

The role of agile leadership through commitment on state civil apparatus performance in Palu City

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Abstract

This study seeks to explore the impact of agile leadership on the performance of state civil apparatus, both directly and indirectly. It employs a descriptive causal research design to analyze the relationship between Agile Leadership and the performance of female civil servants through the mediation of commitment within the Palu City Government. A sample of 164 respondents, consisting of state civil apparatus led by female leaders from six different offices within the Palu City government, was selected using the Cluster Area Sampling Method. To test the hypotheses, a t-test was conducted, and data analysis was performed using Path Analysis with SPSS 26 software. The findings indicate that agile leadership significantly and positively influences the performance of state civil apparatus in the Palu City Government. Furthermore, agile leadership positively affects the commitment levels of the state civil apparatus. Additionally, the commitment variable itself demonstrates a significant positive impact on performance. However, it is important to note that commitment does not mediate the relationship between agile leadership and the performance of the state civil apparatus in the Palu City.

Keywords: *Agile Leadership, Performance, Commitment.*

Introduction

The assumption that the ideal leader is a man is a perception that dominates many sectors, including government and business. This gender gap is a phenomenon that we see in the placement of leadership positions between men and women in the workplace. Ironically, this old paradigm still persists in the minds of people who believe that women should only focus on their domestic roles, limiting themselves to household chores, thus placing them in a marginal position in the world of work. Sadly, many people believe that male leaders are superior based on certain characteristics. Male leaders are seen as capable of making difficult decisions and handling controversial issues or crises with poise and confidence. This stereotype further reinforces the negative perception of women's leadership potential, where women are often seen as more emotional and weak. Wibowo in Dhaniarti et al. (2017) says that women's leadership is an issue that is always discussed. Pros and cons, patriarchal culture and misogyny in Indonesia are often used as reasons to act unfairly towards women.

The current phenomenon that often occurs when a woman wants to become a leader is the existence of various considerations outside the context of leadership that can cause gaps such as, the thought that a woman is considered as a weak, delicate and emotional figure compared to men. As a result, women often struggle to rise into leadership roles, and their positions within organizations tend to be quite limited. Most women find themselves in entry-level positions, while the representation of women decreases significantly at higher levels of the organization. The higher the position, the fewer women occupy it. Very few women get the opportunity to occupy the top position in the organization and become successful. Another

reason or phenomenon that often occurs is that a woman who has a family will have an impact on work flexibility which will affect her performance because her time will be spent more on taking care of her family so that her performance is not optimal. Because of this, most women choose to stop working and even decide to leave early in their careers. The existence of this has resulted in a gender gap to become a leader between men and women, even though the opportunity for women who hold leadership positions in a company is able to make a good contribution in improving company performance.

Women's leadership is growing until now, the position of women in strategic positions of companies or organizations is currently rife, creating issues of gender equality in the world of work. According to data from the Central Statistics Agency (BPS), the proportion of managerial women in the scope of Central Sulawesi Province in 2022 was 38.44%. (Bps.go.id, 2023). Central Sulawesi Province occupies the 6th position with the number of proportions of female leaders is 38.44% in 2022, this can be interpreted that the position of women in managerial / leadership positions in government (ASN) and managerial / leadership positions in public or private companies in Central Sulawesi is quite significant and very good.

Leadership in government (ASN) refers to a type of leadership within the State Civil Apparatus, which is a professional community comprised of employees working in government agencies. The number of ASNs in Palu City in 2022 is 5,931 people, 1885 male ASNs and 4,046 female ASNs. The number of ASNs in Palu city is dominated by women, out of the total number of female ASNs of 4,046 who are leaders in government agencies in Palu City are 31 people. Women who become leaders certainly have different attitudes and leadership styles from one another to achieve the best performance for the organization they lead.

Leadership style encompasses the unique nature, habits, temperament, character, and personality traits that define how a leader engages and interacts with others (Kartono, 2008). Agile leadership is a flexible leadership style that adjusts to changing circumstances. through the process of innovation in the organization and allows the organization to survive in a competitive and uncertain environment (Hayward, 2021). Agile leadership is characterized by its responsiveness to emerging challenges and opportunities. It operates in quick development cycles that facilitate learning, adaptation, and continuous improvement (Breakspear, 2017).

According to Joiner (2019) agile leaders typically exhibit four key competencies: context-setting agility, stakeholder agility, creative agility, and self-leadership agility. Joiner (2019) explains that there are five levels of agile leadership. These levels are hierarchical and as leaders advance to the next level, the skills acquired from the previous level are passed down to the next level. The levels of agile leadership are Expert, Achiever, Catalyst, Co-Creator and Synergist.

Agile Leadership is the activity of leading with agile principles as part of a strategic plan to bring the organization to the achievement of goals effectively that not everyone has. Agile Leadership is important to have change capability, which is the capacity of leaders to swiftly recognize changes in both the internal and external environment enables them to effectively respond to these shifts by making necessary adjustments to work conditions and processes, and utilize changes as opportunities for organizational effectiveness (Hariyati et al., 2023).

Agile leaders are more able to see the potential that exists in each subordinate. The existing potential is then encouraged to be continuously developed to be better than before in the hope that the potential can be useful for achieving organizational goals as well as personal career goals and success and will influence the success of employee performance in the organization or institution or company.

Performance is a multi-dimensional construct of variable measurement that depends It is

essential to consider various factors when determining whether the purpose of measurement is to evaluate performance or behavioral outcomes (Armstrong, 2006). Performance success can be interpreted as the quality and quantity of work that an employee is able to achieve when carrying out his duties and functions as an employee in accordance with his responsibilities.

Performance reflects the outcomes of an individual's efforts in fulfilling their assigned tasks (Hasibuan, 2016). According to Moeheriono (2014), performance refers to the extent to which an organization successfully implements its activities or policies to achieve its goals, objectives, vision, and mission, as defined in its strategic planning. According to Putra et al. (2018) performance reflects the outcomes a person achieves in relation to their job requirements. Each job comes with specific expectations that must be met to reach defined goals, often referred to as job standards. Essentially, performance serves as a benchmark for evaluating how effectively an individual implements activities or policies to fulfill the organization's goals, objectives, vision, and mission, all of which are established through strategic planning (Moeheriono, 2014).

The success of an employee's performance is of course closely related to an employee's attachment to his work, the work environment and the leader in the organization where he works. An employee or employee who has a high sense of job attachment will tend to do a better job, this is due to the positive feelings in themselves who do not consider a job as a burden. This will certainly affect the performance of these employees, when a job is carried out as well as possible and supported by a good leadership style, it will also have a good influence on the performance of these employees.

There are several studies that have been conducted to examine how much influence agile leadership has in influencing the success of employee performance in an organization, Research conducted by Ni'Am et al. (2021) indicates that the agile leadership style has a positive and significant impact on employee performance., this is in line with research conducted by Victor (2019) with the results of research on the application of agile or agile leaders and methods increasing performance by 36% compared to not applying an agile or agile leadership style. Conversely, the results of research conducted by Mahendra and Brahmasari (2014) the results of his research state that leadership style does not affect the success of employee performance. From the results of some of these studies, we can know that there are differences in research results regarding the effect of an agile leadership style on the success of employee performance in an organization.

Organizational commitment refers to an employee's alignment with their organization, embracing its goals and a desire to remain a part of it. In this context, high job involvement indicates strong attachment to one's specific role, while high organizational commitment reflects a deep allegiance to the organization that has employed the individual. (Tolis et al., 2017). This is of course closely related to why employees stay in their jobs and stay with their current careers. Employees who are concerned with careers will be more productive in carrying out their work, an agile leader will encourage his followers to find what is the goal in their work and how to adapt to predict related to their future careers.

Research conducted by Zhang et al. (2021) and research conducted by Huning (2020) both studies indicate that career flexibility plays a crucial role in influencing work commitment, as well as supporting the cognitive and emotional dimensions of career success. Additionally, the findings highlight a strong connection between work commitment, agile leadership, and career success. The conceptual framework is articulated as follows:

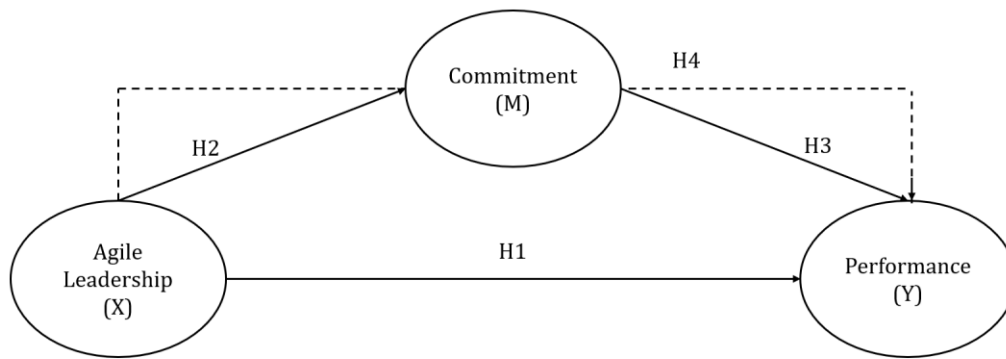


Figure 1. Theoretical Framework

The hypotheses in this study are:

H1: Agile Leadership has a positive and significant effect on the Performance of State Civil Apparatus in Palu City Government.

H2: Agile Leadership has a positive and significant effect on the Commitment of State Civil Apparatus in Palu City Government.

H3: Commitment has a positive and significant effect on the Performance of State Civil Apparatus in Palu City Government.

H4: Commitment mediates the effect of Agile Leadership on the Performance of State Civil Apparatus in Palu City Government.

Methods

This research uses a causal descriptive approach, which aims to analyze the influence of certain variables on other variables. The causal descriptive method was chosen because this research focuses on how Agile Leadership affects the performance of female State Civil Apparatus (ASN), with commitment as the mediating variable. This design makes it possible to explore the cause-and-effect relationship between these variables, and see the extent of direct and indirect effects.

The sample was taken using the Cluster Area Sampling technique, which aims to group the population based on a particular area, in this case, the state civil apparatus in six government offices of Palu City. With a total of 164 respondents, this study obtained primary data through a structured questionnaire, which was designed to explore the perceptions and experiences of civil servants related to the leadership style of female leaders and their performance in the work environment.

For data analysis, path analysis was used with the help of SPSS version 26 software (Supriyanto & Maharani, 2013), which allows researchers to measure the direct and indirect effects between the independent variable (agile leadership) and the dependent variable (ASN performance) through the mediating variable (commitment). Hypothesis testing was carried out using the t test to test the significance of the relationship between the variables, and the F test was used to see the significance of the model as a whole. This test was conducted at a significance level of $\alpha = 0.05$.

This research was conducted between December 2023 and February 2024, which included field data collection and analysis and interpretation of results. Using this method, it is expected to identify the influence of agile leadership on the performance of female civil servants in Palu City government, as well as the extent to which commitment mediates the relationship.

Results And Discussion

The path analysis test is used to see the direct effect of the indirect effect of the variables in this study by doing 2 times the regression analysis because there are two equations which will then form 2 path coefficient models. This model is processed using the SPSS program, to assess the significance of the indirect effect of the independent variable, we apply the F-test rule with an alpha level of 0.05 or a p-value of less than or equal to 0.05, as indicated in the code (Sig. F). T test is used with a significance level of Alpha = 0.05 or $p \leq 0.05$ in the code (Sig. T) (Supriyanto & Maharani, 2013). The results of the analysis are presented in the following table:

Table 1. Regression Test Results Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	30.640	4.606		6.652	.000
agile leadership	.552	.096	.412	5.754	.000

a. Dependent Variable: commitment

Based on Table 1, it is known that the significance value of the agile leadership variable is smaller than 0.05 ($0.000 < 0.005$). These results suggest that Regression Model I, which focuses on the agile leadership variable, has a significant impact on ASN commitment. The regression equation can be explained, namely the agile leadership the coefficient value of 0.412 indicates that the agile leadership variable positively influences ASN commitment, or in other words, if the value of agile leadership is increased, it will increase the commitment of the state civil apparatus. In addition, the magnitude of the effect of agile leadership on commitment can be seen from the magnitude of the *R Square* value in the table below:

Table 2. R Square Model 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.412 ^a	.170	.165	5.719

a. Predictors: (Constant), agile leadership

It is known that the *R Square* value for the agile leadership variable is 0.170, this indicates that the contribution of the agile leadership variable to ASN commitment is 17% the remaining 83% represents the influence of other variables that were not included in the study. Consequently, the path diagram of the structural model is presented as follows:

$$\text{Equation I : } M = \rho_{xm} + e_1$$

$$M = 0,412 + 0,83$$

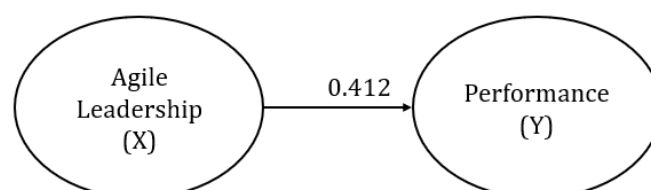


Figure 2. Structure 1 Path Diagram

Table 3. Model II Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.164	3.527		5.150	.000
	agile leadership	.487	.071	.429	6.822	.000
	Commitment	.330	.053	.389	6.185	.000

a. Dependent Variable: PERFORMANCE

From the regression results of model II, it is known that the significance value of the agile leadership and commitment variables is 0.000 less than 0.05 ($0.000 < 0.05$). Based on these results, it can be concluded that the regression results of model II, namely the agile leadership and commitment variables, have a significant effect on ASN performance. The regression equation is explained as follows:

The coefficient for agile leadership is 0.429, suggesting that there is a positive influence on performance. This means that as agile leadership increases, the performance of the State Civil Apparatus is likely to improve. Similarly, the commitment variable has a coefficient of 0.389, also indicating a positive effect on performance. In other words, enhancing the level of commitment will lead to better performance within the State Civil Apparatus. In addition, the influence of agile leadership variables and commitment to performance can be seen from the magnitude of the *R Square* value in the table below:

Table 4. R Square Model II

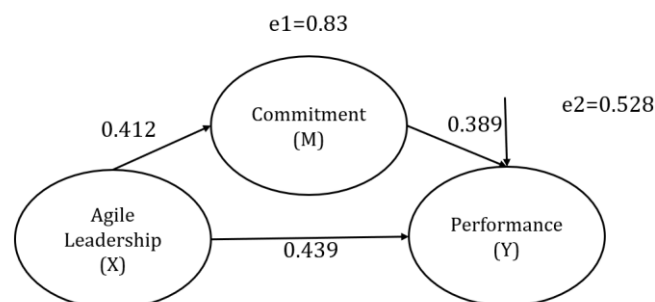
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.466	3.881

a. Predictors: (Constant), commitment, agile leadership

The magnitude of the *R Square* value is 0.472, this indicates that the contribution of agile leadership and commitment to ASN performance is 47.2%, while the remaining 52.8 is the contribution of other variables not studied. Therefore, based on this, the structure II path diagram is obtained as follows:

$$\text{Equation II: } Y = \rho_{xy} + \rho_{my} + e_2$$

$$Y = 0,429x + 0,389m + 0,528$$


Figure 3. Structure II Path Diagram

The calculations for Sub-Structure I and Sub-Structure II yield two equations that illustrate the relationships between the independent variable and the mediating variable, as well as the independent variable and the dependent variable. These equations reveal the extent to which variable X influences both variable M and variable Y, along with the impact of variable M on variable Y. Below is a table that presents the direct, indirect, and total effects:

Table 5. Direct, Indirect and Total Effect

Variables	Path Coefficient	Influence		Total
		Direct	Indirect	
Agile Leadership on Commitment	0.412	0.412		0.412
X to Y	0.429	0.429	$0.412 \times 0.389 = 0.160$	0.589
M against Y	0.389	0.389		0.389
e1	0.83	0.83		0.83
e2	0.528	0.528		0.528

The results of the path analysis examining the relationship between variable X and variable Y, with variable M serving as a mediating factor, reveal several key insights. Agile leadership (X) directly influences the commitment variable (M) with a coefficient of 0.412, accounting for 40.12% of the effect. Additionally, the commitment variable (M) has a direct impact on performance (Y), represented by a coefficient of 0.389, or 38.9%. Furthermore, agile leadership (X) directly affects performance (Y) with a coefficient of 0.429, equivalent to 42.9%. There is also an indirect effect of 0.160, or 16%, attributable to the mediation of commitment (M). When combined, these effects yield a total impact of 0.589, or 58.9%.

The R^2 coefficient of determination is employed to assess the extent to which independent variables collectively affect the dependent variable. According to the results of the R^2 test, the independent variables account for 47.2% of the variance in ASN performance, indicating that agile leadership and commitment play a significant role in this performance. Conversely, the remaining 52.8% of the variance is attributed to other factors not included in the regression model. The details of the coefficient of determination can be found in the table below:

Table 6. Determinant Coefficient R^2

m	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.466	3.881

a. Predictors: (Constant), commitment, agile leadership

Based on the conducted test results, we can draw the following conclusions:

The Agile Leadership variable demonstrates a positive and significant impact on the performance of ASN within the Palu City Government, leading to the acceptance of the first hypothesis (H1). Similarly, Agile Leadership positively and significantly affects ASN commitment in the Palu City Government, resulting in the acceptance of the second hypothesis (H2). Furthermore, the commitment variable shows a positive and substantial influence on ASN performance in the Palu City Government, which validates the acceptance of the third hypothesis (H3). However, the commitment variable does not serve as a mediator between Agile Leadership and ASN performance in the Palu City Government, leading to the rejection of the fourth hypothesis (H4).

Agile leadership variables have a significant effect on ASN performance in Palu City Government, as the results show that agile leadership has an important contribution in

spurring ASN performance. This is in accordance with the Agile Leadership theory, which emphasizes the ability of a leader to adapt to change and take advantage of opportunities that arise. Agile leaders not only focus on results, but also provide encouragement for their subordinates to develop their potential, so that the organization can better respond to challenges. In the context of the Palu City Government, the application of this leadership style is proven to be able to increase ASN productivity and accelerate the achievement of organizational goals.

This research also supports previous findings, where Victor (2019) found that an agile leadership style can improve employee performance by 36%. Thus, the application of agile leadership in the public sector, especially in Palu City, is one of the strategic solutions to improve the performance of the apparatus.

Between leadership styles and organizational performance are interrelated. In moving an organization to achieve performance in accordance with expectations, different leadership styles are needed, but it still takes an effective leader style, can motivate, can be a role model, energetic, personality and have integrity (Akkaya et al., 2022).

Agile leadership has become an urgent necessity for organizations seeking to effectively navigate uncertainty, radical change, and complexity in both their internal and external environments. In today's dynamic, knowledge-driven business landscape, developing agile capabilities is essential for swift adaptation and success (Joiner, 2019). Agile leaders are related to the organization, agile leaders are considered capable of developing strategies and providing direction on how to create an agile organization. Agile leadership is an indispensable thing in an organization to achieve the goals that have been set. Visionary and tactical leaders possess the ability to navigate effectively through rapidly changing business and organizational landscapes. They understand the necessity of quick adaptation and maintain a broad perspective, prioritizing the key elements essential for achieving success (Joiner, 2019).

Agile leadership plays a vital role in enhancing the commitment of civil servants (ASN) within the Palu City Government. This study reveals that the effectiveness of agile leadership directly influences the level of employee commitment to the organization. When agile leadership is effectively implemented, it tends to foster higher employee commitment; conversely, a lack of agile leadership results in diminished commitment among employees. Adopting an agile leadership style not only encourages employees to pursue organizational goals but also strengthens their desire to remain with the organization. Moreover, effective agile leadership contributes to sustaining employee commitment by fostering a sense of belonging and engagement. Employees with high organizational commitment often identify closely with the organization, demonstrating dedication, loyalty, and positive feelings towards it. Therefore, the more proficiently agile leadership is applied, the greater the impact on employee commitment will be.

The findings of this study align with those of research previously conducted by Huning (2020) This study highlights a strong relationship between work commitment and agile leadership; however, its findings stand in contrast to previous research conducted by Husein et al. (2023) the findings of his research indicate that agile leadership does not have a substantial impact on work commitment. Commitment in the organization is also proven to have a significant impact on the performance of ASN in Palu City. Employees who have a high commitment to the organization will be more involved in their work, so that their work results will also increase. Putra et al. (2018) explain that organizational commitment reflects how much an employee aligns his personal goals with organizational goals, which ultimately has an impact on career success and organizational achievement. In this study, commitment plays an

important role as a mediator between agile leadership and ASN performance. The higher the level of commitment an ASN has, the higher the dedication to the completion of mandated tasks.

Organizational commitment is deeply connected to the extent to which individuals identify with and engage in their organization, as noted by Sudarmanto (2014: 102) in (Tolis et al., 2017). Employees with strong commitment are likely to exhibit high performance and loyalty to their company. In contrast, those with lower levels of commitment often demonstrate reduced performance and diminished loyalty. Furthermore Lamusa et al. (2022) highlighted that organizational commitment has a positive and significant impact on performance. This means that high or low performance is directly determined by the high or low influence of employee organizational commitment.

Employees who are committed to the organization will work optimally without feeling any coercion from any party, employees will be more concerned with the interests of the organization and will feel that they want to stay and have a career in the organization. This will undoubtedly have a significant impact on the organization's performance and success. Therefore, employee commitment is essential in the pursuit of improving performance and reaching organizational goals.

This study revealed that commitment does not significantly mediate the relationship between agile leadership and ASN performance. While both commitment and agile leadership positively influence performance on their own, the findings suggest that the direct impact of agile leadership on performance is stronger than its indirect influence through commitment. This contrasts with the research of Dewi et al. (2019) which concluded that commitment plays a mediating role in the link between agile leadership and performance. The results of our study indicate that in the context of the Palu City Government, agile leadership can exert a direct influence on performance without the need for mediation by commitment. This underscores the critical role of flexibility and swift responsiveness from leaders in enhancing performance.

Conclusions

This study shows that agile leadership has a significant effect on ASN performance in the Palu City Government. This leadership style is able to significantly increase ASN productivity and performance achievement, especially through rapid adaptation to change. In addition, ASN commitment also positively affects their performance, although in this study no mediating effect of commitment was found in the relationship between agile leadership and performance. Thus, agile leaders directly contribute to improving ASN performance, without the need to be mediated by commitment. This research suggests that the improvement of agile leadership needs to be continuously encouraged to achieve optimal performance, especially in the government sector that requires rapid response to dynamic challenges.

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