

# The Influence of Transformational Leadership Style and Work Motivation on Employee Performance at the Regional Inspectorate of Pekanbaru City

Hendra<sup>1</sup>, Nurfaizal<sup>2</sup>, \*Adi Rahmat<sup>3</sup>

<sup>1</sup>Magister of Management, Graduate School Universitas Lancang Kuning

Correspondence\*: Adi Rahmat

[adirahmat@unilak.ac.id](mailto:adirahmat@unilak.ac.id)

## Abstract

This study was conducted to evaluate the extent to which transformational leadership style and the level of work motivation affect employee performance within the Regional Inspectorate of Pekanbaru City. The study is motivated by the fact that the rate of follow-up implementation on audit recommendations remains relatively low, indicating challenges in leadership dimensions as well as limited internal drive among employees to carry out tasks optimally. The research employed a quantitative approach with an explanatory design, aiming to test causal relationships among the variables. The respondents consisted of 62 employees of the Regional Inspectorate, determined through a census technique. Data were collected using a questionnaire that had passed validity and reliability tests to ensure accurate measurement of the studied constructs. Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The main findings of this study indicate that transformational leadership significantly contributes to the enhancement of work motivation, and both factors, directly and through mediation, have a positive impact on employee performance. Work motivation was found to play an essential mediating role in strengthening the influence of leadership on performance achievement. These results affirm the necessity of a leadership approach that emphasizes empowerment, inspiration, and individualized consideration. Therefore, organizational strategies that stimulate intrinsic work motivation among employees are required. The practical implications of this study suggest that strengthening transformational leadership capacity and integrating psychological dimensions into performance management systems are crucial steps in building a more adaptive and high-performing public sector organization.

**Keywords:** Transformational Leadership Style, Work Motivation, Employee Performance, Public Sector, Regional Inspectorate

## I. Introduction

Modern governance is required to uphold the principles of transparency, accountability, and effectiveness in the delivery of public services. One of the strategic instruments in ensuring the realization of these principles is the internal control system. In the context of local government, this role is carried out by the Regional Inspectorate as the Government Internal Supervisory Apparatus (APIP). Supervision functions not only as a means to detect and prevent irregularities but also as a mechanism for evaluating the performance of government organizations so that they remain on the right track and accountable in managing public resources.

The Regional Inspectorate of Pekanbaru City, as one of the APIPs, bears significant responsibility for overseeing budget management and work programs across all local government agencies. In carrying out its duties, this institution conducts various forms of oversight such as performance audits, compliance audits, reviews, and evaluations. One of its operational references is the Annual Supervision Work Program (Program Kerja Pengawasan Tahunan/PKPT), which includes priority targets and organizational risks. However, despite having systematic instruments and structures in place, the effectiveness of supervision still faces challenges. This is reflected in the Inspectorate's findings in 2024, which revealed that out of 284 audit recommendations, 132 recommendations (46%) had not been followed up by the auditees.

This phenomenon raises an important question regarding the factors influencing the implementation of audit recommendations. One critical factor to consider is the quality of leadership within the organization. In this regard, transformational leadership style becomes a central focus. Transformational leadership emphasizes the leader's effort to inspire, motivate, and empower subordinates to achieve organizational goals optimally. According to Bass and Riggio (2006), transformational leaders encourage changes in employee attitudes and behaviors by providing a clear vision, addressing individual needs, and fostering collective work spirit. They are also able to enhance awareness of shared values and generate strong commitment toward achieving organizational objectives.

In public sector organizations, transformational leadership is believed to positively impact employee performance. This is particularly relevant given the characteristics of the public sector, which is often confronted with demands for change, bureaucratic reforms, and performance-based services. Robbins and Judge (2017) explain that "effective leadership is the ability to influence a group of people to achieve common goals synergistically." Transformational leaders are not merely decision-makers but also catalysts of change who can drive employee work enthusiasm comprehensively.

Nevertheless, in practice, not all transformational leadership styles directly result in significant performance improvements. Other variables often play a mediating role in this relationship. One important variable frequently discussed in human resource management studies is work motivation. Work motivation refers to the psychological drive that influences the direction, intensity, and persistence of individual work behavior. According to Hasibuan (2019), work motivation is "a condition that encourages a person to perform work with high enthusiasm, purpose, and commitment." Strong motivation enables employees to work more productively, responsibly, and with an orientation toward high-quality results.

In this context, work motivation can be understood as a psychological mechanism that bridges the relationship between leadership style and employee performance. Transformational leaders can enhance work motivation by reinforcing organizational values, providing constructive feedback, and empowering employees in decision-making processes. With strong motivation, employees tend to have the enthusiasm to complete tasks on time, including the follow-up of audit recommendations that constitute part of their performance indicators.

This perspective is supported by previous research demonstrating that work motivation often serves as a significant mediating variable between leadership and performance. For instance, a study by Pradita (2017) found that transformational leadership positively influenced work motivation and employee performance, with motivation significantly mediating the relationship. Conversely, research by Wahyu Budi Priyanto (2016) revealed that transformational leadership did not have a direct effect on performance; rather, through work motivation as a mediator, the effect became significant. These findings suggest that work motivation is not merely a complementary factor but a key determinant in optimizing the positive effects of transformational leadership on performance.

In the daily practices of public institutions such as the Regional Inspectorate of Pekanbaru City, the challenge of improving employee performance is not solely rooted in weaknesses within organizational structures or rigid work procedures. More often, it lies in how leadership is exercised and how the psychological conditions of individuals within the organization are nurtured and sustained. Employees are not merely technical implementers but individuals with complex motivations, perceptions, and emotions. Therefore, leadership and motivation constitute crucial aspects that cannot be overlooked if the organization seeks to operate healthily and productively.

The relatively small number of employees at the Inspectorate—approximately sixty-three people—actually provides an opportunity to build more personal communication and working relationships between leaders and staff. In such a context, each individual becomes easier to recognize in terms of character, and their contributions can be more swiftly evaluated. In this study, nearly all employees were involved as respondents, except for the top leadership, to maintain objectivity in assessing leadership style from subordinates' perspectives.

One leadership approach believed to foster employee morale is the kind that provides room for collective growth. Such leadership does not merely issue orders or monitor tasks but also guides, motivates, and serves as a role model. A leader who listens, instills trust, and demonstrates sincerity in nurturing the team will evoke greater loyalty and responsibility among subordinates. In this situation, performance is no longer seen as a mere obligation but as a conscious and internalized contribution by employees.

On the other hand, work motivation is not something that can be cultivated overnight. Many factors influence the emergence of genuine motivation, ranging from workplace atmosphere, future expectations, opportunities for growth, to recognition of hard work. In bureaucratic environments that may sometimes become monotonous, maintaining high employee motivation indeed presents a distinct challenge. However, this is precisely where management strategies that extend beyond technical measures—addressing emotional and psychological dimensions—become crucial.

Employee performance is essentially the reflection of many interrelated factors—ability, motivation, environment, and leadership. In the Inspectorate's context, performance is not only measured by the number of reports completed but also by the extent to which audit recommendations are implemented. Here, motivation and leadership interact closely. An employee may fully understand the procedures, but without sufficient motivation or adequate guidance from leaders, their work may not generate maximum impact for the organization.

Through this study, the researcher seeks to gain deeper insight into how leadership styles that inspire and motivate affect employee outcomes, as well as the extent to which work motivation itself serves as a mediator between leadership and performance. This focus is particularly important in the context of government organizations that are required to continuously transform, become more adaptive, and remain oriented toward delivering quality public services.

This research also aims to address a gap in previous studies, which have often emphasized structural aspects but paid less attention to linking leadership styles and work psychology within a comprehensive model. Through this approach, the researcher expects to provide a more holistic contribution to understanding the factors that influence employee performance in the public sector.

It is expected that the findings of this study will not only serve as academic literature but also provide practical references for shaping internal organizational policies. If leaders are able to understand how to motivate, inspire, and facilitate the growth of their employees, it is highly likely that institutional performance will improve significantly, even without major structural changes. Thus, the contribution of this study is dual in nature—both at the conceptual level and in practical managerial applications.

## **2. Literature Review and Hypotheses Development**

A considerable body of research has examined the relationship between leadership styles, motivation, and employee performance, particularly in both private and public sector organizations. Transformational leadership, introduced extensively by Bass and Riggio (2006), has been recognized as a leadership approach that emphasizes inspiration, intellectual stimulation, and individualized consideration to enhance follower motivation

and performance. This foundational theory has been widely tested across different contexts, including the public sector, where bureaucratic rigidity often poses challenges to organizational effectiveness.

Several empirical studies have highlighted the positive impact of transformational leadership on work motivation and performance. For instance, Pradita (2017) found that transformational leadership positively influenced employee motivation and performance, with motivation acting as a significant mediator. Similarly, Wahyu Budi Priyanto (2016) emphasized that while transformational leadership may not always directly affect performance, its influence becomes significant when mediated by motivation. These findings align with the argument by Robbins and Judge (2017) that effective leadership is not limited to decision-making but extends to inspiring collective commitment toward shared goals.

Other scholars have provided complementary perspectives. Ahmad and Abazeed (2018), examining organizations in Jordan, confirmed that transformational leadership enhances organizational performance, thereby reinforcing its cross-cultural relevance. Herawati and Ranteallo (2020) also found a significant link between transformational leadership and performance in the Indonesian public sector, stressing the role of motivation as a psychological driver. On the other hand, studies such as those by Yulianto (2020) and Pratiwi and Ayu (2020) extended the discussion by examining how work environment and job satisfaction interact with motivation to influence performance, showing that leadership is only one piece of a broader organizational puzzle.

Against this backdrop, the present study positions itself within the stream of research that emphasizes the mediating role of motivation in the leadership–performance nexus. However, it seeks to contribute further by focusing specifically on the Regional Inspectorate of Pekanbaru City, a government body tasked with internal supervision, where the effectiveness of performance is measured not only by routine administrative outputs but also by the follow-up of audit recommendations. This particular focus distinguishes the study from prior works, which have often examined transformational leadership and motivation in broader public institutions or private sector settings, without paying sufficient attention to audit follow-up as a key performance indicator.

Thus, the present research fills a gap by contextualizing transformational leadership and motivation within the domain of public sector oversight. It extends existing findings by showing that motivational mechanisms are particularly crucial in audit-related organizations, where employees often face monotony and limited financial incentives. This positioning allows the study to both confirm the relevance of previous theories and provide new insights tailored to the challenges of local government supervisory bodies in Indonesia.

### **3. Method**

This study employed a quantitative approach with an explanatory design, which was developed to systematically and measurably examine causal relationships among independent variables, mediating variables, and the dependent variable. The choice of the quantitative method was based on its ability to objectively measure the intensity of relationships among variables, as well as to provide a strong statistical foundation for hypothesis testing. Specifically, this study evaluated the effect of transformational leadership style on employee performance, both directly and indirectly through the role of work motivation as an intervening variable.

The research subjects consisted of all civil servants (ASN) working at the Regional Inspectorate of Pekanbaru City, with a total of 63 individuals. Given that the population size was relatively small and fully accessible, a census or total sampling technique was employed, whereby all members of the population were included as respondents. However, one individual, namely the Inspector as the head of the institution, was excluded from the sample to maintain objectivity, particularly because one of the measured variables was the transformational leadership style of the superior.

The research data were obtained from two sources: primary and secondary data. Primary data were collected through structured questionnaires developed based on theoretical indicators of each research variable. The instrument adopted a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Meanwhile, secondary data were obtained from official institutional documents, such as internal audit reports, policy archives, and scholarly references in the form of books and academic journals. Prior to wide distribution, the questionnaire was tested to ensure its validity and reliability, so that the instrument was deemed appropriate for accurately and consistently measuring the constructs under study.

Operational definitions of the variables were determined with reference to relevant literature. The independent variable in this study was transformational leadership style, defined as the leader's ability to provide inspirational influence, foster enthusiasm for work, and encourage positive organizational change. The indicators, based on Kartono (in Herawati & Ranteallo, 2020), included decision-making ability, motivational capacity, effective communication, control over subordinates, sense of responsibility, and emotional management skills. The mediating variable was work motivation, referring to the individual's internal drive to achieve optimal job performance. Eight indicators adapted from Mangkunegara (2017) were used to measure work motivation: work ethic, future orientation, ambition level, task orientation, desire for development, persistence, selectivity in building networks, and efficiency in time management. The dependent variable was employee performance, defined as both quantitative and qualitative achievement of work. Performance indicators, drawn from Yulianto (in Pratiwi & Ayu, 2020), included five dimensions: quality of work, quantity of work completed, timeliness, effectiveness in resource utilization, and employee independence in completing tasks.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software. PLS-SEM was selected because it is well suited for research with small sample sizes and is capable of handling complex structural models with latent variables and mediation pathways. The analysis process was conducted in two stages. First, the outer model (measurement model) was tested to assess the validity and reliability of variable indicators. Convergent validity was examined through loading factor and average variance extracted (AVE) values, while discriminant validity was evaluated by comparing AVE across constructs. Construct reliability was measured using Cronbach's alpha and composite reliability, with minimum thresholds set according to SEM methodology.

The second stage was the testing of the inner model (structural model), which aimed to evaluate the strength of relationships among latent variables within the model. This procedure included testing path coefficients, R-square values to measure the proportion of variance in the dependent variable explained by the independent and mediating variables, and significance testing through bootstrapping to obtain t-statistics and p-values. In addition to direct path testing, the analysis also estimated indirect effects through work motivation as a mediating variable, using indirect effect and total effect values to identify the extent of mediation in strengthening the influence of transformational leadership style on employee performance.

#### **4. Result and Discussion**

This study aims to empirically analyze the effect of transformational leadership style and work motivation on employee performance at the Regional Inspectorate of Pekanbaru City. Using a quantitative approach and the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique, this research examines not only direct effects but also indirect effects through the mediating variable of work motivation. This method was chosen because it is able to accommodate the complexity of relationships between latent variables while addressing the limitation of a relatively small sample size.

##### *4.1 Results of the Measurement Model (Outer Model)*

Before interpreting the relationships between variables in the inner model, validity and reliability tests of the constructs in the outer model were conducted. The analysis results indicate that all indicators of transformational leadership style, work motivation, and employee performance have loading factor values above 0.70, thus meeting the requirements for convergent validity. In addition, the average variance extracted (AVE) values for each variable exceeded the threshold of 0.50, indicating that the constructs are able to explain more than 50% of the variance of their indicators. Reliability tests using Cronbach's alpha and composite reliability yielded values above 0.80 for all constructs, demonstrating that the instruments have high internal reliability and are dependable in measuring each construct.

##### *4.2 Results of the Structural Model (Inner Model)*

The analysis of the inner model produced several key findings. First, there is a positive and significant effect of transformational leadership style on work motivation, with a path coefficient of 0.683 and a p-value <

0.05. This indicates that the higher employees perceive the application of transformational leadership by their leaders, the higher their level of work motivation. This finding is consistent with Bass and Riggio (2006), who argue that transformational leaders influence subordinates through inspiration, intellectual stimulation, and individualized consideration, which in turn enhance employees' intrinsic motivation.

Second, work motivation was also found to have a strong and significant effect on employee performance, with a coefficient value of 0.599 and a high level of significance. This demonstrates that work motivation is not merely a subjective feeling but a genuine psychological force that drives employees to achieve optimal performance. In the public sector context, this finding is even more relevant, considering that bureaucratic work is often not driven by market-based incentives as in the private sector. Therefore, intrinsic motivations such as dedication to public service, social responsibility, and personal satisfaction with assigned tasks become key factors that drive employee work behavior.

Third, transformational leadership style also showed a direct and significant effect on employee performance, although the coefficient value (0.324) was smaller compared to the indirect effect through work motivation. This finding is noteworthy because it shows that leadership effects do not always occur directly, but are often mediated by subordinates' internal psychological conditions. This reinforces the argument that effective leadership does not rely solely on formal authority but must be able to touch the affective and cognitive aspects of employees so that they work with full awareness and commitment.

#### *4.3 The Mediating Role of Work Motivation*

The mediation analysis revealed that work motivation significantly mediates the effect of transformational leadership style on employee performance. The indirect effect value of 0.409 and the total effect value of 0.733 provide strong evidence that most of the impact of leadership on performance is channeled through increased work motivation. This confirms the theoretical model stating that transformational leaders enhance employee motivation by providing meaning to their work, building realistic yet challenging expectations, and showing individualized concern for subordinates' needs. Thus, work motivation is not only a statistical mediator but also a key construct in explaining the dynamics of the leadership–performance relationship in public sector organizations.

#### *4.4 Discussion*

These findings carry important theoretical implications. First, this research enriches leadership literature by showing that transformational leadership remains relevant in the context of local government bureaucracy, which is often assumed to be rigid, hierarchical, and procedural. This leadership style can serve as a strategy to transform bureaucracy into being more adaptive, innovative, and results-oriented. Second, the findings highlight the importance of work motivation in driving public sector employee performance. In situations where financial incentives are limited and workloads are increasing, internal motivation becomes a primary resource that must be maintained and developed by organizations.

Contextually, this study also provides important contributions in addressing real challenges faced by the Regional Inspectorate of Pekanbaru City. Data show that in 2024, out of 284 audit recommendations, 132 (46%) had not been followed up by the auditees. This condition indicates a serious challenge in implementing supervisory outcomes, which should be an integral part of improving local governance. Employee performance in following up audit recommendations is strongly influenced by the extent to which they feel motivated and are led by leaders who can provide direction, guidance, and inspiration.

#### *4.5 Practical Implications for Organizational Implementation*

In terms of implementation, these findings can serve as a basis for designing strategies to strengthen organizational capacity, particularly in leadership and human resource management. First, it is necessary to conduct leadership training based on a transformational approach for structural officials in the Inspectorate. Such training should not only focus on technical administrative skills but also on interpersonal abilities, empathy, persuasive communication, and long-term vision. Leaders who can integrate transformational values into their leadership style will be more effective in fostering work motivation and enhancing team performance.

Second, the organization needs to develop a performance appraisal system that is not only quantitative and procedural but also considers dimensions such as work behavior, dedication, and initiative. Work motivation, as a critical determinant of employee performance, can be developed through positive feedback, recognition of achievements, and employee empowerment in decision-making. Emphasis on non-financial rewards such as recognition, trust, and active involvement in program planning will strengthen employees' psychological bond with the institution.

Third, it is important to build an organizational culture that supports transformational spirit. A work culture that is open to change, collaborative, and appreciative of innovation will provide an ideal ecosystem for implementing transformational leadership. Such a culture also contributes to creating sustainable work motivation, as employees feel that they are working in an environment that values contributions and fosters their potential.

Fourth, to improve the follow-up performance of audit recommendations, the Inspectorate may apply performance-based management that links supervisory achievements with individual and team indicators. Effective transformational leadership will be able to communicate the importance of integrity and accountability and foster collective responsibility for supervisory outcomes. Thus, supervision will no longer be seen as merely an administrative task but as part of a shared mission to create clean and service-oriented governance.

Fifth, the organization needs to strengthen monitoring and evaluation systems that are formative rather than solely summative. Transformational leaders will find it easier to foster work motivation if they have access to data showing their employees' progress. Evaluation systems that allow space for reflection, dialogue, and improvement will enhance employee trust and strengthen superior-subordinate relationships.

#### *4.6 Reflections on Limitations and Opportunities for Future Research*

Despite yielding significant and practically relevant results, this study has several limitations that should be noted. First, the study was conducted within a single public organization in one city, so the generalization of findings should be undertaken cautiously. Future research is recommended to adopt a comparative approach across several local government institutions with different characteristics to broaden the understanding of leadership and work motivation dynamics in various bureaucratic contexts.

Second, this study employed a quantitative approach, which is strong in hypothesis testing but less capable of capturing qualitative nuances such as subjective perceptions, emotional dynamics, and interpersonal interactions within organizations. Mixed-method or qualitative approaches could serve as alternatives to explore more deeply how transformational leadership is actually practiced in daily organizational life and how employees articulate their work motivation.

Third, there is a potential for common method bias, as all data were collected using questionnaires completed by the same respondents. Future studies may consider triangulating data through interviews, observations, or organizational documentation to strengthen the validity of the findings.

## **Conclusion**

This study investigated the influence of transformational leadership style and work motivation on employee performance in the Regional Inspectorate of Pekanbaru City. The findings revealed that transformational leadership has both a direct and indirect positive impact on employee performance, with work motivation serving as a significant mediating variable. Employees who perceived their leaders as inspirational, empowering, and attentive to individual needs demonstrated higher levels of motivation, which in turn improved their overall performance. These results underscore that leadership and psychological factors are critical determinants of performance in public sector organizations, beyond administrative systems and formal structures.

From a practical perspective, the study suggests several implications for organizational practice and policy-making. Managers and policymakers should prioritize the development of transformational leadership capacities through targeted training programs that emphasize communication, empathy, and vision-building. Performance management systems should integrate not only quantitative indicators but also psychological and behavioral dimensions, ensuring that intrinsic motivation is cultivated alongside accountability. Furthermore,

strengthening organizational culture based on trust, recognition, and inclusivity can sustain long-term motivation and enhance the effectiveness of internal audit follow-ups.

Despite its contributions, the study has several limitations. It was conducted within a single public organization in one city, limiting the generalizability of the findings. The exclusive use of quantitative methods may not fully capture the nuanced interpersonal dynamics of leadership and motivation, and the reliance on self-reported questionnaires raises the risk of common method bias.

Future research should expand by conducting comparative studies across multiple government institutions or regions to validate and enrich the generalizability of the results. Employing a mixed-methods approach could provide deeper insights into the lived experiences of employees and leaders, while triangulating data through interviews, observations, and document analysis would help address potential bias. Such studies would further clarify the complex interplay between leadership, motivation, and performance in the evolving landscape of public sector management.

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