

Analysis of The Effect of Leadership Style and Employee Work Motivation on Service Effectiveness Mediated by Compensation

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ABSTRACT

The effectiveness of the Pasuruan City Social Service is a very important factor in efforts to improve community welfare. However, various factors such as leadership style, work motivation, and compensation are thought to influence the effectiveness of these services. Therefore, this study aims to analyze the influence of leadership style and employee work motivation on the effectiveness of compensation-mediated services. The population that is the focus of this study is all employees of the Pasuruan City Social Service, totaling 41 people. Given the relatively small population, which is 41 people, the sampling technique used is a saturated sample or census. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 4. The results of the study showed that leadership style did not have a direct effect on service effectiveness. Work motivation did not have a direct effect on service effectiveness. Leadership style had a direct effect on compensation. Work motivation had a direct effect on compensation. Compensation had a direct effect on service effectiveness. Leadership style had an effect on service effectiveness through compensation mediation. Work motivation had an effect on service effectiveness through compensation mediation.

INTRODUCTION

Public service is an effort undertaken by individuals or groups to provide assistance to the community in achieving certain goals. The primary focus of public service is the interaction between service providers and service recipients. As the scope of public services and services managed by the government expands, encompassing various aspects of community life, good service quality becomes crucial. Ideal public service is service that complies with the standards set out in the guidelines for public service delivery. These guidelines are stipulated in Decree of the Minister of Administrative and Bureaucratic Reform Number 15 of 2014 and Law Number 25 of 2009 concerning Public Services. Both regulations emphasize the principles of good governance, which will ultimately increase the effectiveness of government functions themselves.

Effectiveness is the ability to set goals and how to achieve them in accordance with what has been set. In other words, effectiveness is related to the achievement of an agency related to quantity, quality, and time according to what has been set. In line with that, effectiveness according to (Lubis & Huseini, 2009) states that in every organization, effectiveness is a basic element of activities to achieve a predetermined goal or target. It is also interpreted that an organization is said to be effective if it has achieved the goals or targets that have been set. According to (Moenir, 2016), service is the process of fulfilling needs through the activities of

others so that each person obtains the expected benefits and is satisfied. Thus, service effectiveness can be defined as a benchmark for the success or failure of a company's goals in achieving its objectives. If the company has achieved its goals, then the service provided has been running effectively.

Based on Pasuruan City Regional Regulation Number 1 of 2019 concerning Amendments to Pasuruan City Regional Regulation Number 6 of 2016 concerning the 2016-2021 Pasuruan City Medium-Term Development Plan (RPJMD), the Pasuruan City Social Service as one of the Regional Apparatus Organizations is responsible for handling social problems. Strategic issues based on the duties and functions of the Pasuruan City Social Service are conditions or things that must be considered or prioritized in improving optimal services in the social sector, because of their significant impact on the people of Pasuruan City in the future.

Table 1. Performance Achievement Analysis
Pasuruan City Social Services 2023

No.	Performance Indicators	Achievements
1.	Percentage of active PSKS	100%
2.	Percentage of PSKS whose capacity has increased	100%
3.	Percentage of PMKS rehabilitated according to the base year	100%
4.	Percentage of PPKS who received Social Services	70,63%
5.	Percentage of PPKS who received Social Services	100%
6.	Percentage of updated DTKS	100%

Source: LKjIP of the Pasuruan City Social Service 2023

From the table above, almost all performance indicators were achieved on target. However, one indicator, the percentage of PPKS receiving social services, fell short of its target. This was due to the suboptimal role of the PPKS Handling Committee and the lack of availability of social services. *shelteras* an initial referral institution for handling PPKS.

In the context of reviewing the duties, main points and functions, the performance indicators that must be achieved each year include several problems based on the duties and functions of the service, namely:

- a) The field of social empowerment and handling of the poor
- b) Social rehabilitation field
- c) Social Security and Protection Area

Mapping of problems based on the main tasks and functions of the Pasuruan City Social Service can be seen in Table 2 below:

Table 2. Problem Mapping
for Determining Regional Development Priorities and Targets

Main Problem	Problem	Root of the Problem
The poverty rate is still high	PPKS handling is not optimal	Lack of skilled human resources in his field and low work ethic
	PSKS empowerment is not yet optimal	Weak validation of poverty data in OPD
		Lack of measurability of performance indicators
		The proposed program is not appropriate with activities

Source: Pasuruan City Social Service Strategic Plan 2021-2026

The lack of competent human resources and low work ethic in the Pasuruan City Social Services (Dinsos) have a significant impact on the effectiveness of public services. Handling social problems requires specialized skills such as counseling, mediation, and understanding regulations. Service effectiveness is influenced by leadership style, work motivation, and compensation. Appropriate leadership can build teamwork, improve coordination, and encourage the achievement of organizational goals (Hermawati & Nasharuddin, 2017). High work motivation, as explained by Maslow and Hamalik's theory of needs, encourages employees to be more enthusiastic and responsive, although research results show varying findings. Adequate compensation increases satisfaction, enthusiasm, and professionalism, and acts as a mediating variable (Hermawati et al., 2023), linking leadership and motivation to service effectiveness. Therefore, improving service quality requires a combination of effective leadership, high work motivation, and a fair compensation system.

LITERATURE REVIEW

Leadership Style (X1)

According to Hersey & Blanchard (1969), leadership style is defined as the pattern of behavior a leader uses to influence followers. Their leadership model, known as situational leadership, emphasizes the flexibility of leaders in adapting their leadership style to the maturity level of followers.

Work Motivation (X2)

According to Maslow (1943), motivation is a drive that arises from within an individual. This drive moves individuals to act and achieve certain goals.

Service Effectiveness (Y)

According to Robbins (2008) service effectiveness is a service that is able to make a significant contribution to the productivity, profitability and growth of the organization.

Compensation (Z)

According to Dessler (2017), compensation is the total remuneration received by employees as compensation for carrying out work in an organization in the form of employee salaries arising from their work.

RESEARCH METHODS

This research uses a descriptive quantitative approach with techniques *sampling* fed up (*census*) which is included in the category *non-probability sampling*. The entire research population, namely 41 employees of the Pasuruan City Social Service (39 PNS and 2 PPPK), were sampled in accordance with the opinion (Sekaran & Bougie, 2017), that *sampling* Saturated sampling is appropriate when the population is relatively small, allowing for comprehensive data to be obtained. Data analysis was carried out using *Structural Equation Modeling* based *Partial Least Squares* (SEM-PLS) with the help of SmartPLS software, to test the relationship between variables, mediation models, and evaluate construct validity and reliability.

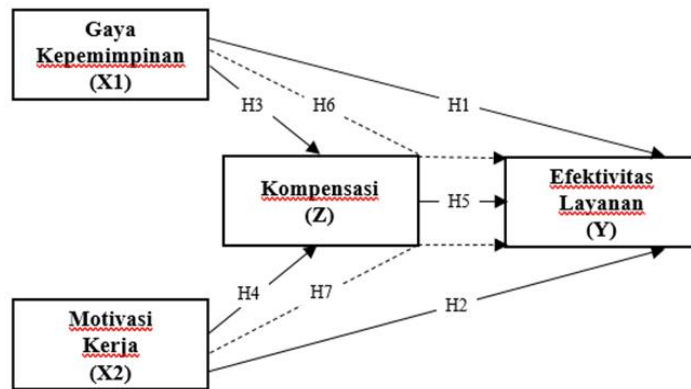


Figure 1. Conceptual Framework Model

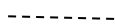
Source: Leadership Style (Rivai, 2018); Work Motivation (Rivai, 2018); Service Effectiveness (Tjiptono, 2019); Compensation (Dessler, 2017)

Information:

Direct influence



Indirect influence



Research Hypothesis:

- H1: Leadership style has a direct influence on the effectiveness of services at the Pasuruan City Social Service.
- H2: Work motivation has a direct influence on the effectiveness of services at the Pasuruan City Social Service.
- H3: Leadership style has a direct influence on compensation at the Pasuruan City Social Service.
- H4: Work motivation has a direct influence on compensation at the Pasuruan City Social Service.
- H5: Compensation has a direct impact on the effectiveness of services at the Pasuruan City Social Service.
- H6: Leadership style influences the effectiveness of services at the Pasuruan City Social Service through compensation mediation.
- H7: Work motivation influences the effectiveness of services at the Pasuruan City Social Service through compensation mediation.

RESULTS AND DISCUSSION

RESULTS

Data regarding the characteristics of respondents in this study include: 1) based on position; 2) by age; 3) based on gender; 4) based on length of service; and 5) based on education. The five characteristics of respondents are presented in the table below:

Table 3. Respondent Characteristics Based on Gender

No	Gender	Frequency	Percentage
1	Man	28	68.29%
2	Woman	13	31.71%
	Total	41	100%

Source: Processed data (2025)

This table presents data on the respondents' gender, the frequency (number) of each gender, and the percentage of each gender among the total respondents. Of the 41 respondents, the majority (68.29%) were male, while the remainder (31.71%) were female.

Table 4. Respondent Characteristics Based on Education

No	Age	Frequency	Percentage
1	20-29 years old	5	12.20%
2	30-39 years	9	21.95%
3	40-49 years	19	46.34%
4	>50 years	8	19.51%
Total		41	100%

Source: Processed data (2025)

This table presents data on the distribution of respondents' ages across several age groups, along with the frequency (number) of respondents in each age group and their percentage of the total respondents. Most respondents (46.34%) are in the 40-49 age group. The 30-39 age group has the second largest proportion (21.95%), followed by the age group above 50 years (19.51%), and the 20-29 age group has the smallest proportion (12.20%) of the total 41 respondents.

Table 5. Respondent Characteristics Based on Education

Last education	Frequency	Percentage
Junior High School/Equivalent	1	2.44%
High School/Equivalent	11	26.83%
Diploma 3	3	7.32%
Strata 1	17	41.46%
Strata 2	9	21.95%
Total	41	100%

Source: Processed data (2025)

This table presents data on the last level of education completed by the respondents, the number of respondents for each level of education (frequency), and the percentage of each level of education from the total respondents. The majority of respondents (41.46%) have a Bachelor's degree. The group with a high school/equivalent education has the second largest proportion (26.83%), followed by a Master's degree (21.95%), Diploma 3 (7.32%), and the fewest are respondents with a junior high school/equivalent education (2.44%) of the total 41 respondents.

Table 6. Respondent Characteristics Based on Length of Service

Working Time (years)	Frequency	Percentage
< 5	3	7.32%
5-10	9	21.95%
11-15	11	26.83%
16-20	12	29.27%
>20	6	14.63%
Total	41	100%

Source: Processed data (2025)

This table presents data on the length of time respondents have worked (in years), the frequency (number) of respondents for each tenure group, and the percentage of each tenure group to the total number of respondents. The group of respondents with a tenure of between 16 and 20 years is the largest (29.27%). This is followed by the group with a tenure of between 11 and 15 years (26.83%), then the group with a tenure of between 5 and 10 years (21.95%), and then the group with a tenure of more than 20 years (14.63%). The group with a tenure of less than 5 years has the smallest proportion (7.32%) of the total 41 respondents.

Analysis Inferential Statistics

1. Internal Consistency Reliability

Internal Uniformity The reliability of an indicator to measure a latent construct is measured by its reliability.. *Cronbach's alpha* And *composite reliability* is an instrument used for evaluation:

Table 7. Values *Cronbach's Alpha*

No	Variables	Cronbach's Alpha
1	Leadership Style	0.963
2	Work motivation	0.960
3	Compensation	0.977
4	Service Effectiveness	0.982

Source: Data processed with SmartPLS, 2025

The table above shows the value of the value *Cronbach's Alpha* Of the four research variables, all were greater than 0.7, with four variables even exceeding 0.9. Thus, it can be said that the research instrument is reliable.

Table 8. Values *Composite Reliability*

No	Variables	Composite Reliability
1	Leadership Style	0.971
2	Work motivation	0.965
3	Compensation	0.981
4	Service Effectiveness	0.983

Source: Data processed with SmartPLS, 2025

Based on Table 8, all research constructs show a value *Composite Reliability* very high: Leadership Style (X1) = 0.971; Work Motivation (X2) = 0.965; Compensation (Z) = 0.981; and Service Effectiveness (Y) = 0.983. All of these values are far above the minimum limit of 0.7 and exceed the ideal standard of 0.8, even all above 0.9. This confirms that the research instrument has very good reliability, so it is suitable for use to measure the variables studied.

2. Convergent Validity (*Convergent Validity*)

There are two measures that can be used to test convergent validity, namely outer loading and AVE (*Average Variance Extracted*). The expected AVE value is > 0.5 . This value illustrates adequate convergent validity, meaning that one latent variable is able to explain more than half of the variance of its indicators on average. The following table displays the AVE values obtained from the calculation results.

Table 9. AVE values

No	Variables	AVE
1	Leadership Style	0.719
2	Work motivation	0.738
3	Compensation	0.801
4	Service Effectiveness	0.865

Source: Data processed with PLS, 2025

The table above provides an AVE value above 0.5 for all constructs, Leadership Style (X1) = 0.719, Work Motivation (X2) = 0.738, Compensation (Z) = 0.801, and Service Effectiveness (Y) = 0.865. This means that all constructs have *discriminat validity* which is high.

3. Coefficient of Determination (R^2)

There are several sizes in the inner model, including: *R-square*. The following values *R Square* obtained from the results of data processing with PLS, as follows:

Table 10. Coefficient of Determination (R²)

Variables	R Square
Compensation	0,901
Service Effectiveness	0,956

Source: Processed primary data (2025)

Mark *R-Square* shows that Leadership Style (X1) and Work Motivation (X2) have a 90.1% influence on Compensation (Z), while the remaining 9.9% is influenced by other factors. Meanwhile, Leadership Style (X1), Work Motivation (X2), and Compensation (Z) together have a 95.6% influence on Service Effectiveness (Y), with the remaining 4.4% influenced by other factors outside the study.

4. Hypothesis Testing

Hypothesis testing is a procedure in statistics that aims to validate assumptions about population parameters based on sample data. The stages in hypothesis testing include formulating the null and alternative hypotheses, applying statistical tests, and interpreting the results based on the level of significance. In PLS, statistical testing of each hypothesized relationship is performed using simulation. In this case, the method used is *bootstrap* to the sample. The Path Coefficient value obtained from the test results with *bootstrapping* (SmartPLS) is as follows:

Table 11. *Path Coefficient*

No	<i>Path Coefficient</i>	<i>Original Sample</i>	<i>T-Statistics</i>	<i>P-Values</i>	Information
1	Leadership Style (X1) → Service Effectiveness (Y)	0.017	0.167	0.867	Hypothesis Rejected
2	Work Motivation (X2) → Service Effectiveness (Y)	0.083	1.134	0.257	Hypothesis Rejected
3	Leadership Style (X1) → Compensation (Z)	0.430	3.552	0.000	Hypothesis Accepted
4	Work Motivation (X2) → Compensation (Z)	0.550	4.691	0.000	Hypothesis Accepted
5	Compensation (Z) → Service Effectiveness (Y)	0.884	8.107	0.000	Hypothesis Accepted
6	Leadership Style (X1) → Compensation (Z) → Service Effectiveness (Y)	0.380	3.284	0.001	Hypothesis Accepted
7	Work Motivation (X2) → Compensation (Z) → Service Effectiveness (Y)	0.486	3.995	0.000	Hypothesis Accepted

Source: Data processed with SmartPLS, 2025

DISCUSSION :

The Influence of Leadership Style on Service Effectiveness

The results of the hypothesis test show that leadership style does not have a direct effect on the effectiveness of services at the Pasuruan City Social Service. These results are not in accordance with the results of previous research, namely (Suryadi, 2015), which revealed that leadership style has a positive and significant effect on service quality.

One argument supporting this view is that service effectiveness is highly dependent on institutionalized systems and processes. Organizations with efficient workflows, supportive technology, and effective customer feedback mechanisms tend to deliver good service, regardless of the leadership style at the top. ng of leadership style on service outcomes.

The Influence of Work Motivation on Service Effectiveness

The results of the hypothesis test indicate that work motivation does not directly influence the effectiveness of services at the Pasuruan City Social Service. This result is inconsistent with the results of previous research, namely (Sutaat, 2024), which stated that work motivation has a significant influence on the performance of public service employees. One argument supporting this view is that service effectiveness is highly dependent on employee capabilities and competencies. Employees who have adequate technical skills, in-depth product/service knowledge, and good communication and interpersonal skills, tend to provide effective services regardless of their level of intrinsic motivation at any given time.

The Influence of Leadership Style on Competence

The results of the hypothesis test show that leadership style has a direct effect on compensation at the Pasuruan City Social Services. These results are in accordance with previous research, namely (Sinollah & Muhammad Ubaitulloh, 2021) and (Suhartiningtyas et al., 2022) which stated that leadership style has a significant effect on compensation.

Leadership style plays a significant role in shaping an organization's compensation system and how rewards are distributed to employees. Visionary and transformational leaders, for example, tend to build an organizational culture that values high performance and innovation. In the context of compensation, this often translates into performance-oriented reward systems, such as target-based bonuses, stock options, or profit sharing. This type of leadership creates clear expectations about what is rewarded and provides strong financial incentives for employees to exceed expectations. A study by (Bass & Avolio, 1994) in *Improving Organizational Effectiveness Through Transformational Leadership* highlights how transformational leaders are able to motivate employees through an inspiring vision and a fair and attractive reward system.

The Influence of Work Motivation on Compensation

The results of the hypothesis test show that work motivation has a direct effect on compensation at the Pasuruan City Social Service. These results are in accordance with the results of previous research, namely (Solihatun et al., 2021); (Hermawati et al., 2022) which consistently shows that work motivation has a positive impact on the compensation received by employees.

Work motivation has a significant impact on compensation through various mechanisms, both directly and indirectly. Motivated employees tend to demonstrate higher levels of performance, which often forms the basis for salary increases, bonuses, and promotions. When individuals feel motivated by their work, they are more likely to exceed expectations, take initiative, and contribute maximally to organizational goals. This superior performance is then recognized and rewarded through a performance-based compensation system.

Effect of Compensation on Service Effectiveness

The results of the hypothesis test show that compensation has a direct effect on the effectiveness of services at the Pasuruan City Social Service. These results are in accordance with the results of previous studies, namely (Rekawana, 2018) and (Mulyah et al., 2020) which revealed a significant influence between compensation and the effectiveness of work services.

Competitive and fair compensation plays a role in attracting and retaining top talent, which directly contributes to service effectiveness. Organizations that offer attractive compensation packages tend to have access to more qualified employees with relevant skills and who are motivated to deliver superior service. When employees feel financially rewarded for their contributions, they are more likely to demonstrate a high level of commitment to their work and deliver service that exceeds customer expectations.

The Influence of Leadership Style on the Effectiveness of Compensation-Mediated Services

Based on the descriptive analysis, it is known that, overall, the average score for Leadership Style is 4.17, and based on the previous index value category, it is included in the good category. These results indicate that the leader's behavioral pattern used to influence his followers is in the good category. Then, overall, the average score for Compensation is 4.09, and based on the previous index value category, it is included in the high category. These results indicate that the overall remuneration received by employees as compensation for carrying out work in the organization in the form of salary and other benefits arising from their work, is in the high category. Furthermore, overall, the average score for Service Effectiveness is 4.13, and based on the previous index value category, it is included in the good category.

These results indicate that services capable of making a significant contribution to organizational productivity, profitability, and growth are categorized as good. Hypothesis testing results indicate that leadership style influences service effectiveness at the Pasuruan City Social Services through compensation mediation.

The Influence of Work Motivation on the Effectiveness of Compensation-Mediated Services

Based on the descriptive analysis, it is known that, overall, the average score for Work Motivation is 4.06, and based on the previous index value category, it is included in the high category. These results indicate that the drive that arises from within the individual that drives them to act and achieve certain goals is in the high category. Then, overall, the average score for Compensation is 4.09, and based on the previous index value category, it is included in the high category. These results indicate that the overall remuneration received by employees as compensation for carrying out work in the organization in the form of salary and other benefits arising from their work, is in the high category.

Furthermore, the overall average score for Service Effectiveness was 4.13, and based on the previous index value categories, it falls into the good category. These results indicate that services capable of making a significant contribution to organizational productivity, profitability, and growth are in the good category. The results of the hypothesis test indicate that work motivation influences service effectiveness at the Pasuruan City Social Service through compensation mediation.

CONCLUSION

Referring to the results of this research, the following conclusions can be drawn:

1. Leadership style does not have a direct influence on the effectiveness of services at the Pasuruan City Social Service.
2. Work motivation does not have a direct effect on the effectiveness of services at the Pasuruan City Social Service.
3. Leadership style has a direct influence on compensation at the Pasuruan City Social Service.
4. Work motivation has a direct influence on compensation at the Pasuruan City Social Service.
5. Compensation has a direct impact on the effectiveness of services at the Pasuruan City Social Service.
6. Leadership style influences the effectiveness of services at the Pasuruan City Social Service through compensation mediation.
7. Work motivation influences the effectiveness of services at the Pasuruan City Social Service through compensation mediation.

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