

PERFORMANCE TRANSFORMATION THROUGH LEADERSHIP: A CASE STUDY IN A PRINTING COMPANY



^{1*}Martin Zebua, ²Abdul Chamid

^{1,2}Management Study Program, Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya - Indonesia

e-mail:

^{1*}martin.zebua@stiemahardhika.ac.id (*corresponding author*)

²abdul.chamid@stiemahardhika.ac.id

ABSTRACT

This research explores leadership's role in improving employee performance in a CA company engaged in printing. Using a qualitative approach, the research involved in-depth interviews with five employees to understand how leaders can motivate and create a productive work environment. The results indicated that effective leadership involves open communication and support for individual development so each employee feels valued and motivated to contribute to their full potential. Leaders who are sensitive to employees' needs can identify hidden potential within the team, which contributes to improved overall performance. The research also identified challenges that leaders face, such as a lack of morale among employees and negative peer influence, which can hinder productivity. Leaders need to create a positive and inclusive work atmosphere and provide fair rewards to boost motivation. The findings not only provide insights for leaders in CA but can also serve as a reference for other organizations looking to optimize employee performance through the right leadership approach. This research confirms the important role of leadership in creating a harmonious and accomplished team in the work environment.

Keywords: *Effective Leadership; Employee Performance; Motivation; Communication*

Received : 05-02-2025

Revised : 25-02-2025

Approved : 27-02-2025

Published : 01-03-2025



©2025 Copyright : Authors

Published by: Program Studi Manajemen, Universitas Nusa Cendana, Kupang – Indonesia.

This is an open access article under license:

CC BY (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

Companies operating in the service and production industries often face significant challenges in their quest to achieve their goals (Habibie & Claudia, 2024). The success of a company is not only determined by the use of sophisticated technology but also by the strength of its human resources (Marler & Parry, 2016). Data from McKinsey & Company shows that companies that have a qualified management team can increase productivity by 25% (Erwin et al., 2023). Reliable human resources are a company's greatest asset, and leaders must pay serious attention to any issues related to employee performance (Dirani et al., 2020). Leaders who are sensitive to the needs and problems faced by employees will be able to uncover the hidden potential in their team (Kensbock & Boehm, 2016). A study by Gallup shows that employees who feel cared for by their leaders tend to show higher levels of engagement, which leads to improved performance (Jumaidah & Nasution, 2024). To maintain sustainable employee performance, companies need to establish a clear set of rules and policies. These policies not only serve as a guide, but also as a tool to create a conducive work environment (Ghani et al., 2022). Employees who feel valued and cared for tend to show higher motivation in their work (Osabiya, 2015). By creating a positive and supportive atmosphere, companies can ensure that employees feel comfortable to contribute to their full potential (Osborne & Hammoud, 2017). Research by Harvard Business Review shows that companies that prioritize employee development and a positive culture can increase employee retention by up to 50% (Hanggoro, 2018). Focusing on human resource development and implementing supportive policies are strategic steps that no organization should overlook.

The quality of human resources in public organizations is highly dependent on the effectiveness of management in carrying out their duties (Karim et al., 2020). Organizations with high-quality human resources are expected to provide better services to the community (Duc et al., 2025). Creating a pleasant work environment is very important. Leaders who understand that each employee has certain strengths and limitations will be better able to facilitate the development of employee potential (Walters & Rodriguez, 2017). A pleasant work environment not only contributes to individual performance, but also strengthens teamwork (Geue, 2018). When employees feel comfortable and valued, they tend to be more open to sharing ideas and collaborating in completing tasks (Gray et al., 2016). Data from Deloitte shows that teams that have good communication can increase their performance by 20% (Khaira, 2024). An effective leader must be able to create good communication and facilitate interaction between employees. The leader not only acts as a director but also as a facilitator who connects the various potentials in the team (Eisenberg et al., 2019).

Leaders have a huge responsibility in directing employees to achieve organizational goals. In carrying out this responsibility, leaders need to demonstrate focus and commitment to goal achievement (Raziq et al., 2018). Employee performance can be seen by how well they complete tasks and meet set expectations (Justina et al., 2019). Discipline at work is one indicator of good performance (Sitopu et al., 2021). However, effective leadership goes beyond emphasizing discipline; leaders also need to create an atmosphere that supports employees to grow and develop (Razak et al., 2018). A comfortable and friendly communication climate in the work environment is essential (Al-Omari & Okasheh, 2017). This helps create mutual trust among employees and enhances teamwork. If open and honest communication is established, employees will feel more comfortable to share ideas and feedback (Rikantasari & Kholishudin, 2024). Research by PwC shows that 89% of employees believe that good communication

between management and employees is key to achieving common goals (Purwanto et al., 2021).

Understanding the role of leadership is not only important for internal management, but can also be seen from previous research that examines its impact on employee performance (Kong & Ho, 2016). Research by Muizu et al., (2019), highlights that the interpersonal role of leaders is very significant in the development of relationships between leaders and employees. Leaders who can establish good communication and serve as a reliable source of information can create more productive working relationships (Moran, 2014). However, inactivity in interaction can hinder the problem-solving process and team growth. In addition, leaders need to realise that their role is not only as decision makers but also as motivators and facilitators (Cheng & Szeto, 2016). Inactivity in communication can reduce work effectiveness (Woessner et al., 2021). Leaders should be proactive in creating space for employees to share opinions and ideas. Through better interaction, leaders can understand the challenges faced by employees and jointly find solutions (Peneuel et al., 2015).

Research by Mukhtamar et al., (2024) that effective leaders must be able to provide motivation, guidance, and clear direction to employees. A good relationship between leaders and subordinates is essential in achieving organizational goals (Babalola, 2016). A leader must not only plan and supervise but also play a role in motivating employees to achieve optimal performance (Razak et al., 2018). Leaders who understand the needs and aspirations of employees will be more successful in building a solid, goal-orientated team (Singh & Rangnekar, 2020). Communication is a key element, where leaders must be able to clearly explain the vision and mission of the organization to all team members (Ford et al., 2017). When employees feel that their contributions are valued, they tend to be more committed to their work (Shmailan, 2016). Motivation should be positive and constructive so that employees feel motivated to innovate and improve performance (Bammens, 2016). Data from Gallup shows that highly engaged teams can increase productivity by 21% (Napitupulu et al., 2024). Leaders not only direct but also empower employees to contribute maximally to organizational goals. This creates a positive cycle where individual and team performance supports each other to achieve set targets.

Based on all the findings, the researcher wishes to conduct a study on the role of leadership in improving performance at CA, which is a company engaged in printing services. This research aims to explore how effective leadership can drive employee performance and create a productive work environment. By understanding the leadership dynamics within this company, this research can provide valuable insights for leaders and managers to improve the effectiveness of their teams. In addition, the results of this study can also serve as a reference for other companies that want to optimize employee performance through the right leadership approach.

LITERATURE REVIEW

Concept of Leadership

Leadership is defined as a person's ability to influence and direct others towards achieving a common goal (Damanik, 2020). A good leader must have effective communication skills, the ability to motivate, and integrity in decision-making (Nursalim et al., 2023). This is in line with the findings Kabdiyono et al., (2024) which show that employees who feel cared for by leaders tend to show higher levels of engagement, leading to improved performance.

Employee Motivation

Motivation is an important factor in improving employee performance (Hanafi et al., 2018). Basic needs must be met before individuals can focus on higher achievement (Muazaroh & Subaidi, 2019). Research by Adawiyah & Ibnor, (2023) confirmed that fair rewards and a positive work environment contribute to job satisfaction and employee morale. Leaders need to create an atmosphere that supports individual development and rewards achievement.

Communication in Leadership

Effective communication between leaders and employees plays a crucial role in creating a harmonious work environment (Lisbet et al., 2024). Research by PwC shows that 89% of employees believe that good communication between management and employees is key to achieving common goals (Purwanto et al., 2021). Openness in communication allows employees to share ideas and feedback, which in turn increases their engagement and commitment to the job (Sundari et al., 2024).

Constraints on Leadership

The obstacles faced by leaders in improving employee performance are also an important focus of this study. Leaders often face challenges such as lack of motivation and negative influence from colleagues that can hinder productivity (Daeli et al., 2024). Leaders need to be proactive in identifying and addressing these issues to create a more productive work environment (Witri et al., 2024).

METHOD

This research method uses a qualitative approach to describe the role of leadership in improving employee performance in CA, a company engaged in printing. The technique of taking informants was done randomly by involving five employees (YL, RS, RL, DD, UM). Data collection was conducted through interviews with all informants, direct observation of the object of research, and documentation. The data collected consisted of primary data derived from interviews and secondary data obtained from company history references, journals, and websites.

The questions asked in this study related to the role of leadership in improving employee performance are grouped into two parts, namely leadership aspects and leader constraints. Questions regarding leadership aspects include: 1) What is the definition of leadership? 2) How is a good leader for his/her employees? 3) What motivation can drive employee performance? 4) What kind of communication do employees and leaders want? 5) How do leaders give direction to their employees? 6) How do leaders give leeway to employees? 7) What kind of assertiveness should the leader have? 8) What is the purpose of rewards for employees who have worked well? 9) What do you know about the role of leaders?

Meanwhile, questions relating to leader constraints include: 1) How can a leader know the character of each employee? 2) What are the leader's expectations of employees? 3) What influence do employees have on their co-workers? 4) What obstacles do leaders face in improving employee performance?

RESULTS AND DISCUSSION

Aspects of Leadership

Informants' responses to question 1 stated that *"leadership is a person's ability to lead and influence the minds of others to achieve predetermined goals"* (YL, RS, RL). Another

response added that *'leadership includes the ability and readiness of a person persuasively to influence, encourage, inviting, mobilizing, and direct people or groups to accept influence and act by what is desired, to achieve predetermined goals'* (DD, UM).

Leadership is a way for a leader to influence the minds of employees to achieve predetermined goals (Hidayati et al., 2021). Leaders are expected to use their persuasive skills to mobilize teams to achieve desired goals, in a way that is acceptable and understood by all group members. Leadership is a fundamental process in organizations, where a leader plays an active role in mobilizing and encouraging employees to take the necessary actions to achieve set goals. This process not only involves decision-making or supervision but also includes the ability to build good relationships with team members. An effective leader must be able to inspire employees to feel motivated and engaged in their work. Leadership is not just about power or authority, but rather the ability to influence and provide clear direction to the team. Leaders must understand the needs and aspirations of employees, and create a positive work atmosphere so that each individual feels valued and encouraged to make their best contribution.

Leadership can be defined as the ability of a leader to motivate his or her employees to carry out their tasks with more enthusiasm and orientation toward achieving company goals (Alfiani & Fauziyah, 2020). Motivation provided by leaders is critical to improving team performance, as employees who feel motivated tend to be more productive and committed to their work. A leader needs to use various approaches, such as effective communication, recognition of achievements, and appropriate rewards, to encourage employee morale. Leadership not only focuses on the result, but also on the process involved in achieving the goal, thus creating a dynamic and innovative work environment.

Informants' responses to question 2 stated that *"a good leader should be able to establish open and clear communication, encourage employees' career development, and give them appreciation"* (RS, YL). In addition, they also emphasized *'the importance of courage in taking risks, facing challenges and acting decisively'* (RL, DD, UM).

An effective leader will communicate openly with employees on issues related to their work (Saidah & Muhid, 2021). This not only helps to create a transparent working atmosphere but also encourages employees to develop their careers in line with the goals set by the leader. Leaders can facilitate individual growth within the team and ensure that each employee feels supported in their journey toward achieving common goals. Responsible leaders have a very important role in the organization, especially in the context of risk-taking. They must be brave enough to face situations where the instructions given to employees may not be clear or well understood. An effective leader needs to show assertiveness by providing clearer directions and ensuring that each team member understands their duties and responsibilities. This assertiveness also includes enforcing company rules; leaders must be ready to take the necessary action if employees break the rules, including imposing appropriate sanctions. Leaders not only maintain discipline but also create a professional and productive work environment.

Good leaders are those who have the ability to motivate employees by applying human values in their leadership (Rivaldo & Ratnasari, 2020). Leaders who are able to galvanize employees' spirit, mentality, and work ethics will create a positive atmosphere within the team. They not only act as organizers, but also as mentors who teach, influence, and direct employees to perform their duties to the fullest. By providing the right support and guidance, leaders can help employees develop their potential, resulting in improved overall team performance. In this context, effective leadership relies heavily on the

leader's ability to communicate, understand employees' needs, and provide the necessary encouragement to achieve common goals.

Informants' responses to question 3 indicate that *"there are several important factors that affect employee satisfaction, such as money, work environment, and co-workers"* (UM). In addition, other responses emphasized *'the importance of providing provision or training for self-development as well as ensuring that wages are in line with the workload and skills of employees'* (RS, YL). This illustrates that leaders need to pay attention to various aspects that can encourage employee performance. Furthermore, informants also mentioned *'the importance of creating a safe and comfortable working environment, providing training for self-development, and providing opportunities for employees to express their opinions'* (DD, RL).

Leaders should give awards or rewards when employees successfully carry out their tasks well (Saleh & Mardiana, 2021). By providing appropriate recognition and rewards, leaders can increase employee motivation and job satisfaction, which in turn will have a positive impact on the overall performance of the team. Salary plays a very important role in the self-development process of employees, as adequate financial rewards can be a key motivator in improving work performance. When employees feel that their salary is commensurate with their contribution and effort, they are more likely to be motivated to work harder and improve their work output. Conversely, dissatisfaction with salary can lead to demotivation, which impacts productivity and work quality. When employees' basic needs are met, they will be more eager to perform their duties well (Sari & Dwiarti, 2018). Fulfilling financial needs is a crucial first step in creating a positive work environment.

When employees are satisfied with their jobs, there will be mutual respect between colleagues (Devina, 2018). This creates a comfortable and harmonious working atmosphere, where each individual feels valued and responsible for the success of the team. Employees will be more willing to co-operate and contribute voluntarily, and commit to giving their best in completing their tasks and responsibilities. Job satisfaction derived from fair rewards and a positive work environment contribute to the creation of a productive and ethical work culture. When employees' rights and obligations are valued and cared for, they will feel more empowered and motivated to achieve common goals, resulting in optimal work outcomes.

Informants' responses to question 4 indicated that *'one of the important criteria in leadership is the ability to be a good listener for each team member. This includes the leader's ability to listen to aspirations, input, and criticism from employees'* (RS, DD). Leaders are expected to create a safe space for employees to share their views and ideas so that every voice can be heard and valued. Furthermore, other responses emphasized *'the importance of two-way communication between leaders and employees'* (YL, RL, UM). Effective communication not only involves passing information from leaders to employees but also includes dialogue that allows employees to provide feedback.

Employees want leaders who are responsive and open to criticism and suggestions, which in turn can improve working relationships and create a more collaborative environment (Dianti, 2023). The importance of a leader who can communicate with employees like a peer is felt in CA's work environment. Employees want leaders who not only function as superiors but are also able to fit into a more intimate and egalitarian role. Leaders can create an atmosphere where ideas can be shared openly, without fear of negative judgment or criticism. When leaders act as work buddies, it can increase trust and a sense of comfort among team members, which in turn

encourages creativity and innovation. Employees become more encouraged to share their opinions and suggestions, thus creating an environment conducive to collaboration.

When there are differences of opinion among employees, good leaders endeavor to have two-way communication. This is vital to ensure that all voices are heard and valued, without offending any party. An effective communication process involves not only passing information from leaders to employees but also creating space for employees to provide feedback. The quality of communication between leaders and employees can significantly impact performance (Retnowati et al., 2023). When communication is good, the relationship between employees and leaders becomes more harmonious, which has a positive impact on productivity and job satisfaction. Building good communication is one of the main keys to creating a solid and high-performing team.

Informants' responses to question 5 revealed *"some important steps that leaders need to take, including giving appreciation to employees, providing briefings about work, and setting clear job descriptions"* (DD, RS, RL, YL). These actions are considered crucial in creating a productive and structured work environment. By giving appreciation, leaders can increase employees' motivation and morale, while good briefings help employees understand the tasks they have to carry out. In addition, *'the importance of giving directions in accordance with standard operating procedures (SOPs)'* was also emphasized by informant (UM). By providing a clear explanation of duties and responsibilities, leaders can ensure that every employee has the same understanding of work expectations.

Effective communication and clear role assignments go a long way in improving employee performance and job satisfaction, thus creating a more efficient and coordinated team (Efendi & Sholeh, 2024). The role of leaders in explaining the direction of work to employees is very important to create clarity and focus in every task that must be carried out. The directions given must be in accordance with each individual's job description, so that each employee understands their responsibilities. This clarity not only helps employees in carrying out their duties, but also reduces the possibility of confusion or misunderstandings that can hinder productivity. When employees understand their roles well, they will be better able to contribute optimally, which in turn can improve the team's overall output. Leaders are expected to actively provide clear and detailed directions, so that each individual can perform their duties with confidence.

After employees start working and achieve optimal results, it is important for leaders to give appreciation as a form of recognition for the efforts and achievements that have been achieved. This appreciation serves not only to increase motivation, but also to strengthen the harmonious relationship between leaders and employees. The success of a leader can be measured by his or her ability to provide clear direction and the positive influence felt by employees (Ritonga & Tarigan, 2015). When leaders successfully provide direction in accordance with standard operating procedures (SOPs), this will support the achievement of organisational or company goals. The combination of effective direction and recognition of individual achievements creates a positive work environment where employees feel valued and motivated to continue contributing to mutual success.

Informants' responses to question 6 indicated *"the importance of an empathetic leader"* (RL, YL). *An empathetic leader can better understand the needs and feelings of employees, thus creating better relationships within the team. In addition, 'it is important for leaders to engage in discussions with employees to find out what may have gone wrong, and to focus on solving the problem at hand'* (RS, UM). This approach helps create a collaborative working atmosphere and supports continuous improvement. Furthermore,

'leaders are also expected to provide space for employees to share ideas, offer flexibility, and let them set their own professional goals' (DD). By leading with respect and trust, leaders can encourage employees to actively contribute and feel they have a role in the development of the team.

Employees want leaders who not only direct but also listen and value their voices, creating a more positive and productive work environment (Pratama et al., 2024). Providing leeway by leaders to employees has a deeper meaning than just providing physical facilities. This leeway should include support to encourage employees to come up with creative ideas that can contribute to the company's progress. By providing space for employees to innovate, leaders not only strengthen the sense of belonging among team members, but also create a more collaborative work culture. It is important for leaders to help resolve misunderstandings that may occur among employees. Leaders care about team dynamics and are committed to creating a harmonious work environment, where each individual feels comfortable contributing.

Good interaction between leaders and subordinates is indispensable in achieving organisational goals. Effective communication is one of the main tasks of the leader (Hafizah et al., 2024). A good leader should be able to listen carefully to suggestions and complaints from employees, so that they feel valued and heard. The leader should not only act as a guide, but also as a facilitator who helps realise the aspirations of the team. When employees feel that their leaders are open to feedback, it builds stronger trust and loyalty, which in turn contributes to the achievement of overall company goals.

Informants' responses to question 7 emphasised *"the importance of leaders in making good, appropriate and normative decisions"* (DD, RL, UM). Decisions taken must be based on careful consideration in order to provide effective solutions to the problems faced. In addition, *'firmness in decision-making is also very necessary, because quick and clear decisions will prevent problems from dragging on'* (YL). A decisive leader is able to give the right direction to the team, so that all members understand the steps that need to be taken. Furthermore, *'an effective leader must be able to act clearly and not vaguely, know what to do, and distinguish between things that are desirable and those that should be rejected'* (RS). This ability shows that a leader not only has the courage to make decisions, but also the integrity to assess the situation objectively.

A leader who is decisive and courageous in making decisions will be better able to lead his team towards the desired goal more effectively (Permata & Nurhayati, 2024). Decisiveness and courage in making decisions are two important qualities that a leader must have. When the company faces problems, an assertive leader can hold discussions with employees to find solutions without offending the other party. This is important because an open and inclusive environment can create mutual trust and collaboration among team members. By listening to input from employees, leaders not only show that they value individual views and experiences, but can also find more comprehensive solutions to the problems at hand. Assertiveness in decision-making also helps reduce uncertainty among employees, allowing them to work more focused and productive.

The role of leadership is a key factor in the smooth running of all activities in an organisation or company (Aslami, 2022). Leaders who lack decisiveness and risk-taking courage are likely to find it difficult to steer their teams towards the desired goals. The inability to make quick and appropriate decisions can lead to stagnation and confusion within the organisation, ultimately hindering progress. Having good leadership traits is not just about giving direction, but also about being able to make bold and effective decisions, and inspiring employees to collaborate in achieving mutual success.

Informants' responses to question 8 emphasised *"the importance of leaders in motivating employees and keeping outstanding employees from moving to other companies"* (DD, UM). This suggests that leaders need to implement the right strategies to ensure that employees feel valued and motivated to keep contributing. By paying attention to employees' needs and aspirations, leaders can create a more positive work environment and support individual growth. Furthermore, *'it is important for leaders to ensure fairness in relationships with employees'* (RL). This fairness includes providing appropriate compensation for employees who perform well, so that they feel valued for their contributions. In addition, *'leaders are also expected to motivate other employees to achieve the same success and encourage them to work more productively'* (RS, YL). Appropriately compensating outstanding employees will contribute to an overall increase in productivity and team performance.

It is important for leaders to actively monitor and evaluate employee performance in order to identify who is performing well and who may need further assistance (Fauzi & Hidayat, 2020). This supervisory process is not only concerned with assessing work results, but also includes understanding how each individual contributes to the team. Leaders can provide constructive feedback and support employee development. High-performing employees generally expect fairness in peer relationships, so they feel valued and recognised for their efforts. When leaders demonstrate fairness in appraisals and rewards, this can increase mutual trust and collaboration within the team.

Leader rewards have a significant impact on employee motivation and performance (Sihombing et al., 2018). Such rewards include not only financial bonuses, but also recognition of achievements, opportunities for career development, and better work facilities. When employees feel that their efforts are appreciated and recognised, they tend to be more motivated to give their best. Appropriate compensation also provides opportunities for employees to improve their performance, either through training or coaching. This is in line with the view of Lisbet et al., (2024), which emphasises the importance of leader support in creating a productive work environment oriented towards improving individual performance. Leaders who are able to manage the reward and compensation aspects well will contribute to the overall success of the organisation.

Informants' responses to question 9 show that *"one of the main roles of leaders is to plan, mobilize and supervise every activity that takes place in the organization"* (RS, YL). Leaders are not only responsible for drawing up work plans but also ensuring that all steps taken go according to plan. Effective supervision will help keep the organization's activities on track and achieve the desired goals. In addition, *'leaders are also expected to have the ability to influence and motivate employees to perform directed tasks in accordance with common goals'* (DD, RL, YL). This ability is very important because a leader who can motivate his or her team will be able to create a productive and harmonious work environment. The leader's role includes not only aspects of planning and supervision but also the ability to inspire and empower employees to achieve the organization's vision.

Leaders who are able to influence and motivate employees play a crucial role in ensuring that all team members work toward the company's goals (Paais & Pattiruhu, 2020). The role of a leader is not only limited to the supervisory aspect but also includes careful planning (Constantino, 2021). Planning every step and overseeing the execution of work is an integral part of a leader's duties (DuBois et al., 2015). The leader's ability to communicate their ideas to team members is a major factor in achieving success (Daeli et al., 2024). By conveying a clear vision and goals, leaders can excite and engage employees, so that they feel they have a responsibility to achieve the desired results.

When employees feel inspired and valued, they will be more motivated to carry out their assigned tasks and actively contribute to the achievement of organizational goals.

The three roles a leader can perform effectively identified as the personal role, decision-making role, and information source role demonstrate the complexity of the responsibilities a leader carries (Ngaisah, 2022). In the personal role, leaders are expected to be role models and set a good example for team members. Meanwhile, in the decision-making role, leaders must be able to make appropriate and strategic decisions for the benefit of the organization. As a source of information, leaders should be able to provide and share relevant information to help employees in performing their duties. By understanding and implementing these three roles, leaders can create a productive and harmonious work environment, and ensure that all members of the organisation contribute maximally in achieving the company's vision and mission.

Aspects of Leader Constraints

The informant's response to question 1 showed that *'leaders often have discussions with employees and are open to their feedback'* (NA). This reflects the CA leader's efforts to get closer to employees, to better understand the characteristics of each individual. Leaders can assist employees in fulfilling their wants and needs, creating a more intimate and supportive relationship.

CA leaders show readiness to accept criticism and suggestions from employees. This attitude is important so that employees feel comfortable and do not hesitate to express their opinions. By creating an environment that supports open communication, leaders can encourage employees to actively participate in the improvement and development process. As a result, this can help the organization to continue to grow and become better at achieving its set goals. CA leaders demonstrate a strong commitment to getting closer to employees to understand the characteristics of each individual. Leaders not only seek to build closer relationships but also focus on fulfilling employees' needs and wants. This inclusive approach allows leaders to be more sensitive to the aspirations and challenges faced by employees. By creating an open atmosphere, leaders are ready to accept criticism and suggestions. This attitude is very important, as it can reduce fear or reluctance among employees to express their opinions. When employees feel that their voices are heard and valued, they tend to be more motivated to actively contribute to the improvement process, which in turn can improve the overall performance of the organization (Mulki et al., 2024).

This democratic approach of the leader is reflected in his involvement in deliberations with employees (Mikhaylovskaya, 2024). By involving employees in decision-making, the leader not only strengthens the sense of belonging among employees, but also encourages them to develop decision-making skills. A leadership style that involves employee participation can create a more productive and innovative work environment (Rachmadhani & Manafe, 2023). Employees who feel they have a stake in the decision-making process tend to be more accountable for the results achieved. They are also more open to providing input and new ideas, which can contribute to the development of the organisation. Leaders who adopt a democratic style not only create better relationships with employees, but also contribute to the long-term growth and success of the organisation.

The informant's response to question 2 stated that *'a leader's expectation is for employees to have a desire to work together and demonstrate their abilities'* (NA). A leader wants employees who are willing to collaborate and are able to showcase their potential.

This expectation reflects the importance of synergy within the team, where each member can support each other and contribute to the maximum.

By encouraging employees to work together, leaders not only create a harmonious environment, but also increase the effectiveness of the team in achieving common goals (Ho et al., 2018). When employees feel encouraged to showcase their abilities, they will be more motivated and confident in carrying out their assigned tasks. The leader's expectation to see employees collaborate and showcase their potential is crucial in creating a productive and innovative work culture. Leaders have high expectations of all employees to work together to achieve company goals. It is important for leaders to create an environment that encourages collaboration and open communication. Although employees have various abilities and potential, they often feel less motivated to contribute to their full potential. Factors such as lack of communication, unclear vision, or even fear of criticism can inhibit their desire to work together. Leaders need to take proactive steps to understand these barriers and create a supportive work climate. By encouraging and recognising individual abilities, leaders can boost employees' confidence, making them more willing to collaborate and use their skills effectively (Esisuarni et al., 2024).

Charismatic leadership is instrumental in motivating employees to actively participate (Moura et al., 2019). Charismatic leaders tend to use non-verbal communication, clear vision, and inspiration to instil confidence in the team (Attieha & Zouhairi, 2021). By showing strong confidence and hope, a leader can provide the emotional boost needed to encourage employees to take initiative and contribute more (Karimi et al., 2023). Effective leadership depends not only on technical ability, but also on the leader's ability to influence and inspire others (Mardizal et al., 2023). Through a charismatic and collaborative approach, leaders can create a productive and innovative work culture where every employee feels valued and motivated to achieve the desired work results.

The informant's response to question 3 stated that '*employees tend to feel lazy and bored in completing their work*' (NA). Leaders face serious challenges in improving employee performance, mainly due to their lack of morale. This inactivity is often compounded by negative influences from colleagues, which can make employees even more lazy in completing their assigned tasks.

This situation shows the importance of the leader's role in creating a positive and motivating work environment. Leaders need to recognize the factors that lead to boredom and lack of morale among employees. By taking the right approach, such as providing support, training, or even creating a more attractive work atmosphere, leaders can help improve employee motivation and performance. Efforts to overcome the phenomenon of boredom and laziness in the workplace are key to achieving the expected productivity. A condition where employees feel lazy and lack enthusiasm in completing tasks has the potential to hinder the achievement of company goals. This inactivity not only affects individual productivity but also impacts the overall performance of the team. Leaders must find effective solutions to address this issue. Leaders can conduct in-depth analyses to identify the main causes of boredom and lack of motivation among employees. Through proactive approaches, such as organizing feedback sessions, training, or team-building activities, leaders can create a more dynamic and engaging work atmosphere. When employees feel listened to and given opportunities to grow, they tend to be more motivated to improve their performance (Muktamar et al., 2024).

In addition to finding solutions, the role of leaders in providing motivation is also very crucial. The right motivation can energize employees and create a positive work

environment. Leaders who are able to inspire and provide clear direction can help employees feel more engaged and have a sense of responsibility toward their work. By showing support and recognizing employees' efforts, leaders not only strengthen emotional bonds with the team but also encourage them to contribute to their full potential. It is important for leaders to continuously motivate and support employees so that company goals can be achieved effectively and efficiently (Husnul Hotimah et al., 2023).

The informant's response to question 4 stated that "each employee has different characteristics" (NA). The individual characteristics of employees vary widely. These differences include aspects such as personality, way of thinking and approach to work, all of which play an important role in team dynamics. This diversity of characteristics has significant implications for management and leadership in the workplace. Leaders need to understand and appreciate these differences in order to optimally utilize the potential of each employee. Leaders can create an inclusive work environment, where each individual feels valued and is able to contribute according to their uniqueness. This not only improves team performance, but also strengthens relationships between employees in achieving common goals.

Being a leader in an organization is a complex challenge, especially since each employee has different characteristics and personalities (Muhammad, 2016). This diversity of traits can create a unique dynamic within the team, but can also make it difficult for leaders to manage employee performance (Knippenberg & Mell, 2016). This challenge is further compounded by the lack of morale that often arises, as well as negative influences from coworkers that can lead to boredom and laziness (Phillips, 2023). Situations like these not only impact individuals, but can also affect the performance of the team as a whole. Leaders must be proactive in finding ways to address these issues, so that employees can refocus and increase their productivity (Haleem et al., 2024).

One strategy that can be implemented is to build effective communication and good relationships with employees (Osborne & Hammoud, 2017). By understanding individual backgrounds and motivations, leaders can devise appropriate and fair motivation methods, which will increase employees' sense of engagement and job satisfaction (Adinew, 2024). This not only helps create a positive work environment, but also encourages employees to contribute to their full potential (Saeed et al., 2019). This communication and understanding-based approach is key in creating a productive and harmonious team, where each member feels valued and motivated to achieve common goals (Napitupulu et al., 2024).

CONCLUSION AND SUGGESTION

The role of leadership in improving employee performance is important, especially in the context of a service company like CA. An effective leader functions not only as a director, but also as a motivator and facilitator who can build good relationships with team members. By understanding the individual characteristics of each employee, leaders can create an inclusive and positive work environment, where everyone feels valued and motivated to contribute their best. This research shows that the presence of leaders who are sensitive to the needs and aspirations of employees can uncover hidden potential within the team, which in turn improves productivity and overall organizational performance.

Effective communication is one of the main keys in creating a harmonious work environment. Leaders who are able to listen and respond to feedback from employees

will create mutual trust and strong collaboration within the team. When communication is good, employees feel more comfortable to share ideas and opinions, thus increasing their engagement and commitment to work. By creating an atmosphere where every voice is heard and valued, leaders not only strengthen interpersonal relationships among team members, but also encourage innovation and creativity that can contribute to the company's success.

It is important for leaders to recognize and address the obstacles that employees face in achieving optimal performance. Challenges such as lack of motivation and negative peer influence can hinder productivity, so leaders need to find appropriate solutions to address these issues. By implementing an approach based on people development, fair rewards, and ongoing support, leaders can create a work atmosphere that supports individual and team growth. Focusing on effective leadership and implementing supportive policies are strategic steps that no organization should overlook in order to achieve its goals.

It is recommended that leaders in CA companies and other organizations continue to develop effective communication skills and build strong relationships with employees. Leaders need to proactively listen to team feedback and aspirations, and create an inclusive and positive work environment. It is important to implement training and development programs that enhance employee skills, and provide fair rewards to drive motivation and performance. Organizations can ensure continuous improvement in overall team performance and productivity.

For future research, it is recommended to focus on a deeper exploration of the impact of various leadership styles on employee performance in various types of industries, not just limited to the service sector. This research can also expand the scope to include external factors that influence employee motivation and engagement, such as economic conditions, organizational culture, and team dynamics. In addition, a quantitative approach can be applied to obtain broader and generalizable data, resulting in comprehensive findings. Future research is expected to provide deeper insights into the relationship between leadership and employee performance as well as strategies that can be implemented to improve leadership effectiveness in more diverse contexts.

REFERENCES

- Adawiyah, M., & Ibnor, N. (2023). Pengaruh Lingkungan Kerja Terhadap Semangat Kerja Pegawai Pada Kantor Kecamatan Kapuas Kuala. *Journal on Education*, 05(04), 13228–13242. <https://doi.org/https://doi.org/10.31004/joe.v5i4.2323>
- Adinew, Y. (2024). A comparative study on motivational strategies, organizational culture, and climate in public and private institutions. *Current Psychology*, 43(13), 11470–11492. <https://doi.org/10.1007/s12144-023-05259-9>
- Al-Omari, K., & Okasheh, H. (2017). The influence of work environment on job performance: A case study of engineering company in Jordan. *International Journal of Applied Engineering Research*, 12(24), 15544–15550.
- Alfiani, M. M., & Fauziyah, Y. (2020). Manajemen Kepemimpinan Transformasional dalam Meningkatkan Kinerja Tenaga Pendidik dan Kependidikan. *Islamika*, 2(1), 1–19. <https://doi.org/10.36088/islamika.v2i1.403>
- Attieha, L., & Zouhairi, O. (2021). An Evaluation of How Educators in Virtual Teams Perceive Charismatic Leadership During the COVID-19 Crisis. *International Journal of Organizational Leadership*, 10(2), 155–170. <https://doi.org/10.33844/ijol.2021.60523>

- Babalola, S. S. (2016). The effect of leadership style, job satisfaction and employee-supervisor relationship on job performance and organizational commitment. *Journal of Applied Business Research*, 32(3), 935–946.
<https://doi.org/10.19030/jabr.v32i3.9667>
- Bammens, Y. P. M. (2016). Employees' Innovative Behavior in Social Context: A Closer Examination of the Role of Organizational Care. *Journal of Product Innovation Management*, 33(3), 244–259.
<https://doi.org/https://doi.org/10.1111/jpim.12267>
- Bin Shmailan, A. S. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1–8.
- Cheng, A. Y. N., & Szeto, E. (2016). Teacher leadership development and principal facilitation: Novice teachers' perspectives. *Teaching and Teacher Education*, 58, 140–148. <https://doi.org/https://doi.org/10.1016/j.tate.2016.05.003>
- Constantino, J. N. (2021). *Social Responsiveness Scale BT - Encyclopedia of Autism Spectrum Disorders* (F. R. Volkmar (ed.); pp. 4457–4467). Springer International Publishing. https://doi.org/10.1007/978-3-319-91280-6_296
- Daeli, H. P. D., Amzul, T. A. A., Purnomo, S. Y., Gunawan, L., Prihatni, A., & Gunawan, L. (2024). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi, Dan Motivasi Kerja Terhadap Kinerja Karyawan Di Perusahaan Manufaktur. *Jurnal Tadbir Peradaban*, 4(2), 404–419.
<https://doi.org/https://doi.org/10.55182/jtp.v4i2.482>
- Damanik, R. (2020). Faktor-Faktor Yang Mempengaruhi Motivasi Berprestasi Mahasiswa. *Jurnal Serunai Ilmu Pendidikan*, 6(1), 29–34.
<https://doi.org/https://doi.org/10.37755/jsap.v9i1.252>
- de Moura, A. A., Hayashida, K. Y., Bernardes, A., Zanetti, A. C. B., & Gabriel, C. S. (2019). Charismatic leadership among nursing professionals: an integrative review TT - Liderança carismática entre os profissionais de enfermagem: revisão integrativa Liderazgo carismático entre profesionales de enfermería: revisión integrativa. *Revista Brasileira de Enfermagem*, 72(1), 315–320.
<https://bd.univalle.edu.co/scholarly-journals/charismatic-leadership-among-nursing/docview/2207059006/se-2>
- Devina, G. (2018). Pengaruh Teamwork Terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmu Manajemen*, 6(2012), 1–9.
<https://doi.org/https://ejournal.unesa.ac.id/index.php/jim/article/view/22457>
- Dianti, Y. (2023). Kepemimpinan Adaptif Dan Responsif. In *Angewandte Chemie International Edition*, 6(11), 951–952. PT. Literasi Nusantara Abadi Grup. [http://repo.iain-tulungagung.ac.id/5510/5/BAB 2.pdf](http://repo.iain-tulungagung.ac.id/5510/5/BAB%202.pdf)
- Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., Ibrahim, G., & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: a response to Covid-19 pandemic. *Human Resource Development International*, 23(4), 380–394.
<https://doi.org/10.1080/13678868.2020.1780078>
- DuBois, M., Koch, J., Hanlon, J., Nyatuga, B., & Kerr, N. (2015). Leadership Styles of Effective Project Managers: Techniques and Traits to Lead High Performance Teams. *Journal of Economic Development, Management, IT, Finance & Marketing*, 7(1), 30–46.
- Duc, L. D. M., Tien, N. H., & Minh Ngoc, N. (2025). Solutions for Development of High Quality Human Resource in Binh Duong Industrial Province of Vietnam.

- International Journal of Business and Globalisation*, 1(1), 1.
<https://doi.org/10.1504/ijbg.2025.10056380>
- Eisenberg, J., Post, C., & DiTomaso, N. (2019). Team Dispersion and Performance: The Role of Team Communication and Transformational Leadership. *Small Group Research*, 50(3), 348–380. <https://doi.org/10.1177/1046496419827376>
- Erwin, E., Subagja, A. D., Masliardi, A., Hansopaheluwakan, S., Kurniawan, S. D., Darmanto, E. B., Muksin, N. N., Sepriano, S., & Efitra, E. (2023). *BISNIS DIGITAL : Strategi dan Teknik Pemasaran Terkini*. PT. Green Pustaka Indonesia.
<https://books.google.co.id/books?id=3gDSEAAAQBAJ>
- Esisuarni, H. A., & Nellitawati. (2024). Pentingnya Motivasi Kerja Dalam Meningkatkan Kinerja Karyawan. *Jurnal Niara*, 17(2), 478–488.
<https://doi.org/10.31849/niara.V17i2.23149>
- Fauzi, A., & Hidayat, R. N. (2020). *Manajemen Kinerja*. Airlangga University Press.
<https://books.google.co.id/books?id=hMjjDwAAQBAJ>
- Ford, R. C., Piccolo, R. F., & Ford, L. R. (2017). Strategies for building effective virtual teams: Trust is key. *Business Horizons*, 60(1), 25–34.
<https://doi.org/https://doi.org/10.1016/j.bushor.2016.08.009>
- Geue, P. E. (2018). Positive Practices in the Workplace: Impact on Team Climate, Work Engagement, and Task Performance. *The Journal of Applied Behavioral Science*, 54(3), 272–301. <https://doi.org/10.1177/0021886318773459>
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review. *Sustainability*, 14(5).
<https://doi.org/10.3390/su14052885>
- Gray, M. L., Suri, S., Ali, S. S., & Kulkarni, D. (2016). The Crowd is a Collaborative Network. *Proceedings of the 19th ACM Conference on Computer-Supported Cooperative Work & Social Computing*, 134–147. <https://doi.org/10.1145/2818048.2819942>
- Habibie, T. C. A., & Claudia, M. (2024). Techno-Structural Intervention Pada Perusahaan Korporasi Menghadapi Diskrupsi Masa Depan. *Neraca: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 2(5), 122–132.
<https://doi.org/https://doi.org/10.572349/neraca.v2i5.1428>
- Hafizah, N., Auia Zayrin, A., Hanifah, H., Hidayatullah, R., & Harmonedi. (2024). Kepala Sekolah Sebagai Pemimpin Visioner Di Era Society 5.0. *At-Tarbiyah: Jurnal Penelitian Dan Pendidikan Agama Islam*, 2(1), 248–254.
<https://doi.org/https://journal.staittd.ac.id/index.php/at/article/view/124>
- Haleem, A., Javid, M., & Singh, R. P. (2024). Perspective of leadership 4.0 in the era of fourth industrial revolution: A comprehensive view. *Journal of Industrial Safety*, 1(1), 100006. <https://doi.org/https://doi.org/10.1016/j.jinse.2024.100006>
- Hanafi, A. S., Almy, C., & Siregar, M. T. (2018). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Pegawai. *Jurnal Manajemen Industri Dan Logistik*, 2(1), 52–61. <https://doi.org/10.30988/jmil.v2i1.25>
- Hanggoro, J. D. (2018). *Usulan Strategi Peningkatan Kinerja Perusahaan Dengan Pendekatan Swot-Balanced Scorecard* [Universitas Islam Indonesia Yogyakarta].
<https://dspace.uui.ac.id/handle/123456789/9450>
- Hidayati, R. N., Giatman, M., & Ernawati, E. (2021). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Di Kedai BFC Deriz Depan Basko Padang. *JRTI (Jurnal Riset Tindakan Indonesia)*, 6(2), 244. <https://doi.org/10.29210/3003982000>
- Ho, V. T., Kong, D. T., Lee, C.-H., Dubreuil, P., & Forest, J. (2018). Promoting harmonious work passion among unmotivated employees: A two-nation investigation of the

- compensatory function of cooperative psychological climate. *Journal of Vocational Behavior*, 106, 112–125.
<https://doi.org/https://doi.org/10.1016/j.jvb.2018.01.005>
- Husnul, H., Dwi A., Mufarrohah, M., Anasul, M., & Mochammad, I. A. (2023). Manajemen Kinerja Digital. *Maeswara : Jurnal Riset Ilmu Manajemen Dan Kewirausahaan*, 1(6 SE-Articles), 1–15. <https://doi.org/10.61132/maeswara.v1i6.333>
- Jumaidah, S., & Nasution, M. I. P. (2024). Meningkatkan Produktivitas Melalui Keterlibatan Karyawan: Tinjauan dalam Manajemen Sumber Daya Manusia Meningkatkan Produktivitas Melalui Keterlibatan Karyawan: Tinjauan dalam. *Jurnal Akademik Ekonomi Dan Manajemen*, 1(4), 83–91.
<https://doi.org/https://doi.org/10.61722/jaem.v1i4.3260>
- Justina, S., Susetyo, S., & Kananlua, P. (2019). Pengaruh Leader-Member Exchange Terhadap Kinerja Karyawan Melalui Peran Variabel Mediasi Work Engagement Pada Pt. Perusahaan Listrik Negara (Persero) Area Bengkulu. *Management Insight: Jurnal Ilmiah Manajemen*, 14(1), 51–62.
<https://doi.org/10.33369/insight.14.1.51-62>
- Kabdiyono, E. L., Perkasan, D. H., Ekhsan, M., Abdullah, M. A. F., & Febrian, W. D. (2024). Kepemimpinan, Beban Kerja dan Burnout terhadap Kinerja Karyawan Perusahaan Garment di Kabupaten Tangerang. *Journal of Management and Bussines (JOMB)*, 6(2), 496–509. <https://doi.org/https://doi.org/10.31539/jomb.v6i2.7206>
- Karimi, S., Ahmadi M., F., Yaghoubi, F., A., & Liobikienè, G. (2023). The Role of Transformational Leadership in Developing Innovative Work Behaviors: The Mediating Role of Employees' Psychological Capital. In *Sustainability* (Vol. 15, Issue 2). <https://doi.org/10.3390/su15021267>
- Kensbock, J. M., & Boehm, S. A. (2016). The role of transformational leadership in the mental health and job performance of employees with disabilities. *The International Journal of Human Resource Management*, 27(14), 1580–1609.
<https://doi.org/10.1080/09585192.2015.1079231>
- Khaira, N. (2024). Peran Literasi Digital dan Kepemimpinan Digital terhadap Kinerja Karyawan: Studi Kasus Generasi Millennial dan Z di GoTo Group. *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 7(2 SE-), 135–147.
<https://doi.org/10.31842/jurnalinobis.v7i2.314>
- Kong, D. T., & Ho, V. T. (2016). A self-determination perspective of strengths use at work: Examining its determinant and performance implications. *The Journal of Positive Psychology*, 11(1), 15–25. <https://doi.org/10.1080/17439760.2015.1004555>
- Lisbet, Z. T., Judijanto, L., Ginanjar, R., Adnanti, W. A., Butarbutar, M., Harto, B., Sepriano, S., Dihniah, N., & Agusdi, Y. (2024). *Friendly Leadership: Membangun Koneksi dan Kolaborasi di Tempat Kerja*. PT. Sonpedia Publishing Indonesia.
<https://books.google.co.id/books?id=1PAiEQAAQBAJ>
- M, F. Nursalim, Agustin, P., Sanida, N. F., & Mochammad, I. A. (2023). Kepemimpinan Pendekatan Sifat Dalam Organisasi. *Jurnal of Management and Social Sciences*, 1(3), 86–108. <https://doi.org/10.59031/jmsc.v1i3.158>
- Mardizal, J., Anggriawan, F., Al Ghazali, A. G., Al Haddar, G., & Arifudin, O. (2023). Model Kepemimpinan Transformational, Visioner dan Authentic Kepala Sekolah dalam Meningkatkan Mutu Pendidikan di Era 4.0. *Innovative: Journal Of Social Science Research*, 3(5), 2994–3003.
<https://j-innovative.org/index.php/Innovative/article/view/5195>
- Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and e-HRM technology. *The International Journal of Human Resource Management*,

- 27(19), 2233–2253. <https://doi.org/10.1080/09585192.2015.1091980>
- Mikhaylovskaya, A. (2024). Enhancing Deliberation with Digital Democratic Innovations. *Philosophy & Technology*, 37(1), 3. <https://doi.org/10.1007/s13347-023-00692-x>
- Muazaroh, S., & Subaidi, S. (2019). Kebutuhan Manusia Dalam Pemikiran Abraham Maslow (Tinjauan Maqasid Syariah). *Al-Mazaahib: Jurnal Perbandingan Hukum*, 7(1), 17–33. <https://doi.org/10.14421/al-mazaahib.v7i1.1877>
- Muhammad, A. S. (2016). *Perilaku Organisasi* (N. S. Chaniago (ed.)). Lembaga Peduli Pengembangan Pendidikan Indonesia (LPPPI).
<https://scholar.google.co.id/citations?user=ISvC8YYAAAAJ&hl=id>
- Muizu, W. O., Kaltum, U., & Sule, E. T. (2019). Pengaruh Kepemimpinan terhadap Kinerja Karyawan. *PERWIRA - Jurnal Pendidikan Kewirausahaan Indonesia*, 2(1), 70–78. <https://doi.org/10.21632/perwira.2.1.70-78>
- Muktamar, A., Saputra, A., Zali, M., & Ugi, N. B. (2024). Mengungkap Peran Vital Kepemimpinan dalam Manajemen SDM: Produktivitas, Kepuasan Kerja, dan Retensi Tenaga Kerja yang Berkualitas. *Journal of International Multidisciplinary Research*, 2(2), 9–19. <https://doi.org/10.62504/1nv76056>
- Mulki, R. D. I. M., Ginung Pratidina, Nanda Tria Rahmadani, & Dita Lestari. (2024). Pengaruh Komunikasi Organisasi Terhadap Kinerja Pegawai Desa Sukakarya. *Karimah Tauhid*, 3(8 SE-Articles), 8922–8938. <https://doi.org/10.30997/karimahtauhid.v3i8.14548>
- Napitupulu, R. L., Avian, Z. B. N., Nugroho, C. A., Pamuji, S., & Kasmin, K. (2024). Pendekatan Manajemen Modern Strategi Efektif untuk Meningkatkan Produktivitas Tim. *Metta: Jurnal Ilmu Multidisiplin*, 4(4), 66–80. <https://doi.org/10.37329/metta.v4i4.3659>
- Ngaisah. (2022). *Peran Manajerial Kepala Madrasah dalam meningkatkan Kualitas pendidikan di Man 3 Kebumen* [Institut Agama Islam Nahdlatul Ulama Kebumen]. https://eprints.iainu-kebumen.ac.id/id/eprint/516/1/Tesis_Ngaisah_Revisi%281%29.pdf
- Nur, E. & Muh, I. S.. (2024). Manajemen Pendidikan Dalam Meningkatkan Mutu Pembelajaran. *Academicus: Journal of Teaching and Learning*, 2(2 SE-Articles), 68–85. <https://doi.org/10.59373/academicus.v2i2.25>
- Nuri, A. A. I. P. (2022). Peran Kepemimpinan Dalam Manajemen Perubahan Di Dalam Organisasi. *Ekonomi Bisnis Manajemen Dan Akuntansi (EBMA)*, 3(1), 475–482. <https://doi.org/https://doi.org/10.36987/ebma.v3i1.2993>
- Osabiya, B. J. (2015). The effect of employees motivation on organizational performance. *Journal of Public Administration and Policy Research*, 7(4), 62–75. <https://doi.org/10.5897/jpapr2014.0300>
- Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, 16(1), 50–67. <https://doi.org/10.5590/ijamt.2017.16.1.04>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Peneuel, W. R., Allen, A.-R., Coburn, C. E., & Farrell, C. (2015). Conceptualizing Research–Practice Partnerships as Joint Work at Boundaries. *Journal of Education for Students Placed at Risk (JESPAR)*, 20(1–2), 182–197. <https://doi.org/10.1080/10824669.2014.988334>
- Permata, H. D., & Nurhayati, N. (2024). Kepemimpinan Agile (Agile Leadership) dan

- Proses Pengambilan Keputusan Suatu Organisasi. *Educational Leadership*, 4(1), 59–76. <https://doi.org/https://doi.org/10.24252/edu.v4i1.48783>
- Phillips, A. (2023). *Boredom And Psychotherapists: An Investigation Of An Overlooked Emotion And Its Implications For Clinical Practice Boredom And Psychotherapists Dissertation presented to the Faculty of the California School of Professional Psychology Alliant Internatio*.
- Pratama, S., Fadlan, A., & Lestari, M. (2024). *Transformasi SDM Melalui Budaya Kaizen: Menciptakan Lingkungan Kerja yang Efisien*. Serasi Media Teknologi. <https://books.google.co.id/books?id=X78yEQAAQBAJ>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Peran Organizational Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja Melalui Mediasi Komitmen Organisasi Pada Family Business. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(3), 256. <https://doi.org/10.32493/jjsdm.v4i3.10454>
- Rachmadhani, S., & Manafe, L. A. (2023). Analisis Gaya Kepemimpinan Demokratis. *Digital Economic, Management and Accounting Knowledge Development*, 5(1), 82–98. <https://doi.org/https://doi.org/10.46757/demand.v5i1.313>
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of Leadership Style , Motivation and Work Discipline on Employee Performance in PT .ABC Makassar. In *International Review of Management and Marketing* (Vol. 8, Issue 6, pp. 67–71). Retrieved from <https://www.econjournals.com/index.php/irmm/article/view/7167>
- Raziq, M. M., Borini, F. M., Malik, O. F., Ahmad, M., & Shabaz, M. (2018). Leadership styles, goal clarity, and project success. *Leadership & Organization Development Journal*, 39(2), 309–323. <https://doi.org/10.1108/LODJ-07-2017-0212>
- Retnowati, E., Darmawan, D., Putra, A. R., Putra, R. S., & Issalillah, F. (2023). Pengaruh Modal Psikologis, Kualitas Kehidupan Kerja, Dan Kepemimpinan Terhadap Kinerja Pegawai. *Jurnal Baruna Horizon*, 6(1), 31–38. <https://doi.org/10.52310/jbhorizon.v6i1.94>
- Rikantasari, S., & Kholishudin. (2024). The Role Of Internal Communication In Building Employee Loyalty In Technology Companies. *Ukanus: Indonesian Journal of Economics and Business*, 1(1), 27–54. <https://doi.org/https://ejournal.ukanus.id/index.php/ijeb/article/view/3>
- Ritonga, T. E. J., & Tarigan, U. (2015). Pengaruh Kepemimpinan Terhadap Kinerja Pegawai Pada Kantor Sub.Dolog Wil.Iv Padangsidempuan (Studi Pada Kantor Sub.Dolog Wil.Iv Padangsidempuan). *Jurnal Administrasi Publik (Public Administration Journal)*, 5(1), 79–91. <https://doi.org/10.31289/jap.v5i1.1072>
- Rivaldo, Y., & Ratnasari, S. L. (2020). Pengaruh Kepemimpinan Dan Motivasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan. *Jurnal Dimensi*, 9(3), 505–515. <https://doi.org/https://doi.org/10.33373/dms.v9i3.2727>
- Saeed, B. B. S., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424–438. <https://doi.org/https://doi.org/10.1002/csr.1694>
- Saidah, F. N., & Muhid, A. (2021). Peran Pemberian Psychological Empowerment Terhadap Kepercayaan Atasan Pada Bawahan: Literature Review. *Competence : Journal of Management Studies*, 15(2), 162–172. <https://doi.org/https://doi.org/10.21107/kompetensi.v15i2.12514>
- Saleh, A., & Mardiana, A. (2021). Pemberian Reward Terhadap Peningkatan Motivasi Kerja Karyawan Dalam Perspektif Islam. *MUTAWAZIN (Jurnal Ekonomi Syariah)*,

- 2(1), 1–14. <https://doi.org/10.54045/mutawazin.v2i1.233>
- Sari, E., & Dwiarti, R. (2018). Pendekatan Hierarki Abraham Maslow pada prestasi kerja karyawan PT. Madubaru (PG Madukismo) Yogyakarta. *Jurnal Perilaku Dan Strategi Bisnis*, 6(1), 58. <https://doi.org/10.26486/jpsb.v6i1.421>
- Sihombing, S., Astuti, E. S., Al Musadieq, M., Hamied, D., & Rahardjo, K. (2018). The effect of servant leadership on rewards, organizational culture and its implication for employee's performance. *International Journal of Law and Management*, 60(2), 505–516. <https://doi.org/10.1108/IJLMA-12-2016-0174>
- Singh, A., & Rangnekar, S. (2020). Empowering leadership in hospital employees. *International Journal of Productivity and Performance Management*, 69(7), 1497–1519. <https://doi.org/10.1108/IJPPM-03-2019-0132>
- Sitopu, Y. B., Sitingjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83. <https://doi.org/10.52970/grhrm.v1i2.79>
- Sri, R. D. K., Tjahya, S., & Andi, P. (2020). Efektivitas Penempatan Aparatur Sipil Negara (Asn) Dalam Meningkatkan Kinerja Pegawai Di Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Daerah (Bkpsmd) Kota Ternate Provinsi Maluku Utara. *VISIONER: Jurnal Pemerintahan Daerah Di Indonesia*, 12(2), 321–339. <https://doi.org/10.54783/jv.v12i2.280>
- Sundari, S., Silalahi, V. A. J. M., & Siahaan, R. S. (2024). KOMUNIKASI INTERPERSONAL DALAM MEMBANGUN HARMONI DAN PRODUKTIVITAS DI TEMPAT KERJA. *Jurnal Cakrawala Akademika*, 1(3), 419–438. <https://doi.org/10.70182/JCA.v1i3.29>
- Tschannen-Moran, M. (2014). *Trust Matters: Leadership for Successful Schools, 2nd Edition*. ohn Wiley & Sons, Inc.
<http://www.wiley.com/WileyCDA/WileyTitle/productCd-1118834372.html>
- van Knippenberg, D., & Mell, J. N. (2016). Past, present, and potential future of team diversity research: From compositional diversity to emergent diversity. *Organizational Behavior and Human Decision Processes*, 136, 135–145. <https://doi.org/https://doi.org/10.1016/j.obhdp.2016.05.007>
- Walters, K., & Rodriguez, J. (2017). *The Importance of Training and Development in Employee Performance and Evaluation*.
- Witri, R., Zivana, F. H., Purwadhi, P., & Widjaja, Y. R. (2024). Strategi Kepemimpinan Adaptif dalam Menghadapi Tantangan Kewirausahaan di Rumah Sakit. *Innovative: Journal Of Social Science Research*, 4(5), 2324–2334. <https://doi.org/10.31004/innovative.v4i5.15221>
- Woessner, M. N., Tacey, A., Levinger-Limor, A., Parker, A. G., Levinger, P., & Levinger, I. (2021). The Evolution of Technology and Physical Inactivity: The Good, the Bad, and the Way Forward. *Frontiers in Public Health*, 9(May), 1–7. <https://doi.org/10.3389/fpubh.2021.655491>