational leadership can strengthen employees' confidence in achieving organizational goals, compensation represents expected rewards, and motivation serves as an internal force driving employee performance. Previous studies have demonstrated that transformational leadership, compensation, and work motivation positively influence employee performance. However, most studies have examined these variables separately or in different organizational settings. Research investigating the simultaneous effects of transformational leadership, compensation, and work motivation on employee performance in hospital administrative and registration units remains limited. This condition constitutes a research gap that warrants further investigation. Therefore, this study aims to analyze the influence of transformational leadership style, compensation, and work motivation on employee performance at Hospital X in Bandung City, both partially and simultaneously. The findings are expected to provide theoretical contributions to human resource management literature and practical recommendations for hospital management in improving employee performance and healthcare service quality.

2. Literature Review

Transformational Leadership Style

Transformational leadership is a leadership approach that focuses on the ability of leaders to inspire, motivate, and develop employees to achieve organizational goals. Transformational leaders not only emphasize achieving organizational targets but also encourage employees to maximize their potential through support, empowerment, and motivation.

Bass and Avolio (2023) define transformational leadership as a leadership style that transforms employees' values, beliefs, and aspirations, encouraging them to perform beyond expectations. Similarly, Robbins and Judge (2023) state that transformational leaders motivate

employees by creating a compelling vision and fostering commitment to organizational objectives.

In healthcare organizations, transformational leadership is particularly important because it can enhance employee engagement, commitment, and performance in delivering high-quality healthcare services. Leaders who effectively communicate organizational goals and provide support to employees can create a positive work environment that encourages superior performance.

The dimensions of transformational leadership consist of: (1) Idealized Influence, which refers to leaders serving as role models and earning employees' trust and respect; (2) Inspirational Motivation, which refers to leaders inspiring and motivating employees toward organizational goals; (3) Intellectual Stimulation, which refers to leaders encouraging creativity and innovation in problem-solving; and (4) Individualized Consideration, which refers to leaders providing personal attention and support for employee development (Bass & Avolio, 2023).

Compensation

Compensation refers to all forms of rewards provided by an organization to employees in exchange for their contributions and services. Compensation is an essential component of human resource management because it influences employee satisfaction, motivation, loyalty, and performance.

According to Milkovich, Newman, and Gerhart (2023), compensation encompasses all financial and non-financial rewards received by employees as part of the employment relationship. Similarly, Hasibuan (2022) explains that compensation includes all forms of income received by employees, whether in the form of money, goods, or benefits, as remuneration for their work.

Providing fair and competitive compensation can increase employees' sense of appreciation and encourage them to perform better. Conversely, inadequate compensation may result in dissatisfaction and reduced work performance.

The dimensions of compensation include: (1) Direct Financial Compensation, such as salaries, wages, bonuses, and incentives; (2) Indirect Financial Compensation, such as health insurance, retirement programs, and employee benefits; and (3) Non-Financial Compensation, such as career development opportunities, recognition, and a supportive work environment (Milkovich et al., 2023).

Work Motivation

Work motivation refers to the internal and external forces that drive individuals to act and persist in achieving organizational goals. Motivation is a critical factor influencing employee behavior, effort, commitment, and performance.

Robbins and Judge (2023) define motivation as the process that accounts for an individual's intensity, direction, and persistence toward achieving a goal. Meanwhile, Wibowo (2022) states that work motivation is the driving force that encourages individuals to perform their duties effectively and efficiently.

Employees with high motivation tend to demonstrate greater commitment, responsibility, and enthusiasm in performing their work. Therefore, organizations need to create conditions that foster employee motivation to enhance overall performance.

This study is based on Expectancy Theory, proposed by Vroom (1964), which explains that individuals are motivated to exert effort when they believe that their efforts will lead to desirable performance outcomes and valued rewards.

Expectancy Theory consists of three key components: (1) Expectancy, the belief that effort will result in improved performance; (2) Instrumentality, the belief that good

performance will lead to specific rewards; and (3) Valence, the value placed on those rewards by individuals. These components collectively explain how motivation influences employee behavior and performance.

Employee Performance

Employee performance is one of the most important factors in determining organizational success in achieving its objectives. Performance reflects the extent to which employees accomplish their duties and responsibilities in accordance with organizational standards. According to Robbins and Judge (2023), employee performance refers to the effectiveness of employees in carrying out tasks that contribute to organizational goals. Meanwhile, Mangkunegara (2022) defines performance as the quality and quantity of work achieved by employees in performing their assigned responsibilities.

In healthcare organizations, employee performance plays a crucial role because it directly affects service quality, patient satisfaction, and organizational effectiveness. Employees with high performance are more likely to provide efficient, accurate, and professional services, thereby supporting the achievement of organizational objectives.

The dimensions of employee performance include: (1) Task Performance, which refers to employees' ability to perform their core job responsibilities; (2) Organizational Citizenship Behavior (OCB), which refers to voluntary behaviors that support organizational effectiveness beyond formal job requirements; and (3) Counterproductive Work Behavior, which refers to behaviors that hinder organizational goals (Robbins & Judge, 2023).

The Effect of Transformational Leadership Style on Employee Performance

Transformational leadership enables leaders to inspire and motivate employees to achieve performance beyond organizational expectations. Through a clear vision, support, and individualized consideration, transformational leaders can increase employee engagement and commitment. Bass and Avolio (2023) argue that transformational leadership enhances employees' confidence, enthusiasm, and willingness to contribute to organizational success. Previous studies have also demonstrated that transformational leadership positively influences employee performance. Therefore, the following hypothesis is proposed:

H1: Transformational leadership style has a positive and significant effect on employee performance.

The Effect of Compensation on Employee Performance

Compensation is a form of organizational reward provided to employees for their contributions. Fair and appropriate compensation can increase job satisfaction, loyalty, and productivity. Based on Expectancy Theory, employees are motivated to improve their performance when they believe that their efforts will result in valuable rewards. Consequently, better compensation is expected to enhance employee performance.

H2: Compensation has a positive and significant effect on employee performance.

The Effect of Work Motivation on Employee Performance

Work motivation is an internal factor that drives employees to perform their duties effectively and persistently. Employees with high levels of motivation tend to demonstrate greater effort, commitment, and responsibility in accomplishing their tasks. According to Expectancy Theory, individuals are more likely to exert effort when they believe that their performance will lead to desired outcomes. Therefore, higher work motivation is expected to improve employee performance.

H3: Work motivation has a positive and significant effect on employee performance.

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

Employee performance is influenced by the interaction of various organizational and individual factors. Effective transformational leadership, fair compensation, and high work motivation are expected to create a supportive work environment that encourages employees to perform optimally. These three variables complement one another in enhancing employee effectiveness and productivity. Therefore, this study proposes the following hypothesis

H4: Transformational leadership style, compensation, and work motivation simultaneously have a positive and significant effect on employee performance.

Conceptual Framework

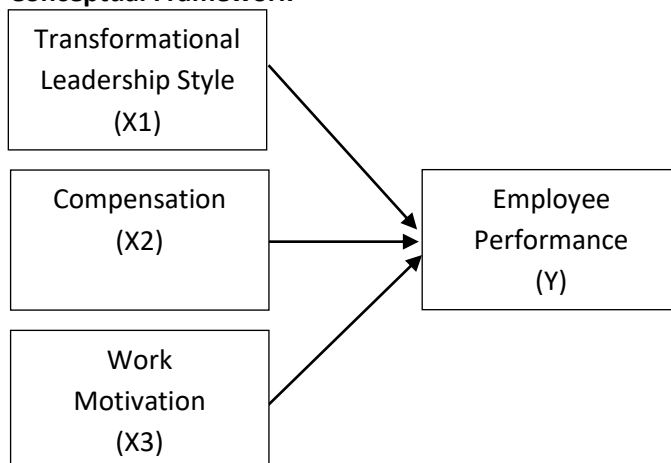


Fig. 1. Conceptual Framework

3. Research Methods

This study employed a quantitative research approach with a descriptive and verificative design to examine the influence of transformational leadership style, compensation, and work motivation on employee performance. The descriptive approach was used to describe the existing conditions of each research variable, while the verificative approach was applied to test the hypotheses regarding the relationships among variables through statistical analysis.

The study was conducted at Hospital X in Bandung City, Indonesia, focusing on employees working in the registration and administrative service units. The selection of the research site was based on the phenomenon of declining employee performance, as indicated by the achievement of Key Performance Indicators (KPIs) that had not reached the expected targets during the evaluation period. Therefore, it is necessary to identify factors that influence employee performance to support the improvement of service quality and organizational effectiveness.

The population of this study consisted of all employees working in the registration and administrative service units of Hospital X Bandung. The study employed a saturated sampling technique (census sampling), whereby all members of the population were selected as research respondents. Therefore, the total sample consisted of 80 employees.

The research utilized both primary and secondary data. Primary data were collected through the distribution of structured questionnaires to respondents. In addition, observations and interviews were conducted to obtain a deeper understanding of organizational conditions related to leadership, compensation, motivation, and employee performance. Secondary data were obtained from company documents, employee performance reports, KPI reports, books, scientific journals, and other relevant literature.

The research instrument was a questionnaire developed based on the indicators of each variable. Data were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert scale was selected because it allows respondents to express their perceptions and opinions regarding the research variables systematically.

The independent variables in this study were Transformational Leadership Style (X1), Compensation (X2), and Work Motivation (X3), while the dependent variable was Employee Performance (Y). Transformational leadership style was measured through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Compensation was measured through direct financial compensation, indirect financial compensation, and non-financial compensation. Work motivation was measured based on the dimensions of expectancy, instrumentality, and valence. Employee performance was measured through indicators of work quality, work quantity, timeliness, and work effectiveness.

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The analytical procedures included descriptive statistical analysis, validity testing, reliability testing, and classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests. Furthermore, multiple linear regression analysis was employed to examine the effect of transformational leadership style, compensation, and work motivation on employee performance. Hypothesis testing was performed using the t-test to determine the partial effect of each independent variable, the F-test to determine the simultaneous effect of all independent variables, and the coefficient of determination (R^2) to assess the explanatory power of the regression model.

4. Results and Discussions

Descriptive Analysis

Based on the descriptive analysis of 80 respondents at Hospital X in Bandung City, it can be concluded that all research variables, namely transformational leadership style, compensation, work motivation, and employee performance, were categorized as good.

The transformational leadership style variable achieved an overall mean score of 4.03, indicating that employees generally have positive perceptions of the leadership practices implemented by their supervisors. Leaders were perceived as capable of inspiring and motivating employees, communicating organizational goals clearly, encouraging innovation, and supporting employee development. The highest-rated indicator was the leader's ability to communicate the organization's vision and goals clearly (4.25), while the lowest-rated indicator was the leader's ability to serve as a role model in the workplace (3.85). Nevertheless, all indicators were classified as good, suggesting that transformational leadership has been effectively implemented and contributes positively to employee performance.

The compensation variable obtained an overall mean score of 3.87, indicating that the compensation system implemented by the hospital is generally perceived positively by employees. The highest-rated aspects were timely salary payments (4.25) and adequate job protection (4.04), reflecting employees' confidence in the organization's compensation practices. However, several aspects still require improvement, particularly promotion opportunities (3.50), accessibility of company facilities (3.61), and work-life balance (3.83). These findings suggest that although compensation has generally met employee expectations, further enhancements are needed to strengthen employee satisfaction and motivation.

The work motivation variable recorded an overall mean score of 3.83, indicating that employees possess a good level of motivation in performing their duties and responsibilities. The highest-rated indicators were commitment to completing assigned tasks (4.00) and willingness to utilize their best abilities at work (3.99). In contrast, the lowest-rated indicators

were the ability to work under pressure (3.55) and consistency in completing tasks (3.61). These results demonstrate that employees exhibit strong enthusiasm and commitment toward their work; however, the organization should provide greater support to improve employees' resilience and ability to cope with workplace pressure.

The employee performance variable achieved an overall mean score of 4.02, indicating that employee performance at Hospital X is generally at a good level. The highest-rated indicators were compliance with organizational regulations (4.43), attendance level (4.31), and avoidance of behaviors that may disrupt organizational effectiveness (4.26). Meanwhile, participation in organizational activities received the lowest mean score (3.68). These findings indicate that employees perform their core responsibilities effectively, demonstrate high levels of discipline, and exhibit positive work behaviors that support organizational effectiveness. However, employee involvement in organizational activities should be further enhanced to promote overall performance improvement.

Overall, the descriptive analysis reveals that transformational leadership style, compensation, work motivation, and employee performance at Hospital X Bandung are generally in the good category. Nevertheless, several aspects, including leaders' role-modeling behavior, promotion opportunities, employees' ability to work under pressure, and participation in organizational activities, require further attention. Improvements in these areas are expected to strengthen employee motivation, enhance organizational commitment, and ultimately improve employee performance in a sustainable manner.

Instrument Test

Validity Test

The validity test was conducted to determine whether the questionnaire items were capable of measuring the intended research variables accurately. The test was performed using SPSS version 27 by correlating each item score with the total score and comparing the obtained correlation coefficient (r -count) with the critical value (r -table). A questionnaire item is considered valid when the r -count value exceeds the r -table value.

The results indicated that all questionnaire items for the variables of transformational leadership style, compensation, work motivation, and employee performance had r -count values greater than the r -table value. Therefore, all items were declared valid and suitable for further statistical analysis.

Reliability Test

The reliability test was conducted to assess the consistency and stability of the research instrument in measuring the variables under study. Reliability was evaluated using Cronbach's Alpha coefficient, with a value greater than 0.60 indicating that the instrument is reliable and suitable for research purposes.

The results showed that all research variables met the reliability criterion. The transformational leadership style variable obtained a Cronbach's Alpha value of 0.953, compensation 0.942, work motivation 0.880, and employee performance 0.946. Since all Cronbach's Alpha values exceeded the minimum threshold of 0.60, all variables were considered reliable.

These findings indicate that the questionnaire items used in this study demonstrate a high level of internal consistency and can be relied upon to measure transformational leadership style, compensation, work motivation, and employee performance accurately. Therefore, the research instrument was deemed appropriate for further statistical analysis.

Classical Assumption Test

Normality Test

The normality test was conducted to determine whether the residual data in the regression model were normally distributed. In this study, the normality test was performed using the Kolmogorov-Smirnov (K-S) test with a significance level of 0.05. A regression model is considered to have normally distributed residuals when the significance value is greater than 0.05.

The results of the Kolmogorov-Smirnov test showed a statistical value of 0.096 with an Asymp. Sig. (2-tailed) value of 0.068. Since the significance value is greater than 0.05 (0.068 > 0.05), it can be concluded that the residual data are normally distributed. Therefore, the normality assumption required for multiple linear regression analysis has been fulfilled.

Multicollinearity Test

The multicollinearity test was conducted to determine whether there was a high correlation among the independent variables in the regression model. A regression model is considered free from multicollinearity if the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) value is less than 10.

The test results showed that all independent variables, namely transformational leadership style, compensation, and work motivation, had Tolerance values above 0.10 and VIF values below 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables. Thus, the regression model meets the multicollinearity assumption and is suitable for further analysis.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the residuals remained constant across observations in the regression model. A good regression model should not exhibit heteroscedasticity, meaning that the residual variance should be homogeneous.

In this study, heteroscedasticity was examined using the Scatterplot method, which plots the standardized predicted values (ZPRED) against the standardized residuals (SRESID). The test results showed that the data points were randomly distributed above and below the zero line on the Y-axis and did not form any specific pattern.

These findings indicate that there is no heteroscedasticity problem in the regression model. Therefore, the regression model satisfies the heteroscedasticity assumption and is appropriate for further analysis using multiple linear regression.

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effect of transformational leadership style, compensation, and work motivation on employee performance at Hospital X, Bandung City. Based on the SPSS output, the following regression equation was obtained:

$$Y=3.332+0.392X_1+0.094X_2+0.660X_3$$

Where:

Y = Employee Performance

X₁ = Transformational Leadership Style

X₂ = Compensation

X₃ = Work Motivation

The regression results indicate that all independent variables have positive coefficients, suggesting a positive relationship with employee performance. This means that improvements in transformational leadership style, compensation, and work motivation are associated with higher employee performance.

The coefficient of transformational leadership style ($\beta = 0.392$) indicates that an increase in transformational leadership practices contributes positively to employee performance. The compensation variable has a coefficient of 0.094, implying that better compensation tends to improve employee performance, although its contribution is relatively smaller compared to the other variables. Meanwhile, work motivation has the largest regression coefficient ($\beta = 0.660$), indicating that it is the most influential factor affecting employee performance.

These findings suggest that efforts to improve employee performance at Hospital X should focus on strengthening transformational leadership practices, providing appropriate compensation, and enhancing employee work motivation. Among the three independent variables, work motivation demonstrates the strongest contribution to improving employee performance.

Coefficient of Determination and Hypothesis Testing

Coefficient of Determination (R^2)

The coefficient of determination (Adjusted R Square) was used to measure the extent to which transformational leadership style, compensation, and work motivation explain variations in employee performance. The results of the multiple linear regression analysis showed an Adjusted R Square value of 0.906. This indicates that 90.6% of the variation in employee performance can be explained by transformational leadership style, compensation, and work motivation. Meanwhile, the remaining 9.4% is influenced by other factors outside the scope of this research model. These findings demonstrate that the model has a strong explanatory power in predicting employee performance at Hospital X in Bandung.

Simultaneous Hypothesis Testing (F-Test)

The F-test was conducted to examine the simultaneous effect of transformational leadership style, compensation, and work motivation on employee performance. The results revealed that the calculated F-value was 254.326, which exceeded the F-table value of 2.72, with a significance value of $0.000 < 0.05$. Therefore, transformational leadership style, compensation, and work motivation simultaneously have a significant effect on employee performance. Thus, H4 is accepted.

Partial Hypothesis Testing (t-Test)

The t-test was performed to evaluate the individual effect of each independent variable on employee performance.

The results indicate that transformational leadership style has a positive and significant effect on employee performance, with a significance value of $0.000 < 0.05$ and a t-value of $6.537 > 1.999$. Therefore, transformational leadership style is accepted.

Compensation was also found to have a significant effect on employee performance, as evidenced by a significance value of $0.049 < 0.05$ and a t-value of $1.999 \geq 1.999$. Thus, compensation is accepted.

Furthermore, work motivation has a positive and significant effect on employee performance, with a significance value of $0.000 < 0.05$ and a t-value of $6.302 > 1.999$. Therefore, work motivation is accepted.

Overall, the findings indicate that transformational leadership style, compensation, and work motivation significantly contribute to employee performance. Among these variables, work motivation demonstrates the strongest influence, followed by transformational leadership style and compensation.

5. Conclusion

Based on the results of this study, it can be concluded that transformational leadership style, compensation, and work motivation have a significant effect on employee performance at Hospital X in Bandung. Simultaneously, these three variables significantly influence employee performance, indicating that leadership, compensation systems, and employee motivation are important factors in improving organizational performance.

Partially, transformational leadership style has a positive and significant effect on employee performance. This finding indicates that leaders who are able to inspire, motivate, provide direction, and support employee development can enhance employee performance. Compensation also has a significant effect on employee performance, suggesting that fair and appropriate compensation contributes to improving employees' work outcomes. Furthermore, work motivation has a positive and significant effect on employee performance and is identified as the most dominant variable influencing employee performance.

The coefficient of determination analysis revealed that transformational leadership style, compensation, and work motivation explain 90.6% of the variation in employee performance, while the remaining 9.4% is influenced by other factors outside the scope of this study. Therefore, Hospital X is expected to continuously strengthen transformational leadership practices, improve compensation policies, and enhance employee motivation to achieve optimal employee performance and support the quality of healthcare services provided by the organization.

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