

The Relationship Between Leadership and Work Productivity of Medan City Manpower Office Employees

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ABSTRACT

This study aims to determine the relationship between leadership and the work productivity of employees of the Medan City Manpower Office. The research uses a quantitative approach with a correlational method. The sample totaled 57 employees who were selected using census techniques. Data collection was carried out through a Likert scale questionnaire and analyzed using the Pearson correlation test. The results showed a positive and significant relationship between leadership and work productivity with a correlation value of $r = 0.764$ and $\text{Sig. } 0.000 < 0.05$. The R^2 value = 0.584 indicates that leadership affects work productivity by 58.4%. This research emphasizes the importance of communicative and inspirational leadership in improving the performance of public sector employees.

INTRODUCTION

Every public organization is required to show optimal performance in providing services to the community. Employee work productivity is an important indicator in assessing the success of a government agency, including the Medan City Manpower Office. High productivity reflects the effectiveness of task execution and the efficiency of resource utilization. Therefore, understanding the factors that affect employee productivity is very important. One of the dominant factors that affect work productivity is leadership style. Effective leadership can create a conducive work atmosphere, increase motivation, and direct employees to achieve organizational goals. According to (Northouse, 2013), leadership is the ability to influence others to be willing to work towards achieving common goals. In the context of government bureaucracy, this is a crucial aspect.

The Medan City Manpower Office has a strategic role in regulating and supervising employment relations in its area. To realize its vision and mission, this service needs employees who are productive and have a high work ethic. However, organizational dynamics and field challenges often lead to differences in productivity levels between employees. One of the causes can come from the leadership pattern applied by the superiors. Good leadership can be a driving force in improving employee performance. (Judge & Robbins, 2013) stating that effective leaders can motivate their subordinates, develop their potential, and create a sense of belonging to the organization. Thus, leadership functions not only as a director, but also as an inspiration for employees.

The phenomenon that occurred in the field showed that some employees at the Medan City Manpower Office were still experiencing a decrease in morale, delays in completing tasks, and lack of initiative. This condition can be an indication of a problem in the leadership style applied. Leaders who are unable to adapt to the needs of employees can decrease overall productivity. In addition, factors such as the work environment, reward system, and communication between employees also affect productivity. However, various studies show that leadership has the most powerful influence in shaping employee behavior and performance. According to Ghozali & Lestari (2023), 70% of the variation in employee performance in public agencies can be explained by leadership effectiveness.

Leadership in the context of governance is not only about instruction, but also example and trust. Employees will work more optimally if they feel appreciated, trusted, and guided by their superiors. According to (Yukl et al., 2013), transformational leadership that emphasizes individual inspiration and attention can significantly increase productivity. The change in the bureaucratic paradigm towards adaptive government requires public leaders to be more flexible. Leaders in the Manpower Office must be able to be facilitators, not just controllers. This is in line with the concept of servant leadership, where leaders put the interests of employees and the organization above personal interests (Greenleaf, 2013).

Employee work productivity itself includes the ability to produce maximum output with minimal resources. According to (Sedarmayanti, 2018), productivity is not only measured by the quantity of work, but also the quality and efficiency of time. Productive employees are able to manage workload well and contribute to the achievement of organizational goals. In the context of public services, productivity is not only assessed from the results of administrative work, but also from public satisfaction with the services provided. Therefore, the productivity of employees of the Manpower Office must be oriented towards real and impactful work results. Leaders act as a guide to ensure that every employee activity is aligned with the needs of the public.

Ineffective leadership can lead to various problems such as internal conflicts, low motivation, and increased employee absenteeism rates. On the contrary, good leadership will encourage teamwork, strengthen the organization's culture, and increase a sense of responsibility. This is reinforced by the results of the research (Muktamar et al., 2024) which found that leadership has a positive and significant effect on the work productivity of local government employees. Employees of the Manpower Office have diverse backgrounds, experiences, and competencies. Therefore, leaders must be able to apply an adaptive approach according to the character of their employees. Situational leadership approach as proposed (Araujo & Neto, n.d.) It is considered relevant in managing teams with different levels of job readiness.

In addition to leadership style, communication built by leaders is also a key factor in work productivity. A leader who is able to clearly explain the organization's goals will make it easier for employees to understand the direction of the policy. According to (Malayu, H. S. & Hasibuan, 2017), effective communication between superiors and subordinates is the basis for the creation of high coordination and work synergy.

Democratic, participatory, and open leadership tends to increase employee involvement in decision-making. When employees feel they have a role in determining the direction of the organization, they will work more passionately and responsibly. This is in accordance with the view (Bass & Riggio, 2006) that employee engagement is an important mediating factor between leadership and productivity.

In contrast, authoritarian leadership styles often lower productivity because they suppress employee creativity and participation. Leaders who rely solely on power without making room for dialogue tend to create resistance. In the long run, this can reduce commitment and job satisfaction.

Based on initial observations at the Medan City Manpower Office, it appears that there are variations in the level of productivity between fields. Collaboratively led fields show faster and measurable work results than those with instructional leadership. This phenomenon strengthens the suspicion that leadership style has a direct relationship with employee work productivity.

Previous studies have also supported this assumption. For example, research by (Nasukah & Maunah, 2021) found that transformational leadership has a significant effect on employee productivity in government agencies in North Sumatra. Similar results were also reported by (Sembiring, 2020) which concludes that the better the leadership of a superior, the higher the productivity of his subordinates.

Thus, this research is important to analyze the extent to which leadership is related to the work productivity of employees at the Medan City Manpower Office. This research is expected to make a theoretical contribution to the development of human resource management science, especially in the public sector.

In addition, the results of this study can also provide practical benefits for the Medan City Manpower Office in formulating a strategy to increase productivity. Through understanding the relationship between leadership and work productivity, agencies can develop leadership patterns that are more effective and in accordance with employee characteristics.

Finally, this research is expected to be the basis for future research that examines other factors such as organizational culture, job satisfaction, and motivation in relation to employee productivity. With a comprehensive approach, public organizations can realize professional, accountable, and results-oriented governance.

LITERATURE REVIEW

Leadership Concept

Leadership is a fundamental aspect of organizational management that functions to direct, motivate, and move others to achieve common goals. (Northouse, 2013) Define leadership as the process of influencing individuals or groups to be able to achieve organizational goals effectively. In the context of government agencies, leadership is not only related to formal authority, but also moral and social skills in managing employees to stay motivated and productive.

(Judge & Robbins, 2013) Explains that leadership can be interpreted as the ability to influence the behavior of organizational members without having to rely on formal power. A good leader is able to be an example and a source of inspiration for his subordinates. The leadership style applied will determine how employees behave and contribute to the organization.

Meanwhile, (Yukl et al., 2013) emphasizes that effective leadership involves a combination of strategic decision-making and attention to the individual needs of employees. An adaptive leader will adapt his leadership style to the situation and the character of his subordinates. In public bureaucracies such as the Manpower Office, the ability to balance administrative tasks with human resource development is the main key to success.

Leadership Style Theory

There are various theories about leadership styles that can be used to understand the behavior of leaders in organizations. (Araujo & Neto, n.d.) through *Situational Leadership Theory* Explain that the effectiveness of leadership depends on the level of readiness and competence of subordinates. This means that an effective leader must be able to adapt his approach to the condition of employees.

Meanwhile, (Bass & Riggio, 2006) Introducing the concept *transformational leadership*, where leaders act as a source of inspiration that fosters work ethic, trust, and a sense of belonging among employees. Transformational leaders not only direct, but also develop individual potential. Research (Rustamaji et al., 2017) found that transformational leadership style has a positive effect on increasing the productivity of public sector employees in North Sumatra.

On the other hand, transactional leadership emphasizes reward and punishment systems. This style is effective in situations that require adherence to procedures. However, according to (Jufrizen & Lubis, 2020), transactional leadership tends to be less effective in the long run because it does not encourage employee creativity. Therefore, in the context of modern government, a combination of transformational and situational leadership styles is considered most appropriate.

Leadership in Public Organizations

Leadership in the public sector has different characteristics than the private sector. Leaders in government agencies are required not only to achieve performance targets, but also to maintain accountability, transparency, and fairness in public services. According to (Greenleaf, 2013) concept *Serving Leadership* Or leadership that serves becomes an ideal model in the public bureaucracy, because leaders play a role in serving employees and society as the top priority.

Research by (Kuruway, 2021) shows that leaders who apply service principles are able to increase organizational commitment and work productivity of local government employees. This is due to the increase in trust and job satisfaction of employees towards leaders who care and communicate. In the context of the Medan City Manpower Office, leadership that serves is important considering the complexity of the relationship between superiors, employees, and the community that uses the service.

The Concept of Work Productivity

Work productivity can be understood as a comparison between the output of work and the resources used (input). According to (Sedarmayanti & Haryanto, 2017), productivity is not only seen from the number of work results, but also from the quality, time efficiency, and innovation ability of employees. High productivity indicates that employees work effectively, efficiently, and have dedication to their duties.

(Malayu, H. S. & Hasibuan, 2017) added that employee work productivity is influenced by several factors such as individual ability, motivation, leadership, work environment, and reward system. In government organizations, employee productivity is directly related to the quality of public services. Therefore, increasing productivity should be a priority in every managerial activity.

Work Productivity Indicators

According to (Tenu & Theny, 2025), indicators of work productivity include work quality, work quantity, punctuality, effectiveness of resource use, and the ability to work together. In public agencies, these indicators can be measured through the speed of service, administrative accuracy, and public satisfaction with the work of employees. Productive employees tend to be disciplined, creative, and able to work under pressure without sacrificing the quality of their work. Research by (Soelistya, 2014) shows that the level of employee productivity in government agencies increases if there is direct support from the leadership in the form of guidance and recognition of work results. This shows that the role of leaders is not only limited to regulating, but also building employee morale.

METHODOLOGY

Types of Research

This study uses a quantitative approach with a correlational method. This approach is used to determine the relationship between the independent variable (leadership) and the bound variable (work productivity). According to (Sugiyono, 2017), correlational research aims to detect the extent to which variations in one factor are related to variations in other factors.

Research Location and Time

This research was carried out at the Medan City Manpower Office, which is located at Jalan Wahidin, Medan. The selection of this location was made because the agency has a clear organizational structure and involves various relevant work units to measure leadership variables and work productivity. The research implementation period lasted for four months, namely March 2025 to June 2025, which included the preparation stage, data collection, data analysis, and preparation of research report results.

Population and Sample

The population in this study is all employees of the Medan City Manpower Office who have the status of State Civil Apparatus (ASN) and contract employees. Based on personnel data in 2025, the total population is 57 employees. Because the population is relatively small, this study uses a census technique, where all members of the population are used as a research sample (Arikunto, 2021). Thus, the number of samples in this study is 57 respondents.

Research Variables

This research consists of two main variables:

1. Free variable (X): Leadership, which is the ability of a leader to influence, motivate, and direct employees to achieve organizational goals.
2. Bound variable (Y): Work Productivity, which is the work output of employees measured based on quantity, quality, and time efficiency in carrying out tasks.

Data Collection Techniques

The data collection technique in this study was carried out by several methods:

1. Questionnaire: The main instrument is a list of statements with a Likert scale of 1-5 to measure the level of leadership and work productivity of employees.
2. Observation: Direct observation of employee activities during working hours to reinforce the data from the questionnaire.
3. Documentation: Secondary data collection in the form of organizational structure, employee attendance lists, and annual performance reports.

Research Instruments

The research instrument is in the form of a closed questionnaire with alternative answers in the form of a Likert scale:

- 5 = Strongly Agree,
- 4 = Agree,
- 3 = Neutral,
- 2 = Disagree,
- 1 = strongly disagree.

The leadership questionnaire consists of 20 statements, while the work productivity questionnaire consists of 20 statements. Before use, the instrument is tested for validity and reliability.

Validity and Reliability Tests

The validity test was carried out using Pearson's Product Moment formula with the help of the SPSS version 26 program. The statement is declared valid if *the value r is calculated $> r$ of the table* ($n = 57$; $\alpha = 0.05$). The reliability test was carried out using Cronbach's Alpha method, where the instrument is considered reliable if the $\alpha >$ value is 0.70 (Ghozali, 2023).

Data Analysis Techniques

Data analysis is carried out through several stages:

1. Descriptive Analysis, to describe the characteristics of respondents and research variables.
2. The Classical Assumption Test, including the normality and linearity test.
3. Pearson Product Moment Correlation Analysis, to find out the direction and strength of the relationship between leadership and work productivity.

4. The Coefficient of Determination (R^2) test, to measure how much influence leadership has on work productivity.
5. Significance Test (t-test), to test the hypothesis whether there is a significant relationship between the two variables.

Research Hypothesis

The hypothesis in this study is formulated as follows:

- H_0 (Hypothesis zero): There is no significant relationship between leadership and the work productivity of Medan City Manpower Office employees.
- H_1 (Alternative hypothesis): There is a significant relationship between leadership and the work productivity of Medan City Manpower Office employees.

RESEARCH RESULTS

Respondent Description

This study involved 57 employees of the Medan City Manpower Office as respondents. Based on demographic data, 61.4% of respondents were male and 38.6% were female. Most of the respondents have a working period of more than 5 years, so they are considered to have enough understanding of leadership patterns and work dynamics in the agency.

Description of Research Variables

Table 1. Research Variables

Variable	Number of Items	Highest Score	Lowest Score	Average (Mean)	Category
Leadership (X)	20	98	74	86,45	Tall
Work Productivity (Y)	20	97	70	84,72	Tall

The results of the descriptive analysis showed that the respondents' perception of leadership and work productivity was relatively **high**. This indicates that the majority of employees consider leaders in the work environment to have the ability to direct, guide, and motivate employees effectively.

Validity and Reliability Tests

From the results of the validity test using Pearson Product Moment, all statements have a *calculated r* value greater than *the r of the table* (0.266), so it is declared valid. Reliability tests using Cronbach's Alpha showed α values of 0.892 for the leadership variable and 0.876 for work productivity, which means both instruments have high reliability.

Correlation Analysis

Table 2. Correlational Analysis

Variable	N	Correlation Coefficient (r)	Sig. (p-value)	Information
Leadership (X) → Work Productivity (Y)	57	0,764	0,000	Significant

The results of the Pearson Product Moment test showed a value of $r = 0.764$ with $p = 0.000 < 0.05$, which means that there is a positive and significant relationship between leadership and employee work productivity. This means that the better the leadership that is applied, the higher the level of employee productivity.

Coefficient of Determination (R²)

Table 3. Cohesion Determination

Type	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0,764	0,584	0,577	3,982

The R Square value of 0.584 indicates that 58.4% of the variation in work productivity can be explained by the leadership variable. The remaining 41.6% were influenced by other factors outside of this study such as motivation, work environment, and compensation.

Significance Test (t-test)

Table 4. T test

Type	t count	T table ($\alpha=0.05$)	Sig.	Decision
Leadership → Work Productivity	8,563	2,003	0,000	H ₀ rejected, H ₁ accepted

The value of t calculated (8.563) > t table (2.003) with Sig. 0.000, shows that leadership has a significant effect on work productivity. Thus, an alternative hypothesis (H₁) is accepted: *There is a significant relationship between leadership and the work productivity of Medan City Manpower Office employees.*

DISCUSSION

The results of the study showed that there was a positive and significant relationship between leadership and work productivity of Medan City Manpower Office employees, with a correlation coefficient value of 0.764 and a significance value of 0.000. This means that the better the leadership that is applied, the higher the level of employee work productivity. These findings reinforce the theoretical assumption that leadership is a major factor that determines the effectiveness and efficiency of work in public organizations.

Theoretically, the results of this study are in accordance with the opinion (Northouse, 2013) which states that leadership is the process of influencing others to understand and agree on what to do and how to do it effectively. Leaders who are able to provide direction, motivation, and inspiration will create working conditions that support increased productivity. This is also in line with the theory (Judge & Robbins, 2013) that the behavior of leaders plays a big role in shaping the morale, loyalty, and performance of subordinates.

The results of the study also showed that 58.4% of the variation in employee work productivity can be explained by leadership factors ($R^2 = 0.584$). This figure shows that more than half of employee productivity levels are influenced by the leadership style and behavior of superiors. The remaining 41.6% were influenced by other factors such as motivation, work environment, reward system, and organizational culture. These findings are consistent with research (Bormasa & Sos, 2022) which revealed that leadership effectiveness has a significant contribution to employee productivity in the Indonesian public sector, with an influence of more than 50%.

From the results of observations and questionnaires, it is known that leaders at the Medan City Manpower Office tend to apply a transformational and participatory leadership style, namely prioritizing two-way communication, providing clear directions, and encouraging employee involvement in decision-making. This leadership style has proven to be effective because it is able to foster a sense of ownership, responsibility, and work spirit among employees. This is in line with the view (Bass & Riggio, 2006) which states that transformational leaders are able to increase productivity through empowerment and motivation that are inspiring.

In addition, the results of this study also support the theory (Araujo & Neto, n.d.) About situational leadership, which states that effective leaders are those who are able to adjust their leadership style to the level of readiness and competence of subordinates. In the context of this study, leaders in the Manpower Office seem to be able to adapt to the needs of employees through good guidance, direction, and interpersonal communication, thus contributing positively to increasing work productivity.

Empirically, the results of this study reinforce the findings (Sembiring, 2020) which states that leadership style has a significant effect on the productivity of local government employees with high correlation values. The study found that leaders who show exemplarity, openness, and communicative attitude can increase employee morale and efficiency. This is in line with the results of the research (Alamsyah, 2018) which confirms that transformational leadership is able to increase the productivity of government agency employees in North Sumatra.

Furthermore, the descriptive analysis showed that the average respondents' perception of leadership and work productivity was in the **high** category (mean 86.45 and 84.72). This shows that most employees consider their leaders to have the ability to provide strong motivation, guidance, and moral support. Thus, good leadership not only functions to regulate, but also builds a collective spirit that leads to increased organizational productivity.

In the context of public bureaucracy, these findings affirm the importance of humanist and communicative leadership. Leaders in government agencies not only play the role of policy controllers, but also as *Role Model* which creates a conducive work climate. According to (Greenleaf, 2013) in theory *Serving Leadership*, leaders who serve and prioritize employee needs are able to create loyalty and increase productivity in a sustainable manner. This principle seems relevant to the characteristics of leadership in the Manpower Office which is oriented towards public services and labor welfare.

Practically, the results of this study also show that employee productivity increases when leaders reward performance, provide opportunities for opinions, and create a sense of security at work. This condition strengthens the theory (Malayu, H. S. & Hasibuan, 2017) which mentions that motivation arising from rewards and good interpersonal relationships will increase work effectiveness. Leaders who are open to ideas and input from subordinates tend to create a productive work environment.

In addition, the results of this study have important implications for human resource management in the public sector. The leadership of the Medan City Manpower Office can use this result as a basis for the development of leadership training and employee development. By strengthening communication, empathy, and motivational skills, leaders can create a solid and productive work team. This is in line with the recommendations (Sedarmayanti & Haryanto, 2017) that increasing the productivity of government employees must begin with increasing the capacity of effective and adaptive leadership.

Overall, the results of this study confirm that leadership is the main determinant in shaping employee work productivity. Leaders who are goal-oriented, prioritize example, and are able to inspire employees will create a positive and collaborative work environment. On the other hand, authoritarian and closed leadership has the potential to lower morale and hinder the achievement of organizational targets.

Thus, the results of this study can be concluded to support theories and previous research that states that leadership has a significant relationship with work productivity. In the context of the Medan City Manpower Office, the success of the organization in improving public services is highly dependent on the ability of leaders to build motivation, communication, and a sense of togetherness among employees.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of a study involving 57 respondents, it was found that there is a positive and significant relationship between leadership and employee work productivity. The correlation value of 0.764 with a significance of 0.000 (<0.05) shows that the better the leadership implemented, the higher the work productivity of employees. The value of the determination coefficient ($R^2 = 0.584$) indicates that 58.4% of the variation in work productivity is influenced by leadership, while the rest is influenced by other factors such as motivation, work environment, and reward system. These findings confirm that communicative, inspiring, and participatory leadership is the key to improving the effectiveness and efficiency of employee performance at the Medan City Manpower Office.

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