IJSS: International Journal of Social Science
Vol. 1 No. 2, Agustus 2025, pp: 120-132
ISSN: 3090-0646
DOI: https://doi.org/10.51805/ijss.v1i2.393

THE INFLUENCE OF LEADERSHIP STYLE AND WORKLOAD ON EMPLOYEE PERFORMANCE AT PT MAJU RUKUN BERSAMA, TANGERANG REGENCY

Nelvin Metri Gulo[1*], Senen[2]
Universitas Pamulang, Tangerang Selatan, Banten, Indonesia
nelvinmetrigulo@gmail.com, dosen01888@unpam.ac.id

ABSTRACT

This study aims to determine whether there is an influence of leadership style and workload on employee performance at PT. Maju Rukun Bersama either partially or simultaneously. This research method is associative with a quantitative approach, while the population used is 100 respondents and the sample used in this study is 100 respondents obtained from sample calculations using saturated samples. Data collection techniques using questionnaires, data analysis techniques with validity tests, reliability, classical assumption tests, multiple regression analysis, hypothesis tests, t-tests, f-tests, and coefficients of determination. The results of the study show that leadership style has a partial effect on employee performance as seen from the t-count value > t-table (15.757 > 1.984) with a value (sig) of 0.000 < 0.05 with a regression equation of Y = 0.846 + 0.780 X1. Workload has a partial effect on employee performance as seen from the calculated tvalue > ttable (14.582 > 1.984) with a value (sig) of 0.000 < 0.05 with the regression equation Y = 0.581 + 0.839 X2 and simultaneously leadership style and workload have an effect on employee performance as seen from the calculated Fvalue > Ftable (132.920 > 3.09) with a value (sig) of 0.000 < 0.05 with the regression equation Y = 0.621 + 0.512 X1 + 0.321 X2. Based on the results of the coefficient of determination, it has a contribution of 72.7% and the remaining 27.3% is influenced by other factors.

Keywords: Leadership Style, Workload and Employee Performance.

INTRODUCTION

1.1 Background of the Study

The current development of the global economy requires companies to maintain their business sustainability. Employees are the most important asset of an organization and play a strategic role in organizing and managing its activities to achieve corporate goals (Febriani et al., 2023:3). The consistency of employee performance greatly influences the success of a company. Good employee performance will be directly proportional to positive business growth, whereas poor performance will have an adverse effect on the company (Talenta, 2023:4).

One factor that can influence employee performance is leadership style. A moral leader can improve performance, prevent deviant and unethical behavior, and encourage employees to act morally. This type of leadership places a strong emphasis on ethical aspects in the actions and decisions of a leader. Voice behavior is significantly predicted by a leader's moral commitment to listening to employees' opinions and

engaging in two-way communication, which is one of the main indicators of moral leadership (Saifudin et al., 2025:2).

To achieve the desired level of performance, good leadership is essential. For employees, a leader will always be a role model and example in the workplace, as leaders serve as internal facilitators in exercising their control functions directed at subordinates. Human relationships are essentially mutualistic, meaning they are mutually beneficial and dependent on each other (Putra et al., 2022:4). Thus, the leadership style applied to employees influences the performance they will produce.

Management

According to Hasibuan (2021:2), management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals. Edison (2019:57) explains that management is a unique process that includes planning, organizing, actuating, and controlling actions to identify and achieve goals through the use of human and other resources. It can be concluded that management is a way of organizing to achieve organizational goals effectively and efficiently.

According to Kasmir (2016:10) in Senen (2021:4), "management is organizing or managing an activity. To achieve efficiency and effectiveness in management, all new actions and activities should be carried out with rational consideration and calculation." Based on these explanations, it can be concluded that management is a process of utilizing organizational resources effectively and efficiently through planning, organizing, implementing, and supervising organizational activities to achieve predetermined goals.

Human Resource Management

According to Sutrisno (2021:6), human resource management (HRM) is "the activity of planning, procurement, development, maintenance, and utilization of human resources to achieve both individual and organizational goals." Human resource management is a planning, organizing, directing, and supervising function over procurement, development, compensation, integration, maintenance, and termination of employment with the aim of achieving the company's organizational goals in an integrated manner (Sunyoto, 2019:1).

Kasmir (2021:25) states that HRM is "the process of managing people through planning, recruitment, selection, training, development, compensation, career management, safety and health, as well as maintaining industrial relations until termination of employment in order to achieve company goals and improve stakeholder welfare." Hasibuan (2021:10) defines HRM as the science and art of regulating labor relations and roles so that they actively and efficiently help realize the goals of the company, employees, and society.

Sedarmayanti (2020:3–4) explains that HRM is an approach to managing human-related issues based on three fundamental principles: (1) human resources are the most valuable and important assets owned by the organization/company, as organizational success is determined by human factors; (2) success is more likely if company policies,

procedures, and regulations related to people are interconnected and beneficial to all parties involved; (3) the company's organizational culture, values, and managerial behavior derived from that culture have a major influence on achieving the best results.

Rivai & Sagala (2019:18) state that human resource management is one of the fields of general management, covering aspects of planning, organizing, implementing, and controlling human resources in an organization. Human capital mainly includes competencies or skills, both hard and soft skills, such as knowledge, insight, physical skills, attitudes, and character needed to achieve company goals (Nurzaman, Hidayat & Subarto, 2020:29).

Based on these expert opinions, it can be synthesized that HRM is the science of regulating, planning, and managing the relationship and role of an individual or employee in carrying out responsibilities for the company effectively and efficiently to achieve the company's desired goals.

Purpose of Human Resource Management

The purpose of HRM is for organizations or companies to be socially and ethically responsible for societal needs and challenges while minimizing adverse effects. Formal goals are set to help organizations achieve their objectives and to maintain human resource contributions at a level appropriate to organizational needs. To assess whether these goals have been achieved, standards are needed to measure the efficiency of company decisions.

Hypothesis Development

According to Sugiyono (2019:63), "a hypothesis is a temporary answer to the formulation of a research problem, in which the problem formulation has been stated in the form of a question. It is called temporary because the answer given is only based on relevant theory and has not been supported by empirical facts obtained through data collection."

Based on the above description, the research hypotheses can be formulated as follows:

Ho1: $\rho \neq 0$ — It is assumed that leadership style does not affect employee performance at PT Maju Rukun Bersama.

Ha1: $\rho = 0$ — It is assumed that leadership style affects employee performance at PT Maju Rukun Bersama.

Ho2: $\rho \neq 0$ — It is assumed that workload does not affect employee performance at PT Maju Rukun Bersama.

Ha2: $\rho = 0$ — It is assumed that workload affects employee performance at PT Maju Rukun Bersama.

Ho3: $\rho \neq 0$ — It is assumed that leadership style and workload do not affect employee performance at PT Maju Rukun Bersama.

Ha3: $\rho = 0$ — It is assumed that leadership style and workload affect employee performance at PT Maju Rukun Bersama.

METHOD

This study employs an associative method, aimed at identifying the relationships between variables. Associative research, as defined by Sugiyono (2018), examines the connections between two or more variables. The quantitative research method used is grounded in positivism philosophy, focusing on specific populations or samples. Data is collected using research instruments, and analysis is quantitative or statistical, aimed at testing hypotheses.

To define variables clearly, an operational definition is necessary. Sugiyono (2018) explains that an operational definition outlines the characteristics or values of a person, object, or activity, establishing the variations to be studied and from which conclusions will be drawn. This helps in identifying the type and indicators of variables, ensuring precise hypothesis testing with appropriate analytical tools. In this study, the independent variables are leadership style (X1) and workload (X2), which are the factors influencing the dependent variable, employee performance (Y).

Sugiyono (2018) describes independent variables as factors that affect dependent variables, and in this research, they serve as predictors. The dependent variable, which is affected by the independent variables, is employee performance. In quantitative research, as noted by Sugiyono (2019), data analysis involves organizing, tabulating, and presenting data to answer research questions and test hypotheses.

This research uses a descriptive analysis to provide an overview of the data, allowing for a better understanding of sample characteristics. The Likert scale is employed as a measurement tool to express numerical values for the variables, ensuring the data is appropriately quantified.

Classical assumption testing is crucial for validating data. Ghozali (2021) suggests tests like normality, heteroscedasticity, and multicollinearity to ensure the regression model is sound. The normality test uses the Kolmogorov-Smirnov test, while the heteroscedasticity test involves scatterplots to examine the residuals. These tests ensure the reliability of the regression model.

For quantitative analysis, multiple linear regression is conducted to predict changes in employee performance based on leadership style and workload. Correlation coefficient analysis helps measure the strength of relationships between variables. Hypothesis testing follows, using t-tests to assess individual impacts and F-tests for combined effects, guiding decisions on whether the hypotheses should be accepted or rejected. SPSS software facilitates this analysis by organizing data and generating necessary statistical outputs.

RESULTS

The description of respondents' characteristics includes gender, age, latest education, and occupation. The results of the respondents' characteristics analysis were tested using the SPSS program.

The following are the results of the respondents' characteristics based on gender.

Table 1.

Jenis Kelamin	Jumlah	Persentase

Laki - Laki	63	63%
Perempuan	37	37%
Total	**100**	**100%**

Source: SPSS Output Version 26

Based on Table 4.1 above, the research obtained a sample of 100 respondents, consisting of 63% male and 37% female. This data shows that customers at PT. Maju Rukun Bersama are mostly male.

Characteristics Based on Age

b. Age

The following are the results of respondents' characteristics based on their age.

Table 4.2

Jenis Kelamin	Jumlah	Persentase
< 20 Tahun	13	13%
21 - 30 Tahun	44	44%
31 - 40 Tahun	28	28%
41 - 50 Tahun	9	9%
> 50 Tahun	6	6%
Total	**100**	**100%**

Source: SPSS Output Version 26, 2022

Based on Table 4.2 above, it can be seen that respondents aged under 20 years are 13 people (13%), those aged 21–30 years are 44 people (44%), those aged 31–40 years are 28 people (28%), those aged 41–50 years are 9 people (9%), and those aged over 50 years are 6 people (6%). This data shows that most customers at PT. Maju Rukun Bersama are in the 21–30 years age range, which indicates they are generally adults.

Testing research instruments is necessary to ensure that the variables studied can function as proof tools, including validity tests and reliability tests.

The validity test aims to determine whether each questionnaire statement item is valid or not. To process the validity test, the researcher used SPSS Version 26 with the following criteria:

a. If the calculated r-value > r-table value, the instrument is declared valid.

b. If the calculated r-value < r-table value, the instrument is declared invalid.

Each item was tested by comparing the calculated r-value with the r-table value.

The reliability test aims to determine whether a questionnaire is reliable or not. According to Sugiyono (2019:47), "Reliability testing is a tool to measure a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to questions are consistent or stable over time." According to Ghozali (2017:48), the reliability criteria for Cronbach's Alpha are:

a. If Cronbach's Alpha > 0.60, the instrument is reliable.

b. If Cronbach's Alpha < 0.60, the instrument is not reliable.

The multicollinearity test is carried out to ensure that the independent variables do not have multicollinearity or correlation among them. A good regression model should not have correlation between the independent variables. This test is done by checking the Tolerance Value and Variance Inflation Factor (VIF).

Table 4.3 **Multicollinearity Test Results**

Model	Variables	Tolerance	VIF
1	(Constant)		
	Gaya Kepemimpinan	0.156	6.411
	Beban Kerja	0.156	6.411

Source: SPSS Calculation Results Version 26

Based on the table above, since the Tolerance values are not less than 0.10 and the VIF values are not more than 10, it can be concluded that the multiple linear regression model is free from classical assumption violations, and the variables can be used in the study (Ghozali, 2021:106).

Regression Analysis Test

1. Multiple Linear Regression Test

This regression test aims to determine the effect of leadership style (X1) and employee loyalty (X2) on employee performance (Y).

Table 4. **Multiple Linear Regression Test Results**

Coefficients[a]

Model	Variables	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)
1	(Constant)	0.621	0.217	
	Gaya Kepemimpinan	0.512	0.122	0.556
	Beban Kerja	0.321	0.135	0.317

Source: SPSS Calculation Results Version 26

Correlation and Determination Coefficient Test

1. Correlation Coefficient Test

The correlation coefficient analysis aims to determine the strength of the relationship between the independent and dependent variables.

Table 4.5 **Correlation Coefficient Test Results for Leadership Style (X1) on Employee Performance (Y)**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.685	0.681	0.306

Source: SPSS Calculation Results Version 26

From Table 4.5, the coefficient of determination (R^2) between variable X2 and Y is 0.685, meaning workload (X2) contributes 68.5% to employee performance (Y), while the remaining 31.5% is influenced by other factors.

Determination Coefficient Test

This test determines the percentage of the independent variables' influence on the dependent variable simultaneously—in this case, leadership style (X1) and employee loyalty (X2) on employee performance (Y).

Table 4.6

Determination Coefficient for Leadership Style (X1) on Employee Performance (Y)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.847	0.717	0.714	0.29

a. **Predictors**: (Constant), Leadership Style

b. **Dependent Variable**: Employee Performance

Source: SPSS Calculation Results Version 26

From Table 4.6, the coefficient of determination (R^2) between X1 and Y is 0.717, meaning leadership style (X1) contributes 71.7% to employee performance (Y), while the remaining 28.3% is influenced by other factors.

Table 4.7 **Determination Coefficient for Workload (X2) on Employee Performance (Y)**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.685	0.681	0.306

a. **Predictors**: (Constant), Workload

b. **Dependent Variable**: Employee Performance

Source: SPSS Output Version 26

From Table 4.7, the coefficient of determination (R^2) between X2 and Y is 0.685, meaning workload (X2) contributes 68.5% to employee performance (Y), while the remaining 31.5% is influenced by other factors.

Table 4.8

Determination Coefficient for Leadership Style (X1) and Workload (X2) on Employee Performance (Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.856	0.733	0.727	0.283

a. Predictors: (Constant), Workload, Leadership Style
b. Dependent Variable: Employee
Performance

From Table 4.8, the coefficient of determination (R^2) between X1 and X2 together on Y is 0.733, meaning leadership style (X1) and workload (X2) together contribute 73.3% to employee performance (Y), while the remaining 26.7% is influenced by other factors.

Hypothesis Testing

1. Partial Hypothesis Test (t-test)

The t-test is used to determine the partial effect of each independent variable on the dependent variable, whether significant or not. Using a t-distribution table at α = 5% and the formula df = n - k - 1, or 100 - 2 - 1 = 97, the t-table value is 1.984. A significance value < 0.050 indicates an effect on the dependent variable.

Table 4.9
t-Test Results for Leadership Style (X1) on Employee Performance (Y)

Model	Variables	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	0.846	0.201		4.214	0
	Leadership Style	0.78	0.049	0.847	15.757	0

a. Dependent Variable: Employee
Performance

Source: SPSS Calculation Results Version 26

Based on Table 4.9, t-calculated > t-table (15.757 > 1.984) with sig = 0.000 < 0.05, so Ho is rejected and Ha is accepted. This means leadership style (X1) partially has a positive and significant effect on employee performance (Y) at PT. Maju Rukun Bersama.

Table 4.10
t-Test Results for Workload (X2) on Employee Performance (Y)

Model	Variables	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	0.581	0.235		2.474	0.015
	Workload	0.839	0.058	0.827	14.582	0

a. Dependent Variable: Employee Performance

Source: SPSS Calculation Results Version 26

Based on Table 4.10, t-calculated > t-table (14.582 > 1.984) with sig = 0.000 < 0.05, so Ho is rejected and Ha is accepted. This means workload (X2) partially has a positive and significant effect on employee performance (Y) at PT. Maju Rukun Bersama.

1. Simultaneous Hypothesis Test (F-test)

To test the simultaneous effect of leadership style and employee loyalty on employee performance, an F-test was conducted with a significance level of 5% (0.05). Using the F-distribution table with df1 = k = 2 and df2 = n - k - 1 = 97, the F-table value is 3.09. The criteria are significant if F-calculated > F-table or sig < 0.050.

Table 4.11

F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.271	2	10.635	132.92	0,0000
Residual	7.761	97	0.08		
Total	29.032	99			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Workload, Leadership Style

Source: SPSS Calculation Results Version 26

From Table 4.11, F-calculated > F-table (132.920 > 3.09) with sig = 0.000 < 0.05, so Ho is rejected and Ha is accepted. This means there is a positive and significant simultaneous effect of leadership style (X1) and workload (X2) on employee performance (Y).

CONCLUSION

Based on the results and discussion conducted at PT. Maju Rukun Bersama in Tangerang Regency, the conclusions are as follows:

1. The results indicate that leadership style has a positive and significant effect on employee performance at PT. Maju Rukun Bersama. This is evidenced by *t*count > *t*table (15.757 > 1.984) with a significance value (sig) of 0.000 < 0.05, thus H_0 is rejected and H_a is accepted. The regression equation is Y = 0.846 + 0.780X_1, with a coefficient of determination of 71.7%.
2. The results indicate that workload has a positive and significant effect on employee performance at PT. Maju Rukun Bersama. This is evidenced by *t*count > *t*table (14.582 > 1.984) with a significance value (sig) of 0.000 < 0.05, thus H_0 is rejected

and H_a is accepted. The regression equation is $Y = 0.581 + 0.839X_2$, with a coefficient of determination of 68.5%.

3. The results indicate that leadership style and workload simultaneously have a positive and significant effect on employee performance at PT. Maju Rukun Bersama. This is evidenced by *F*count > *F*table (132.920 > 3.09) with a significance value of 0.000 < 0.05, thus H_0 is rejected and H_a is accepted. The regression equation is $Y = 0.621 + 0.512X_1 + 0.321X_2$, with a coefficient of determination of 72.7%.

The limitations encountered in this study are as follows:

1. The factors influencing employee performance at PT. Maju Rukun Bersama in this research are limited to two independent variables: leadership style and workload. In reality, many other factors could contribute to employee performance, such as work discipline, compensation, and others.
2. The research focuses solely on employee performance at PT. Maju Rukun Bersama.
3. The sample size consists of only 100 respondents, and the responses provided may not fully reflect the actual conditions.

Based on the conclusions above, the following suggestions are proposed:

1. For the employee performance variable, the weakest item was in the dimension of *Work Quantity*—"I am able to work on a large amount of tasks"—which only reached an average score of 3.84. It is suggested that PT. Maju Rukun Bersama improve employee capabilities through training so they can handle larger workloads efficiently without compromising quality (Source: Page 78, Questionnaire No. 3).
2. For the leadership style variable, the weakest item was in the dimension of *Communication Skills*—"The leader can communicate effectively with employees about strategies to be implemented"—which only reached an average score of 3.86. It is suggested that PT. Maju Rukun Bersama enhance communication strategies so leaders can engage employees more effectively, thereby increasing motivation (Source: Page 80, Questionnaire No. 7).
3. For the workload variable, the weakest items were in the dimension of *Time Utilization*—"Greater effort is required to achieve targets" and "Time is needed to understand the work that is one's duty and responsibility"—both of which only reached an average score of 3.98. It is suggested that PT. Maju Rukun Bersama improve workload management and set reasonable work targets so that employees feel more comfortable (Source: Page 82, Questionnaire Nos. 5 and 6).

REFERENCES

Alfitri, & Widarta. (2022). Pengaruh gaya kepemimpinan, beban kerja, dan disiplin kerja terhadap kinerja pegawai Dinas Koperasi dan UKM Kabupaten Sragen. *Jurnal Ekonomi Manajemen dan Akuntansi, 1*(3), 80–92.

Amirullah. (2020). *Manajemen strategi: Teori-konsep-kinerja*. Jakarta: Mitra Wacana Media.

Assary, M. A., & Darmayanti, C. (2022). Pengaruh gaya kepemimpinan dan beban kerja terhadap kinerja karyawan BPJS Kesehatan Meulaboh. *Jurnal Akuntansi, Manajemen dan Ilmu Ekonomi (JASMIEN), 2*(1), 41–50.

Aswan. (2019). *Kepemimpinan pendidikan*. Jakarta: Grafindo.

Bangun, W. (2021). *Manajemen sumber daya manusia*. Jakarta: Erlangga.

Bariyyah, & Kusjono. (2024). Pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan pada PT Glacier Manufaktur Indonesia Cabang Cikupa. *Jurnal Ilmiah Mahasiswa (JIMAWA), 4*(2).

Chahyani, & Akbar. (2024). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan PT Intan Giri Abadi Jakarta Selatan. *Journal of Research and Publication Innovation (JORAPI), 2*(3).

Dewi, P. D., & Harjoyo. (2019). *Manajemen sumber daya manusia*. Tangerang Selatan: UNPAM Press.

Edison, E. (2019). *Manajemen sumber daya manusia*. Bandung: Alfabeta.

El Hasan, S. S., Usman, H. M., & Maulana, N. I. (2022). The effect of Kaizen culture on employee performance in the service department at PT Megatama Mandiri Bekasi. *International Journal of Sharia Business Management, 1*(1), 1–8.

Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (Edisi ke-10). Semarang: Badan Penerbit Universitas Diponegoro.

Hamali, A. Y. (2019). *Pemahaman praktis administrasi, organisasi, dan manajemen* (Edisi pertama). Jakarta: Prenada Media Group.

Hamidi. (2020). Pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan. *Jurnal Dimensi, 9*(1).

Hasibuan. (2021). *Manajemen SDM* (Edisi revisi, Cetakan ke-13). Jakarta: Bumi Aksara.

Hutabarat. (2017). *Dasar-dasar pengetahuan ergonomi*. Malang: Media Nusa Creative.

Kasmir. (2021). *Manajemen sumber daya manusia (Teori dan praktik)*. Jakarta: PT Raja Grafindo Persada.

Koesomowidjojo, S. (2019). *Panduan praktis menyusun analisis beban kerja*. Jakarta: Raih Asa Sukses.

Malika, D. (2022). Pengaruh manajemen talenta terhadap kinerja karyawan PT Wajatex. *Jurnal Riset Manajemen dan Bisnis, 2*(1).

Maulana, N. I. (2024). Islamic business ethics in human resources management. *International Journal of Sharia Business Management, 3*(2), 71–79.

Maulana, N. I., & Wulandari, F. (2024). Pengaruh bauran pemasaran Islam terhadap keputusan berinvestasi di reksa dana syariah dengan religiositas sebagai variabel moderasi.

Muawwanah, R., & Liana, L. (2024). Pengaruh gaya kepemimpinan, lingkungan kerja, dan beban kerja terhadap kinerja karyawan PDAM Tirta Moedal Semarang. *Management Studies and Entrepreneurship Journal, 5*(1), 852–861.

Muhammad, G., & Suwanto. (2022). Pengaruh kecerdasan emosional dan beban kerja terhadap kinerja karyawan pada PT Sony Indonesia di Jakarta Pusat. *Jurnal Pemasaran, Keuangan, & Sumber Daya Manusia (PERKUSI), 2*(1).

Musa, M. N. D., & Surijadi, H. (2020). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja pegawai. *Public Policy, 1*(2). https://stia-saidperintah.e-journal.id/ppj

Nabawi, R. (2019). Pengaruh lingkungan kerja, kepuasan kerja, dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen, 2*(2), 170–183. https://doi.org/10.30596/maneggio.v2i2.3667

Nikmat, K. (2022). *Manajemen sumber daya manusia dan perilaku organisasi: Pengaruh gaya kepemimpinan terhadap kepuasan kerja pegawai*. Pusat Pengembangan Pendidikan dan Penelitian Indonesia.

Nurjanah, & Dewi, R. M. (2022). Pengaruh gaya kepemimpinan, beban kerja, dan organizational citizenship behavior terhadap kinerja karyawan PT Alto Sentosa. *Jurnal Ekonomi dan Kewirausahaan Kreatif (JEK), 7*(2).

Nurzaman, F., Marifah, M. R., & Haryadi, R. N. (2025). Pengaruh Kepemimpinan Dan Komunikasi Terhadap Kinerja Karyawan Pada PT. Cipta Mandiri Technology Di Jakarta Selatan. *Jurnal Tadbir Peradaban*, *5*(2), 93-107.

Nurzaman, H., Hidayat, D., & Subarto. (2020). *Perencanaan SDM pendidikan* (Issue 1). http://eprints.unpam.ac.id/id/eprint/8899

Oktavianti, N., & Astuti. (2023). Pengaruh beban kerja dan keselamatan & kesehatan kerja (K3) terhadap produktivitas kerja karyawan di PT Cipta Abadi Bogor. *Jurnal Ilmiah Swara Manajemen, 3*(2).

Paramitadewi, K. F. (2017). Pengaruh beban kerja dan kompensasi terhadap kinerja pegawai Sekretariat Pemerintah Daerah Kabupaten Tabanan. *E-Jurnal Manajemen Unud, 6*(6), 3370–3397.

Pramesti, M. A., & Fuady, R. W. (2022). Pengaruh gaya kepemimpinan, beban kerja, dan insentif terhadap kinerja. *Jurnal Ekonomi Manajemen Akuntansi, 28*(2), 54–66.

Purba, S. (2021). *Kepemimpinan pendidikan*. Jakarta: Yayasan Kita Menulis.

Putra, et al. (2022). Pengaruh komitmen organisasi terhadap kinerja karyawan PT Pegadaian Kota Pekanbaru. *Manajemen*.

Riani, A. L. (2019). *Manajemen sumber daya manusia masa kini*. Yogyakarta: Graha Ilmu.

Rivai, V., & Mulyadi, D. (2019). *Kepemimpinan dan perilaku organisasi*. Jakarta: Raja Grafindo Persada.

Rosalina, M., & Wati, L. N. (2020). Pengaruh gaya kepemimpinan terhadap disiplin kerja dan dampaknya terhadap kinerja karyawan. *Jurnal Ekobis: Ekonomi, Bisnis & Manajemen, 10*(1).

Rumondan, A. (2021). *Manajemen kepemimpinan dan pengembangan bisnis*. Jakarta: Yayasan Kita Menulis.

Saifudin, Y. (2017). *Model pemberdayaan masyarakat terpadu*. Banda Aceh: Bandar Publishing.

Sari, & Putra. (2019). *Manajemen personalia*. Jakarta: Ghalia Indonesia.

Sedarmayanti. (2020). *Manajemen sumber daya manusia*. Bandung: Refika Aditama.

Senen. (2021). Pengaruh promotion mix dan brand trust terhadap keputusan pelanggan IndiHome di wilayah Ciputat. *Jurnal Ilmiah Feasible Bisnis Kewirausahaan dan Koperasi, 3*(1).

Setiana, A. R. (2022). *Mograf gaya kepemimpinan dalam meningkatkan kinerja karyawan*. Jawa Timur: CV Global Aksara Pers.

Sugiyono. (2018). *Metode penelitian kombinasi (Mixed methods)*. Bandung: Alfabeta.

Sunarso, D. K., & Kusdi, K. (2020). Pengaruh kepemimpinan, kedisiplinan, beban kerja, dan motivasi terhadap kinerja guru sekolah dasar. *Jurnal Manajemen SD, 4*(1).

Sunyoto, D. (2019). *Sumber daya manusia (Praktik penelitian)*. Yogyakarta: Center For Academic Publishing Service.

Suryani, N. K., & FoEh, J. (2019). *Manajemen sumber daya manusia: Tinjauan praktis aplikatif*. Bali: Nirlacakra.

Usman, H. (2019). *Administrasi, manajemen dan kepemimpinan pendidikan: Teori dan praktik*. Jakarta: PT Bumi Aksara.

Usman, H. M., & Haryadi, R. N. (2023). The effect of transformational leadership and work motivation on teacher performance at Vocational High School Bina Mandiri Cileungsi. *International Journal of Sharia Business Management*, *2*(1), 23-29.

Vanchapo. (2020). *Beban kerja dan stres kerja*. Pasuruan: CV Penerbit Qiara Media.

Wibowo. (2022). *Manajemen kinerja* (Edisi ke-T). Jakarta: Rajawali Pers.

Wiratna, S. (2019). *Metodologi penelitian bisnis & ekonomi*. Yogyakarta: Pustaka Baru Press.