International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Leadership Style On The Performance Of Secretariat Employees In The Pupr-Pkp Service Of Gorontalo Province

Diana Cahyani[1], Rusli Isa[2], Romy Tantu[3]

[123] Department of Public Administration, Faculty of Social Sciences, Gorontalo State University

Abstract

This study analyzes the influence of leadership styles on employee performance in the Secretariat Division of the PUPR-PKP Office of Gorontalo Province. The background of this study is the existence of variations in employee performance and perceptions of leadership styles that have the potential to affect discipline and work productivity. The purpose of this study is to analyze the influence of directive, supportive, participatory, and achievement-oriented leadership styles on employee performance. This study uses the Sequential Explanatory Mixed Methods method. The population and sample of the study were 63 employees with a census technique. Data collection was carried out through observation, documentation, Likert scale questionnaires, and interviews. The instruments were tested through validity and reliability tests, while quantitative data were analyzed using path analysis with the help of SPSS 26. The results showed that directive and achievement-oriented leadership styles had a significant effect on employee performance, while supportive and participatory leadership styles had no significant effect. The coefficient of determination value of 0.33 indicates that 33% of employee performance is explained by leadership style variables, while the rest is influenced by other factors. In conclusion, leadership style simultaneously influences employee performance, but partially only a few dimensions have a significant effect.

Keywords: Employee Performance, Leadership Style, Path Analysis, Public Sector, Sequential Explanatory Mixed Methods

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

INTRODUCTION

Technological advancements and public demands encourage the government to provide fast, transparent, and high-quality public services. Effective service delivery enhances public trust and supports good governance. The performance of civil servants, particularly civil servants (ASN), is a crucial factor in achieving organizational goals and improving the quality of public services.

Employee performance is influenced by leadership style, which plays a role in directing and motivating subordinates. Appropriate leadership can increase discipline and productivity, while inappropriate leadership can decrease them. Path-Goal Theory explains that effective leaders must be able to adapt their leadership style (directive, supportive, participative, and achievement-oriented) to improve employee performance.

In the Secretariat Division of the Gorontalo Province Public Works and Housing (PUPR-PKP) Office, variations in employee performance and perceptions of leadership styles were found. Pre-survey results showed varying ratings ranging from very high to moderate. Furthermore, disciplinary issues such as tardiness and poor time management persist.

This phenomenon indicates a possible mismatch between leadership style and employee needs. This results in decreased motivation, responsibility, and work discipline. Based on Mangkunegara's theory, this condition reflects a decline in performance indicators such as discipline, responsibility, and cooperation, necessitating more adaptive leadership.

Previous research has shown a positive influence of leadership style on performance, but this research is different because it uses a mixed methods approach with path analysis to examine the relationship between variables in more depth.

This study aims to analyze the influence of leadership style on employee performance in the Secretariat of the Public Works and Public Housing (PUPR-PKP) Service of Gorontalo Province. The results are expected to provide empirical insights and provide input for the agency in improving the professionalism and performance of its employees.

METHOD

The research method used in this study is the Sequential Explanatory Mixed Method, a mixed research design conducted in two sequential stages. The first stage is quantitative research as the main method, which aims to test the hypothesis and determine the effect of leadership style on employee performance through data collection

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

using questionnaires and statistical analysis. The second stage is qualitative research, which aims to deepen, explain, and interpret the results of quantitative research through in-depth interviews and/or observations of selected informants. The population in this study used all employees of the secretariat of the PUPR-PKP service of Gorontalo Province, totaling 63 respondents. Because the population is relatively small (≤100 people), the entire population was used as the research sample, which is a sampling technique when all members of the population are used as samples (Sugiyono, 2020). The number of samples in this study was 63 respondents.

Data collection techniques used were observation, literature review, short interviews, documentation, and questionnaire distribution. The questionnaire distributed was a closed-ended questionnaire with pre-defined answers, allowing employees to simply choose one of several alternative answers. The response format used was a Likert scale of 1-5. The questionnaire contained 45 items to measure exogenous variables of leadership style and endogenous variables of employee performance.

The research data was analyzed using path analysis to determine the magnitude of the path relationship between exogenous and endogenous variables. This analysis is an extension of linear regression analysis, which uses path coefficients as the basis for testing causal relationships between variables. The path equation in this study is formulated as follows:

$$\mathrm{Y} = p_{YX}\mathrm{X} + \mathrm{e}$$

Information:

Y= Dependent variable

X= Independent variable

p_{YX}= Path coefficient

e= Error

The design of this research is as follows:

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

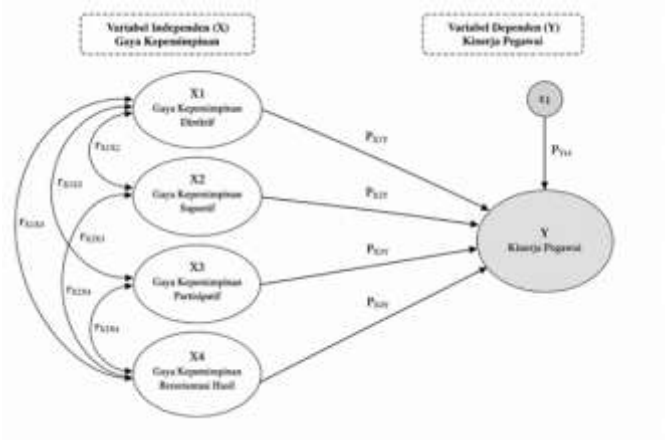


Figure 1 Research Design

RESULTS AND DISCUSSION

Validity Test and Reliability Test

The validity and reliability tests in this study were conducted using SPSS version 26, as shown in Tables 2 and 3. By obtaining the validity index, each statement item can be viewed and it can be determined which items do not meet the requirements in terms of validity. Furthermore, items with a positive correlation indicate that they have high validity. An item or item is declared valid if it has a correlation coefficient (r) ≥ 0.30, while items below 0.30 need to be revised or deleted.(Nugraha & Iskandar, 2025).

Table 1 Validity Test

Item	ʳcount	Limit Value	Information
Directive Leadership X1			
X1.1	0.600	0.30	Valid
X1.2	0.525	0.30	Valid
X1.3	0.721	0.30	Valid
X1.4	0.776	0.30	Valid
X1.5	0.612	0.30	Valid
Supportive Leadership X2			
X2.1	0.731	0.30	Valid
X2.2	0.758	0.30	Valid
X2.3	0.780	0.30	Valid
X2.4	0.754	0.30	Valid

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

X2.5	0.843	0.30	Valid
Participative Leadership X3			
X3.1	0.798	0.30	Valid
X3.2	0.755	0.30	Valid
X3.3	0.721	0.30	Valid
X3.4	0.691	0.30	Valid
X3.5	0.807	0.30	Valid
Achievement-Oriented Leadership X4			
X4.1	0.554	0.30	Valid
X4.2	0.768	0.30	Valid
X4.3	0.877	0.30	Valid
X4.4	0.855	0.30	Valid
X4.5	0.660	0.30	Valid
Quantity of Work Y1			
Y1.1	0.775	0.30	Valid
Y1.2	0.808	0.30	Valid
Y1.3	0.799	0.30	Valid
Y1.4	0.762	0.30	Valid
Y1.5	0.750	0.30	Valid
Y2 Work Quality			
Y2.1	0.375	0.30	Valid
Y2.2	0.575	0.30	Valid
Y2.3	0.701	0.30	Valid
Y2.4	0.489	0.30	Valid
Y2.5	0.493	0.30	Valid
Y3 Work Discipline			
Y3.1	0.695	0.30	Valid
Y3.2	0.737	0.30	Valid
Y3.3	0.593	0.30	Valid
Y3.4	0.683	0.30	Valid
Y3.5	0.583	0.30	Valid
Y4 Responsibilities			
Y4.1	0.583	0.30	Valid

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Y4.2	0.764	0.30	Valid
Y4.3	0.732	0.30	Valid
Y4.4	0.703	0.30	Valid
Y4.5	0.580	0.30	Valid
Y5 Collaboration			
Y5.1	0.594	0.30	Valid
Y5.2	0.510	0.30	Valid
Y5.3	0.648	0.30	Valid
Y5.4	0.518	0.30	Valid
Y5.5	0.618	0.30	Valid

Table 2. Reliability Test.

Variables	Cronbach's Alpha	N of Items	Optimal value
Leadership Style X	.834	20	0.7
Employee Performance Y	.815	25	

Based on Table 2, the calculated r value of each research instrument item is greater than the r table limit (r calculated > r table). The calculated r value for each research variable is greater than 0.30. Therefore, the research instrument is declared valid. Based on Table 3, the overall Cronbach's Alpha value for each variable has an optimal value (α > 0.7). Thus, the research instrument is declared reliable.

The Influence of Leadership Style on the Performance of Employees in the Secretariat of the PUPR-PKP Service of Gorontalo Province

To determine the influence of leadership style through four dimensional indicators, namely: directive leadership, supportive leadership, participative leadership, and result-oriented leadership, on employee performance through five indicators, namely: work quantity, work quality, work discipline, responsibility, and cooperation, path analysis is used. By using data with an interval measurement scale obtained from the questionnaire, further research obtains scores for each variable used in analyzing the data. The score of each variable is the total result of the item score. Where the Leadership Style variable through four indicators is the cause variable and Performance through five indicators is

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

the effect variable, and to determine the direct and indirect effects, the coefficient of influence is calculated using path analysis (*path analysis)*as follows.

1. Path Coefficient Calculation

The initial step in path analysis is to calculate the correlation coefficient between the research variables. This correlation coefficient is used to determine the level of closeness of the relationship between the variables being studied. Next, based on the correlation coefficient value obtained, a path coefficient calculation is performed to identify the magnitude of the influence of the independent variable (X) on the dependent variable (Y). The path coefficient calculation can be seen in tables 3, 4, and 5 as follows:

Table 4 Correlation Matrix Between Directive, Supportive, Participative Leadership Style Variables Oriented to Achievement and Employee Performance

Variables	X1	X2	X3	X4	Y
X1	1,000	0.359	0.240	0.231	0.445
X2	0.359	1,000	0.430	0.228	0.266
X3	0.240	0.430	1,000	0.183	0.189
X4	0.231	0.228	0.183	1,000	0.451
Y	0.445	0.266	0.189	0.451	1,000

Overall, all leadership style variables have a positive relationship with employee performance, but with varying degrees of relationship strength. The variables with the strongest relationship with employee performance are results-oriented leadership style (X4) and directive leadership style (X1).

Based on the correlation matrix between variables in the table, the inverse matrix for the correlation between independent variables is then calculated. The resulting inverse matrix is shown in the table below:

Table 5 Inverse Correlation Matrix Between Directive, Supportive, Participative, and Achievement-Oriented Leadership Style Variables

Variables	**X1**	**X2**	**X3**	**X4**
X1	1000	-0.268	-0.088	-0.156
X2	-0.268	0.625	-0.366	-0.118
X3	-0.088	-0.366	0.651	-0.082
X4	-0.156	-0.118	-0.082	0.755

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on the results of the inverse correlation matrix between variables, it is known that the partial correlation values between the independent variables are relatively small and close to zero. This indicates that there is no multicollinearity problem between the independent variables (X1, X2, X3, and X4), so the regression model used is suitable for further analysis. The following calculation results are obtained.

Table 6: The magnitude of the path coefficients for directive, supportive, participative, and achievement-oriented leadership styles

No	Variables	Path Coefficient	Sig	Information
1	X1 → Y	0.338	0.005	Significant
2	X2 → Y	0.055	0.660	Not significant
3	X3 → Y	0.019	0.878	Not significant
4	X4 → Y	0.357	0.002	Significant

The calculation results show that variables X1 and X4 have a significant effect on Y because their significance value is <0.05, while X2 and X3 do not have a significant effect because they are >0.05.

Simultaneously, the coefficient of determination (R^2) is 0.330, which means that variables X1, X2, X3, and X4 explain the influence on Y by 33%, while the remaining 67% is influenced by other variables outside the model.

The residual value (ε) of 0.819 indicates that the influence of factors outside the model is still quite large, namely around 81.9%, while the model's contribution in explaining Y is only 33%.

Hypothesis Testing

Table 7 Partial Hypothesis Test

Variables	t Count	Sig.	t Table	Decision	Information
X1 (Directive)	2,887	0.005	2,001	t count > t table	Significant
X2 (Supportive)	0.443	0.660	2,001	t count < t table	Not Significant
X3 (Participatory)	0.155	0.878	2,001	t count < t table	Not Significant

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

X4 (Achievement Orientation)	3,175	0.002	2,001	t count > t table	Significant

The influence of directive leadership style (X1) on employee performance (Y) shows significant results with t count 2.887 > t table 2.001 and sig. 0.005 < 0.05, so H0 is rejected. The interview results show that clear direction, task explanation, and structured communication help employees improve work quality, discipline, and responsibility.

Supportive leadership style (X2) does not have a significant effect on performance (t count 0.443 < t table 2.001; sig. 0.660 > 0.05), so H0 is accepted. Although leaders provide support and motivation, employees are more influenced by targets, workload, and the supervisory system.

Participative leadership style (X3) also did not have a significant effect (t count 0.155 < t table 2.001; sig. 0.878 > 0.05). Employee involvement in decision-making has not had a significant impact because the main focus remains on completing tasks and work targets.

Achievement-oriented leadership style (X4) has a significant effect on performance (t count 3.175 > t table 2.001; sig. 0.002 < 0.05). Target setting, evaluation, and performance monitoring encourage increased employee discipline and motivation. Furthermore, the results of the simultaneous test show the joint influence of leadership style on employee performance in the Secretariat Division of the PUPR-PKP Service of Gorontalo Province.

Table 8 Simultaneous Hypothesis Test

Variables	**F Count**	**F Table (α = 0.05)**	**Sig.**	**Decision**	**Information**
X1, X2, X3, X4 → Y	7,133	2.53	0,000	F count > F table	Significant

The results of the F test show a calculated F value of 7.133 > F table 2.53 with a significance of 0.000 < 0.05, so that H_0 rejected and H_1 accepted. This means that directive, supportive, participative, and achievement-oriented leadership styles simultaneously have a significant influence on employee performance.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

These results were reinforced by interviews which stated that although each leadership style had a different influence, integrated implementation still had a positive impact on employee performance and achievement of work targets.

Thus, it can be concluded that collectively leadership style has a significant influence on employee performance, although partially not all dimensions show a significant influence.

DISCUSSION

Based on the data analysis, it can be concluded that leadership style is one of the factors influencing employee performance in the Secretariat Division of the Public Works and Public Housing (PUPR-PKP) Service of Gorontalo Province. This finding supports the research hypothesis that leadership style influences employee performance.The results of this study align with Robert J. House's Path-Goal Theory of Leader Effectiveness. This theory explains that leadership effectiveness is determined by the leader's ability to influence subordinates' perceptions of work goals and how to achieve them. Therefore, effective leadership can increase motivation, job satisfaction, and the achievement of organizational goals.

The test results show that partially, directive and achievement-oriented leadership styles have a positive and significant effect on employee performance. The directive leadership style obtained a t-value of 2.887 with a significance of 0.005, while the achievement-oriented leadership style obtained a t-value of 3.175 with a significance of 0.002. In contrast, supportive and participative leadership styles did not show a significant effect on employee performance. Based on the coefficient of determination (R^2) of 0.330, it is known that leadership style contributes 33% to employee performance, while the remaining 67% is influenced by other factors outside the study. This indicates that the influence of leadership style is in the moderate category.

The significant influence of directive leadership style indicates that employees require direction, task clarity, and structured supervision in carrying out their work. Interview findings revealed that clear direction helps employees understand tasks, reduces errors, and improves the quality of work results. These findings align with the opinion of(Isa et al., 2022)which states that work behavior and organizational culture play a significant role in improving performance effectiveness. Meanwhile, a supportive leadership style does not significantly impact employee performance. Although leaders provide attention, motivation, and create a comfortable work environment, employees tend to be more influenced by work targets, workload, and the existing supervisory

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

system. Thus, emotional support from leaders is not yet a major factor in improving performance.

Similar results were found for the participatory leadership style. Although leaders have involved employees in discussions and expressing opinions, this involvement has not had a significant impact on performance. Employees are more oriented towards completing work targets, workloads, and established organizational rules than on the level of participation in decision-making. Conversely, an achievement-oriented leadership style has been shown to have a positive and significant influence on employee performance. Setting clear work targets, regular evaluations, and monitoring task implementation encourage employees to work with greater discipline, responsibility, and results-oriented. The existence of clear performance standards and a consistent evaluation system are important factors in improving the quality and quantity of employee work.

Overall, the results of this study indicate that leadership style influences employee performance, both partially and simultaneously. This finding also supports the results of previous studies that stated that leadership style is an important factor in improving employee performance. However, the insignificance of supportive and participatory leadership styles indicates that employee performance in the Secretariat Division of the PUPR-PKP Service of Gorontalo Province is more influenced by structural factors, such as work targets, workload, supervisory systems, and organizational evaluation mechanisms, rather than solely interpersonal aspects.

Results of Mixed Method Research Relationships

Based on the results of research using mixed methods using the approach*explanatory sequential,*The analysis was conducted by integrating quantitative and qualitative findings to gain a more comprehensive understanding of the influence of leadership style on employee performance in the Secretariat Division of the PUPR-PKP Service of Gorontalo Province. The results of the quantitative analysis showed that partially, directive leadership style (X1) and achievement-oriented leadership style (X4) had a significant influence on employee performance, while supportive leadership style (X2) and participative leadership style (X3) did not have a significant influence. These findings were then further deepened through interviews with informants.

Qualitative results show that a directive leadership style significantly impacts employee performance through clear direction, task allocation, and structured supervision. Employees reported understanding their work more easily, minimizing errors, and producing better output when provided with clear work instructions.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Furthermore, an achievement-oriented leadership style has also been shown to drive improved performance through the setting of work targets, regular evaluations, and consistent monitoring.encourage employees to work more disciplined, responsibly, and oriented towards achieving optimal work results. This finding supports the opinionHarend & Isa, (2020)that work behavior has a direct influence on employee performance. Conversely, interview results indicate that supportive and participative leadership styles have not significantly impacted employee performance. The support provided by leaders is more emotional, such as providing motivation and creating a comfortable work environment, while employee involvement in decision-making remains limited. As a result, these two leadership styles have not been able to make a significant contribution to improving performance.

Qualitative findings also revealed that employee performance is more influenced by work targets, workload, and the supervisory system implemented by the organization. This explains why supportive and participative leadership styles do not statistically show a significant influence even though their presence is still felt by employees. The integration of quantitative and qualitative results shows that the effectiveness of leadership style is greatly influenced by the form in which it is implemented. Structural and results-oriented leadership styles, such as directive and achievement-oriented, have been shown to be more dominant in improving employee performance than leadership styles that focus on interpersonal relationships, such as supportive and participative. When compared with previous research, the results of this study show several differences while also providing scientific contributions.Indrawati et al., (2020) as well asMuthmainnah. H1, Darmawansyah, (2020)found that leadership style significantly influences employee performance, but the study used a quantitative approach and therefore did not explain the underlying factors. Using a mixed methods approach, this study was able to explain not only the magnitude of the influence but also the empirical conditions that led to its emergence.

StudyIchsan & Ibrahim, (2023) found that leadership style has a positive effect on organizational performance. Organizational commitment has been shown to mediate the relationship between leadership style and organizational performance, and organizational commitment has an effect on employee performance. In contrast, the results of this study only focused on Path-Goal leadership style and employee performance. This difference indicates that the effectiveness of leadership style is influenced by different organizational characteristics, work systems, and work cultures. Meanwhile, researchBangapadang et al., (2025) Path-Goal leadership and compensation have a positive effect on employee

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

performance. Unlike those studies, this study examines the direct influence of each leadership style on employee performance.Veranita et al., (2025) The results showed that leadership style strategy had a positive and significant impact on improving the performance of regional apparatus organizations. Interview results reinforced the quantitative findings that leadership effectiveness determines organizational performance. These findings are partially consistent with the results of this study, particularly the mixed-methods analysis used to more deeply examine the influence of leadership style on improving employee performance in organizations.

Based on the overall research results, the main research gap lies in the use of the approach.*mixed methods*which comprehensively integrates quantitative and qualitative data, the application of Path-Goal Theory in testing four dimensions of leadership style specifically, and the finding that the effectiveness of leadership style is contextual. This study confirms that a leadership style oriented towards structure, targets, and work results is more effective in improving employee performance compared to a leadership style that focuses on interpersonal relationships. Thus, this study contributes to the development of human resource management science by showing that the effectiveness of leadership style is not universal, but must be adjusted to the characteristics of the organization, work systems, and employee conditions to achieve optimal performance.

CONCLUSION

Based on the research results, it can be concluded that directive and achievement-oriented leadership styles have a significant effect on the performance of employees in the Secretariat Division of the PUPR-PKP Office of Gorontalo Province, while supportive and participative leadership styles do not have a significant effect partially. However, simultaneously, the four dimensions of leadership style have a significant effect on employee performance with a contribution of 33 percent, while the remaining 67 percent is influenced by other factors outside the research model. Qualitative findings also strengthen these results by showing that clear direction, structured supervision, target setting, and performance evaluation are more dominant in increasing employee discipline, responsibility, and productivity compared to emotional support or involvement in decision-making. However, this study has limitations because it only focuses on one agency with a limited number of respondents, so generalization of the results still needs to be done carefully. In addition, the variables studied do not include other factors that also have the potential to influence employee performance such as work motivation, work environment, and organizational culture.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Based on these limitations, further research is recommended to expand the research object to several agencies to obtain more representative results and add other relevant variables to enrich the research model. A mixed methods approach can also be used to further explore causal relationships. Practically, the results of this study indicate that agencies need to optimize the implementation of leadership styles that are oriented towards work structure and achievement of results, particularly directive and achievement-oriented styles, by strengthening work direction, setting clear targets, and a consistent evaluation system. On the other hand, supportive and participatory aspects need to be maintained as a complement to create a balanced work relationship and increase employee comfort in the workplace.

REFERENCES

Abdurokhim. (2020). The influence of leadership style and compensation on employee performance.

Abdussamad, Z., Yusup, I., & Tahir, A. (2023). The effect of compensation on employee performance in agency offices. Journal, 2(8), 3544–3561.

Adji, WH, & Nupardi, D. (2022). The influence of sub-district head leadership style in improving employee performance in Arjasari District, Bandung Regency. Co-Management Journal.https://www.journal.ikopin.ac.id/index.php/co-management/article/view/2248

Afianty, S., & Rosdiana, Y. (2023). The influence of organizational culture and leadership style on employee performance. Bandung Conference Series: Accountancy, 3(2), 742–748.https://doi.org/10.29313/bcsa.v3i2.7534

Amelia, A., Manurung, KA, & Purnomo, DB (2022). The role of human resource management in organizations. Mimbar Kampus: Journal of Islamic Education and Religion, 21(2), 128–138.https://doi.org/10.47467/mk.v21i2.935

Aprilinda, D., Budiman, AP, Islam, FA, & Malang, UM (2021). The concept of transformational leadership. Journal, 1(7), 840–846.

Aqilah, F. (2025). The influence of self-actualization and Path Goal leadership style on work motivation in Generation Z students participating in an internship program. Thesis.

Astuti, D. (2022). The influence of organizational commitment and organizational culture on employee performance. Journal of Accounting and Business Management, 2(2), 55–68.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Batubara, SS (2020). The influence of leadership style on employee performance in the Procurement Department of PT INALUM (Persero). Liabilities (Journal of Accounting Education), 3(1), 40–58.https://doi.org/10.30596/liabilities.v3i1.4581

Bohalima, AY (2024). The influence of leadership on employee performance at the Teluk Dalam sub-district office. South Nias Student Scientific Journal, 7(2), 254–264.

Chairunnisah, R., KM, S., & Mataram, PMFH (2021). Human resource theory.

Collins, S.P., Storrow, A., Liu, D., Jenkins, C.A., Miller, K.F., Kampe, C., & Butler, J. (2021). Human resource management.

Daniel ASR (2022). Human resources. CV Mandar Maju.

Fahmin, N. (2024). Leadership of superior educational organizations (types, styles, and models). Journal, 2(1), 90–101.

Fransiska, Y., & Tupti, Z. (2020). The influence of communication, workload, and work motivation on employee performance. Maneggio: Jurnal Ilmiah Magister, 3, 224–234.

Ginting, AD (2021). The influence of work quality, work quantity, and work period on ASN work performance. Journal, 116.

Hakiki, R., & others. (2023). The influence of leadership style on employee performance at the UPTD Pagerageung Health Center. Journal, 3(1), 123–128.

Halim, A. (2025). Analysis of the influence of training, discipline, and motivation on employee productivity at PT Asia Adhitama Shipyard. Journal, 13, 2329–2339.

Hanifah, N. (2025). The influence of authoritarian leadership style of Indonesian educational foundations on teacher performance. Systematic Literature Review.

Harjono, L., Wulandari, C., Iriani, Y., & others. (2025). The influence of incentives and leadership style on employee performance in higher education. Journal, 4, 350–365.

Heri, H., & Andayani, F. (2020). The influence of competence on employee performance at the Bandung City Youth and Sports Service. Neo Politea, 1(2), 17–34.

Ichsan, D., & Ibrahim, A. (2023). The influence of leadership style, organizational culture, employee competence and internal control on organizational performance. Journal, 1(1), 13–20.

Indrawati, L., Sembiring, EE, & others. (2020). The influence of leadership style on the work productivity of local government employees. Expansion, 12(2), 169–177.

Isa, R. (2022). The influence of competence, organizational culture, and entrepreneurial behavior on the performance of BUMDes in Gorontalo Regency.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Isa, R., Aneta, A., Ilato, R., & Aneta, Y. (2022). Development of organizational culture in improving the performance of village-owned enterprises in Gorontalo Regency, Indonesia. Journal, 4(1), 358–371.

Kaiyeli, N., & Pos, SH (2021). Leadership style and motivation influence work productivity. FAIR VALUE Journal, 4(1), 106–124.

Khasanah, N. (2021). The influence of leadership style, work motivation, and work environment on employee performance. JSEB, 1(1), 16–22.

Lubis, JASP (2020). The influence of transformational and transactional leadership on employee performance. Journal, 3(1), 41–59.

Lilis, SN (2020). Human resource management.

Lumbanraja, & others. (2020). Democratic and visionary leadership styles. Journal, 6(1), 46–53.

Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance. IJOSMAS, 2, 1–16.

Melia, M., Syamsir, S., & others. (2023). Employee perceptions of the leadership style of the governor of West Sumatra. Journal of Humanities, 1(2), 89–94.

Mozin, SY, & Isa, R. (2023). Optimizing public services in village governance. Journal, 1(4), 150–155.

Mozin, SY, Pakaya, R., Musa, A., & others. (2025). Application of good governance principles as an effort to avoid bureaucratic pathology. Journal.

Mozin, & Tantu. (2026). Human resource management in the implementation of the free nutritious food program.

Mubarok, R. (2021). Development of human resource management in Islamic educational institutions. Journal of Islamic Educational Management, 3(2), 131–146.

Munir, M. (2020). Organizational citizenship behavior on nurse performance.

Nugraha, D., & Iskandar, B. (2025). Analysis of the validity and reliability of the PAUD teacher attitude instrument in STEAM learning. Journal, 9(6), 3580–3591.

Purnomo, MW (2022). The influence of service quality and organizational culture on employee performance. Journal of Management Partners, 6(2), 69–82.

Putri, SH (2020). The influence of work discipline and work environment on employee performance. JMMIB, 1, 26–39.

Rachmadhani, S., & others. (2023). Analysis of democratic leadership style. Journal, 5(1).

Sarumaha, W. (2022). The influence of organizational culture and competence on employee performance. JAMANE, 1(1), 28–36.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Situmorang, LL, & others. (2021). Leadership style, discipline, and motivation on employee performance. Journal, 5(2), 176–185.

Veranita, M., & others. (2025). Leadership strategy and performance of regional apparatus organizations. Journal of Economics, 4(2), 449–457.

Waedoloh, H., Purwanta, H., & Ediyono, S. (2021). Effective leadership styles and characteristics. UNS Webinar, 5(1), 144–152.

Wau, J. (2021). The influence of work discipline on employee performance. South Nias Student Scientific Journal, 4.

Wiryawan, AGP, & others. (2016). Strategies for improving HR performance in construction companies. Spektran Journal, 4(1), 88–96.

Y, Syaharuddin, MF (2023). The influence of motivation, competence, and work environment on employee performance. Governance, 10(1), 25–34.

Yam, JH, & Taufik, R. (2021). Quantitative research hypotheses. Perspectives, 3(2), 96–102.

Zuchri Abdussamad, Tahir, A., & others. (2021). Analysis of the level of public satisfaction in public services. Journal, 18(1), 45–62.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.