

Employee Motivation as a Mediating Variable in the Personnel and Human Resource Development Agency of Malang Regency: The Impact of Additional Employee Income and Instructional Leadership on Employee Performance



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ABSTRACT: This research aims to describe and analyze additional employee income (TPP), instructional leadership, employee motivation, and employee performance. It explores the influence of additional employee income (TPP) and instructional leadership on employee performance, examines the impact of additional employee income (TPP) and instructional leadership on employee motivation, assesses the relationship between motivation and employee performance, and investigates how employee motivation mediates the effects of additional employee income (TPP) and instructional leadership on employee performance. The population and sample of this study consist of 64 respondents from the personnel and human resources development agency of Malang Regency. Data collection employed questionnaires, and data analysis was conducted using path analysis. The results indicate that additional employee income (TPP) and instructional leadership significantly and positively affect employee performance. Additionally, TPP and instructional leadership significantly and positively influence employee motivation. Employee motivation positively and substantially affects employee performance, and employee motivation mediates the relationship between TPP, instructional leadership, and employee performance.

KEYWORDS: Additional Employee Income, Instructional Leadership, Employee Motivation, Employee Performance, Malang Regency

I. INTRODUCTION

An organization is a collection or group that is interconnected based on interrelated interests. Etymologically, the term organization comes from the Latin "organum," which means action or effort to achieve a goal "(Machali et al., 2012). Zega (2021) states that an organization is defined as a group of two or more people with the coordinated allocation of tasks and responsibilities to achieve predetermined goals. In order to achieve organizational goals and objectives, one method that can be applied is through the role of human resource management. This is because the role and significance of human resources in an organization lies in utilizing all the potential possessed by individuals in an effort to achieve success, both for themselves and for the organization as a whole. These resources include time, energy, and human abilities that can be utilized synergistically and optimally for the benefit of the organization. As in an organization that has large capital, sophisticated technology, and abundant natural resources, success in achieving organizational goals is only possible with the support of human resources who are able to manage and utilize them. Therefore, the role of human resources in an organization is very vital as the main element and controller of organizational success.

Superior Human Resources (HR) have a crucial role in improving employee achievement and performance, which ultimately determines the success of the organization. Optimal employee performance, supported by effective training, motivation, and management, ensures that the organization's strategic goals are achieved efficiently and innovatively. Thus, good HR development and management not only increase individual productivity but also drive the progress and sustainability of the organization as a whole. Srimulyani et al. (2023) stated that employee performance includes activities that are officially recognized as part of the job, contributing to organizational goals that separate tasks and contextualize them with two dimensions in the form of actions and results with different individual variables. In another statement, according to Taurisa (2012), employee performance is one of the important and crucial factors; if employee performance is high, the productivity of the company or organization as a whole will also increase. Therefore, an organization expects its employees to be able to show good performance for the company.

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Good performance is not only seen by an employee who does his work according to the main tasks and functions that have been assigned, but it does not rule out the possibility that an employee can improve his performance beyond the established standards. High employee performance can often be enhanced through the provision of appropriate incentives because incentives such as material (financial) support can provide additional motivation for employees to achieve or even exceed the performance targets set by the organization. Financial incentives are usually related to achieving targets or results that exceed expectations. Incentives can also serve as a tool to retain high-performing employees and create a positive work culture. Sulistiani et al. (2023) stated that incentives aim to inspire employees to increase their productivity with variations in the nature of incentives that can have a positive and significant impact on employee work productivity. Another expert, Gunawan et al. (2020), stated that financial incentives refer to the amount of money given to employees, including in the form of monthly payments or additional income. Incentives as a form of material (financial) support are expected to motivate employees to improve their performance because incentives can encourage employees to innovate, take more initiative, and contribute optimally in order to achieve and exceed the targets expected by the organization.

David McClelland (1961), a social psychologist and developer of the theory of human needs, is known for his contributions to motivation theory, especially in the context of human needs and behavior in the work environment. McClelland in Ridho (2020) stated that individuals have potential energy reserves that can be released or developed depending on the individual's motivational drive, supported by the situations and opportunities available, and centered on three forms of needs. According to McClelland's Theory of Needs, a person's motivation is driven by the characteristics of a combination of needs for achievement, affiliation, and power. Understanding and identifying the dominant needs of individuals in an organization can help managers and leaders create effective motivational strategies and a supportive work environment, which can ultimately improve performance and job satisfaction.

In order to create an effective motivational strategy and a supportive work environment, the role of the leader through the leadership style that is brought has an important role. Employee motivation and leadership style are closely related, where an effective leadership style can increase employee motivation by providing direction, support, and rewards that are in accordance with employee needs and expectations. Rahwana et al. (2023) stated that the leadership style applied by a leader must be carried out effectively so that employees can carry out their duties and responsibilities according to the plan, which can improve organizational performance. Setiana et al. (2022) stated that leadership style is a collection of characteristics used by a leader to influence his subordinates to achieve goals or can be interpreted as a pattern of behavior and strategies that are often used and preferred by a leader. Erwinsyah et al. (2021) stated that the instructional leadership model relies on the process and learning outcomes of members by trying to improve their skills professionally. Kusmintardjo in Fatonah (2022) noted that instructional leadership is leadership that focuses/emphasizes learning, whose components include curriculum, teaching and learning process, assessment of learning outcomes, evaluation and development of teachers, excellent service in learning, and development of school learning communication.

The results of field observations conducted by researchers show that there is a change in the behavior of BKPSDM employees when completing work, which is the responsibility of each employee. Before the implementation of TPP, most employees completed work tasks only to the extent of doing them without any work targets that had to be completed that day and thought that the most important thing was that the work had been done without looking for solutions if there were obstacles, either administrative or technical obstacles, in other words, that employees pay less attention to the quantity and quality of work. The work targets listed in the employee performance agreement are merely documents that each employee must own without thinking about how to achieve their work targets. Employees need more motivation for themselves to reach their work targets. After the TPP was implemented, the habits of employees who were less responsible in completing their work began to shift, and the timeliness of completion and the amount of work were highly considered. The work completion process was recorded neatly and systematically. Based on this shift in behavior, researchers drew the initial conclusion that the provision of TPP was able to motivate employees to improve their work methods and increase the quantity and quality of their work because they felt appreciated and received material support through the provision of TPP. In addition to providing TPP, according to the researcher's observations, the role of leaders in providing direction and moral support in completing employee work is considered to greatly influence employee behavior in viewing and completing their work so that the written results of the average performance achievement value obtained from year to year have increased in value. Based on the facts from the results of observations that occurred at the BKPSDM Malang Regency, the researcher wants to conduct further research on whether providing TPP can indeed improve employee performance if compared with other variables as factors that contribute to providing motivation and influencing improved employee performance.

Based on the motivation theory explained by McClelland, the provision of TPP as a form of material support and instructional leadership as a form of moral support at the Malang Regency Human Resources Development and Personnel Agency functions as a factor that influences the motivation of individual employees in improving their performance in accordance with the main tasks and functions of each employee so that the organization can build a positive culture that has an impact on employee commitment and the long-term success of the organization. Therefore, employee performance is not only a daily operational aspect but also the foundation for growth, sustainability, and organizational excellence. The instructional leadership model in organizations engaged

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in the field of personnel shows a primary focus on developing the professionalism and competence of team members, where this leadership emphasizes the process and results of evaluation with efforts to improve member skills through an approach that is centered on assessment and learning. Key aspects of instructional leadership include managing the organization's vision and mission, evaluating work results, assessing and developing competencies, and providing excellent service to its users. Based on the description of the background of the problem, the problem that needs to be studied is "Do Additional Employee Income (TPP) and Instructional Leadership Influence Employee Performance Through Employee Motivation as a Mediating Variable at the Human Resources Development and Personnel Agency of Malang Regency."

II. METHOD

This study uses quantitative research to examine factors influencing employee performance in the Personnel and Human Resource Development Agency of Malang Regency. Population: This research was conducted on 64 Human Resource Development Agency employees in the Malang Regency. Sampling technique: The sampling technique used in this study was the saturated sample method, where all population members became research subjects.

The data analysis technique used is descriptive analysis for each variable and a requirements analysis test for further hypothesis testing using multiple regression and path analysis. The analysis requirements tests performed were the normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing using multiple regression analysis was carried out to determine whether the independent variables partially influence the dependent variable and to determine the linear regression equation. Path analysis was carried out to determine whether the mediating variable can mediate the independent variables on the dependent variable. Analysis of needs testing, hypothesis testing, and multiple linear regression analysis equations using the help of IBM SPSS Statistics version 26 software.

III. RESULT AND DISCUSSION

A. Result

1. Partial test (t-test)

The basis for decision-making in this partial test is that if the significance value t is < 0.05 , H_a is accepted, whereas if the significance value t is > 0.05 , H_a is rejected. Partial test results (t-test) are presented in the following table:

Table 1 Partial Test Results Model 1

Model	Regression Coefficient	t	Sig.
Additional Employee Income (X_1)	0,467	3,736	0,000
Instructional Leadership (X_2)	0,337	2,696	0,000

The influence of Additional Employee Income (X_1) on Employee Motivation (Z) obtained a path coefficient of 0,467 with a significance value (p) of 0,000 ($p < 0,05$), so it is stated that there is a significant positive influence. This shows that the higher the level of Additional Employee Income (X_1), the higher the Employee Motivation.

The influence of Instructional Leadership (X_2) on Employee Motivation (Z) obtained a path coefficient of 0,337 with a significance value (p) of 0,000 ($p < 0,05$), so it is stated that there is a significant positive influence. This shows that the higher the level of Instructional Leadership (X_2), the higher the Employee Motivation.

Table 2 Partial Test Results Model 2

Model	Regression Coefficient	t	Sig.
Additional Employee Income (X_1)	0,031	0,172	0,003
Instructional Leadership (X_2)	0,939	22,725	0,000
Employee Motivation (Z)	0,09	2,244	0,029

The influence of Additional Employee Income (X_1) on Employee Performance obtained a path coefficient of 0.031 with a significance value (p) of 0,003 ($p < 0,05$), so it is stated that there is a significant positive influence. This shows that the higher the level of Additional Employee Income (X_1), the higher the Employee's Performance.

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The influence of Instructional Leadership (X_2) on Employee Performance obtained a path coefficient of 0,939 with a significance value (p) of 0,000 ($p < 0,05$), so it is stated that there is a positive significant influence. This shows that the higher the level of Instructional Leadership (X_2) and that it does significantly affect Employee Performance.

The influence of Employee Motivation (Z) on Employee Performance obtained a path coefficient of 0,09 with a significance value (p) of 0,029 ($p < 0,05$), so it is stated that there is a significant positive influence. This shows that the higher the Employee Motivation (Z) level, the higher the Employee's Performance.

2. Path Analysis

Table 3 Path Analysis Results

Variable	Direct Effect	Indirect Effect	Total Effect	Information
Additional Employee Income (X_1) – Employee Motivation (Z) – Employee Performance (Y)	0,031	$0,467 \times 0,09 = 0,042$	$0,031 + 0,042 = 0,073$	Indirect effect > direct effect, $0,042 > 0,031$
Instructional Leadership (X_2) – Employee Motivation (Z) – Employee performance (Y)	0,939	$0,337 \times 0,09 = 0,03$	$0,939 + 0,03 = 0,969$	Indirect effect < direct effect, $0,03 < 0,939$

The indirect effect of additional employee income on the employee performance variable through the employee motivation variable is $0,042 >$ direct effect $0,031$. This means that the employee motivation variable can become a perfect mediating variable for the additional employee income variable on the employee performance variable.

The indirect effect of instructional leadership on the employee performance variable through the employee motivation variable is $0,03 <$ direct effect $0,939$. This means that the employee motivation variable can become an imperfect mediating variable for the instructional leadership variable on the employee performance variable.

B. Discussion

1. The Influence of Additional Employee Income on Employee Motivation

Additional employee income (TPP) affects motivation, meaning that the higher the TPP level, the more significant the effect on employee motivation. Proportional TPP receipts in proportion to the workload set will have a positive impact on employee performance. The proportionality of TPP plays an important role in increasing employee motivation. By providing incentives that are in accordance with individual contributions and performance, organizations can create a sense of fairness, increase job satisfaction, recognize and reward achievements, encourage healthy competition, and increase employee loyalty. All of these factors contribute to increased motivation, which ultimately improves individual and overall organizational performance. This is in line with Ross's research (2021), which states that motivation is an important factor that a person must have to achieve the desired work results. TPP as a form of incentive is expected to increase and maintain employee work motivation, as stated in Malang Regent Regulation Number 8 of 2020. In addition to improving employee performance in implementing bureaucratic reform, providing TPP to employees is also intended to maintain discipline and work motivation of ASN within the scope of the Malang Regency Government.

2. The Influence of Instructional Leadership on Employee Motivation

Instructional leadership affects employee motivation, meaning that the higher the level of instructional leadership value, the more significant the effect on motivation. Leadership support in program management plays an important role in increasing employee motivation. This support includes providing resources, developing skills, providing feedback, helping to solve problems, creating a positive work environment, and communicating effectively. When employees feel supported in their work, they are more motivated to achieve high performance and contribute maximally to organizational goals.

3. The Influence of Additional Employee Income on Employee Performance

Additional employee income affects employee performance, which means that the greater the (TPP) given, the more significant it is to the employee's performance. Employees who are satisfied with the proportional TPP value received will tend to be more responsible in their work and will have a positive impact on both individuals and the organization where the employee is located. As the theory presented by Yusliana et al. (2015) states that incentives must be balanced with the level of effort, contribution, and influence of employees and in line with the Malang Regency Government Regulations in 2019 and 2020 that the provision of TPP to employees is to improve employee performance in implementing bureaucratic reform,

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maintain work motivation, and improve discipline, as well as the welfare of ASN within the scope of the Malang Regency Government. The study found that TPP had a positive effect on improving employee performance.

4. The Influence of Instructional Leadership on Employee Performance

Instructional leadership affects employee performance, meaning that the higher the level of instructional leadership in an organization, the higher the employee performance. The indicator of instructional leadership that contributes the most is the leader's ability to manage the program. The leader's ability to manage the program has a direct impact on employee performance. By directing clear goals, planning and organizing effectively, coaching and developing employee skills, monitoring and evaluating performance, and providing support and motivation, leaders can create a supportive work atmosphere to achieve maximum performance. Employees who work under leaders who are competent in managing programs tend to be more productive, motivated, and high-performing.

5. The Influence of Employee Motivation on Employee Performance

Employee motivation has a significant effect on employee performance, meaning that the higher the level of motivation, the higher the employee performance will be. The indicator of employee motivation that contributes the most to improving employee performance is the calm attitude of employees as individuals in dealing with conflict. The calm attitude of employees when dealing with conflict shows skills that are relevant to the need for power in motivation theory. Individuals who can control their emotions and remain calm in conflict situations can influence and control situations effectively, lead well, influence coworkers positively, and maintain productivity and job satisfaction, which are the core of the need for power. This reflects the ability to use power constructively and beneficially for the organization or group that can contribute to improving individual and team performance and support the achievement of organizational goals. This statement is in line with the research of Saraswati et al. (2023), which states that motivation has a positive and significant influence on performance.

6. The Influence of Additional Employee Income and Instructional Leadership on Employee Performance through Employee Motivation

Additional Employee Income (TPP) affects employee performance through motivation, obtained a path coefficient of 0.396 with a significance value (p) of 0.00 ($p < 0.05$) so that it is stated that there is a significant influence, meaning that the higher the level of TPP provision has a significant effect on the higher performance of the employee, and indirectly will have a significant impact on the higher performance of the employee. The nature of the mediation produced from the test shows that motivation (Z) has a partial mediation nature on the influence of TPP (X_1) on performance. This is in line with the opinion of Newstrom (2015). The performance of an individual is the peak of ability and motivation. Effective results are realized when motivated employees are given incentives, either in the form of additional income, opportunities (such as adequate training to carry out tasks), or resources (such as the right tools to facilitate their work). Thus, there will be clear goals and knowledge about incentives to meet one's needs, which is a strong motivational stimulus that encourages employees to make an effort. When an employee shows productivity, and the organization recognizes it, then rewards will be given. If these rewards are in accordance with their nature, timing, and allocation, then the employees' original needs and drives will be satisfied (Newstrom, 2015). Incentives, as a means of motivation, can be given as a deliberate stimulus to arouse strong enthusiasm in employees so that they can excel in the organization (Sarwoto, 2011 in Ahmad et al., 2016). The desire to give maximum effort to achieve organizational goals is influenced by the extent to which these efforts can meet their personal needs (Robbins & Judge, 2023). TPP was found to improve the performance of civil servants through motivation in Dharmasraya Regency, West Sumatra, although they did not find any direct effect of TPP on performance (Tahir et al., 2023). This shows that increasing work motivation by providing TPP plays an important role in driving employee performance (Tahir et al., 2023). Providing TPP provides rewards and support to employees, which in turn increases their motivation. This makes employees more focused and committed to achieving the work results expected by the organization, thus supporting their improved performance. The level of motivation plays an important role in translating the TPP policy into increased employee performance.

Research by Saraswati et al. (2023) shows that when employees receive high compensation, their performance tends to grow, with work motivation acting as a factor that strengthens this effect. This implies that paying attention to employee motivational needs is very important to improve their performance in the workplace (Saraswati et al., 2023). These results indicate that work motivation can be driven by incentives, which ultimately improves performance. Quantitative survey research by Ambar S et al. (2021) on 41 employee respondents in the Malang Regency Population and Civil Registry Service also showed that TPP had a positive and significant effect on employee performance ($\beta=0.310$; $p < 0.05$). The results of Ambar S et al.'s research (2021) also showed that employees viewed TPP incentives positively. These findings indicate that providing TPP incentives can have a positive impact on employee performance, as noted in the average mean value for TPP of 3.65 (category "Good"). This indicates the importance of incentives in motivating employees and improving the overall performance of the organization (Ambar S et al., 2021). The study also found that motivation mediates the relationship between incentives and the performance of inpatient nurses at RSUD Labuang Baji Makassar (Andri et al., 2021).

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7. The Influence of Compensation on Employee Performance through Job Satisfaction

The influence between workplace bullying and performance through mental health is stated to have a significant positive impact, meaning that the higher the level of workplace bullying will have a substantial effect on the higher performance of the employee and indirectly will have a significant impact on the higher performance of the employee. The mediation properties resulting from the test show that mental health has imperfect mediation properties on the influence of workplace bullying on employee performance.

Employee performance consists of coefficients and efficiency in achieving goals so that the ratio of effective output to the input needed to achieve goals is called efficiency, where assessing various indications related to the work carried out by employees can be used to determine employee performance (Rozaq et al., 2023). In achieving a goal that an institution has set, both government institutions and corporate institutions or foundations, it must go through means in the form of an organization driven by a group of people who play an active role as actors. On the other hand, the actors of the organization or institution are humans who have differences in attitudes, behavior, motivation, education, abilities, and experiences between one individual and another. With these differences, each individual who performs activities in an organization has a different performance. Employees who have good mental health can maintain their performance, and employees with good mental health have psychological resilience in dealing with mental health disorders due to negative stimuli such as job insecurity and workplace bullying so that employee performance remains good.

IV. CONCLUSION

Based on the results of research on employee motivation as a mediating variable in the personnel and human resource development agency of Malang Regency: the impact of additional employee income and instructional leadership on employee performance, the following conclusions are drawn:

1. Additional employee income (TPP) and instructional leadership affect employee performance. This means that employee performance can be built through TPP, provided proportionally, and instructional leadership patterns can be applied appropriately.
2. Additional employee income (TPP) and instructional leadership influence Motivation, which means that TPP provided, accompanied by the implementation of appropriate instructional leadership, can increase employee motivation.
3. Motivation affects employee performance, which means that employees who feel motivated in their workplace tend to strive to improve their performance.
4. Additional employee income (TPP) and instructional leadership affect employee performance through employee motivation, meaning that providing high levels of ECP and instructional leadership will increase employee motivation, which will directly increase employee performance. Thus, Employee Compensation (ECP) and instructional leadership have a positive impact on employee performance by improving employee motivation. ECP increases extrinsic motivation through financial incentives and rewards, while instructional leadership increases intrinsic motivation through support, development, and the creation of a positive work environment. The combination of these two factors encourages employees to work harder, more efficiently, and achieve higher performance.

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