

## **Analysis of the Influence of Work Attitude on Leadership in the Regional Civil Service Agency of South Tapanuli Regency**

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### ABSTRACT

This study aims to analyze the influence of work attitudes on leadership in the Regional Civil Service Agency of South Tapanuli Regency. The method used is explanatory research with a quantitative approach. The sample totaled 36 employees taken in total sampling. The data was analyzed using Partial Least Square (PLS). The results showed that work attitude had a positive and significant effect on leadership with a coefficient value of 0.410, t-statistic of 2.816 (>1.96), and p-value of 0.005 (<0.05). Work attitude was able to explain 25.5% of leadership variations. The more positive the employee's work attitude, the more effective the leadership that is created. This study recommends that leaders pay attention to the formation of a positive work attitude through career assurance and a conducive work environment.

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## **INTRODUCTION**

In the dynamics of modern government organizations, the effectiveness of leadership is no longer solely seen from a person's structural authority, but from his ability to build strong psychological relationships with employees. Adaptive and transformational leadership is needed to respond to various bureaucratic challenges, especially in public service agencies such as the Regional Civil Service Agency (BKD). The Regional Civil Service Agency of South Tapanuli Regency as the spearhead of the management of the state civil apparatus in its region, is required to have leadership that is able to mobilize all potential employees. Nevertheless, leadership styles don't come in a vacuum; He is greatly influenced by the characteristics of subordinates, one of which is the work attitude of the employee himself. Therefore, understanding the extent to which work attitudes affect leadership is important, as the two are intertwined in forming a productive work ecosystem.

This phenomenon indicates a misalignment between the direction of the leadership and the psychological response of employees. It is in this context that work attitudes emerge as a key variable that not only directly affects performance, but also shapes perceptions and responses to leadership. Analysis of the influence of work attitudes on leadership becomes relevant to explain why certain leadership styles can be effective or even encounter obstacles.

Work attitude, as defined by (Agung et al., 2024), is a tendency for a person's statements – whether pleasant or not – that reflect his feelings about people, objects, or events in his work environment. This attitude is not innate, but the result of learning, experience, and social interaction in the workplace. The components of work attitudes include cognitive (belief), affective (emotional), and behavioral (action) aspects. When an employee has a positive work attitude – for example, feeling valued, loyal, and showing high discipline – he or she tends to respond to leadership directions with more enthusiasm. Conversely, negative attitudes such as apathy or resistance to change can weaken the authority and influence of the leader, making leadership less effective.

Leadership, according to (Kusumadewi et al., 2023) quoted in the thesis, is the process of influencing the activities of a person and group in order to achieve predetermined goals. Meanwhile, (Putra, 2015) adding that leadership involves the ability to foster cooperation, effectiveness, participation, delegation, and responsibility. In the context of the South Tapanuli BKD, leadership is expected to be able to be a bridge between regional policies and technical implementation in the field of personnel. However, preliminary findings suggest that not all leadership actions can provide complete satisfaction to subordinates; For example, there are still employees who feel that the leadership is too good so they are not firm in cracking down on work delays. This condition indicates that leadership does not stand alone, but is influenced by the characteristics and attitudes of subordinates.

The influence of work attitudes on leadership is dynamic and interactive, not unidirectional. Employees with positive work attitudes – such as high commitment, job satisfaction, and full engagement – tend to increase leader confidence. When a leader sees that his team has good motivation and loyalty,

he will be more confident in making strategic decisions. On the other hand, if the employee's work attitude is dominated by dissatisfaction and resistance, the leader will tend to adopt an authoritarian or even laissez-faire style that is counterproductive. Thus, work attitudes act as a catalyst that strengthens or weakens leadership effectiveness.

Furthermore, this study also reveals that work attitudes contribute to leadership through psychological mechanisms such as increased trust, encouragement towards transformational leadership, and the creation of a collaborative environment. Proactive and innovative employees tend to encourage leaders to adopt an empowering, rather than controlling leadership style. In the South Tapanuli BKD, this phenomenon can be seen from the presence of employees who still like to criticize their superiors' policies and uncontrolled emotions – indicating that a less positive work attitude can hinder leadership effectiveness. Therefore, efforts to improve employee work attitudes must be a serious concern for leaders in the environment.

This finding also bridges the research gap previously found in previous studies. Some research, such as (Purba, 2021), states that leadership has a significant effect on performance, but rarely flips perspective by examining how work attitudes affect leadership. This research actually shows that causality relationships can be bidirectional: good leaders can be formed because they are supported by subordinates who have a positive work attitude. This is a novelty of the analysis conducted at the South Tapanuli BKD, where work attitude is not only positioned as an independent variable for performance, but also as an important determinant for leadership quality.

From a human resource management perspective, the implications of these findings are very strategic. If work attitudes are proven to influence leadership, then investment in the formation of a positive work attitude through training, strengthening organizational culture, and a reward system is a step that cannot be ignored. The South Tapanuli BKD, with the main task of managing ASN, should be a pioneer in creating an ecosystem that supports the development of positive work attitudes. On the other hand, ignoring the aspect of work attitude means allowing the existing leadership potential to be suboptimal, even though structurally the leader already has full authority.

In addition, the influence of work attitude on leadership can also be observed from how employees respond to the existing bureaucratic system. In the thesis, it was stated that the bureaucratic system of administrative services at the South Tapanuli BKD was not optimal, and there were still employees who arrived late and went home before office hours. This kind of behavior reflects a lack of discipline in the work attitude, which ultimately forces the leader to expend more energy in the supervisory and rule-enforcement functions. As a result, leaders cannot fully focus on strategic tasks such as organizational development and service innovation. Thus, a poor work attitude indirectly reduces the space for transformational leadership.

As a closing of this introduction, an analysis of the influence of work attitude on leadership in the South Tapanuli Regency BKD offers a perspective that is often overlooked in the study of human resource management. Most

studies tend to position leadership as an independent variable that influences performance, without realizing that effective leadership is also the result of a positive attitude of subordinates. This research is expected to be the basis for a more holistic human resource development policy in the South Tapanuli Regency government.

## **THEORETICAL REVIEW**

### ***Definition of Work Attitude***

Work attitude (work attitude) is a psychological tendency that an individual learns and expresses in response to his or her work environment. According to (AULIA, 2023), work attitudes are essentially the tendency of a person's statements—both pleasant and unpleasant—that reflect how he feels about people, objects, or events in his environment. A similar opinion was expressed by (Agung et al., 2024) which states that work attitude is a learned tendency to respond consistently, both positively and negatively, to certain objects including work. Thus, work attitudes are not innate, but the result of experience, social interaction, and learning processes in the organization.

### ***Components of Work Attitude***

Work attitude has a structure consisting of three components that support each other. (V. N. Sari et al., 2019) explains that the three components are: (a) cognitive components, namely a person's beliefs, perceptions, and judgments of the object of attitude; (b) affective component, which concerns emotional feelings (likes or dislikes) towards the object; and (c) behavioral components, namely the tendency to act according to feelings and beliefs. Further, (Malayu, H. S. & Hasibuan, 2017) Adding that work attitudes are a collection of feelings, beliefs, and thoughts that people hold about how to behave today regarding work and the organization. These components work simultaneously to shape an individual's orientation towards work and the surrounding environment.

### ***Definition of Leadership***

Leadership is defined as the process of influencing the activities of a person or group in order to achieve predetermined goals. (Kusumadewi et al., 2023) Define leadership as a process of influencing the activities of a person and group in order to achieve predetermined goals. Meanwhile, (Tolu et al., 2021) stated that leadership is the ability and skills of a person who occupies a position as a leader of a work unit to influence the behavior of others, especially his subordinates, to think and act in such a way as to make a real contribution to the achievement of organizational goals. Effective leadership rests not only on formal authority, but also on the ability to build positive interpersonal relationships.

### ***The Relationship between Work Attitude and Leadership***

The relationship between work attitudes and leadership is dynamic and interactive. Employees' work attitudes can affect leadership effectiveness through various mechanisms. (Hui et al., 2007) mentioned that supervisory supervision and cooperation from colleagues—which are part of the work attitude—greatly affect the leadership climate. (Robbins & Coulter, 2005) It also

emphasizes that an effective leader needs to understand the attitudes of his subordinates because these attitudes determine how instructions and directions will be received. Further, (Sitorus & Siagian, 2023) Stating that leadership occurs through a process of directed communication, and that the process will run smoothly if the subordinates have a positive work attitude such as openness, loyalty, and willingness to cooperate. Thus, a positive work attitude not only improves individual performance, but also strengthens the moral authority and influence of leaders in the organization.

## **METHODOLOGY**

This study uses the type of explanatory research or explanatory research, which aims to analyze the causal relationship between independent variables (work attitudes) and dependent variables (leadership) (M. Sari et al., 2022). As stated by (Azhima & Affandy, 2022), explanatory research not only describes the phenomenon, but also explains the extent of the influence of one variable on another. The approach used is a quantitative approach with a survey method, because data is collected through questionnaires that are distributed to respondents. This research was carried out at the Regional Civil Service Agency of South Tapanuli Regency, which is located in the Government Office Complex, Jalan Prof. Lafran Pane, Dano Situmba, Sipirok District, South Tapanuli Regency.

The population in this study is all employees of the Regional Civil Service Agency of South Tapanuli Regency which totals 36 people, excluding the head of the agency and researchers. Given that the population is less than 100 people, the sample extraction technique used is total sampling, that is, the entire population is used as a research sample. This is in accordance with the opinion (Sugiyono, 2017) which states that if the number of subjects is less than 100, it is better to take them all as samples. Thus, the sample in this study amounted to 36 employees spread across the secretariat, the field of information procurement and development, the field of mutation and promotion, and the field of assessment and evaluation of ASN performance.

The operationalization of the research variables is compiled to provide operational definitions and measurement indicators. An independent variable is work attitude (X), which is the tendency of a person's statements that reflect their feelings towards the work environment. Work attitude indicators are adopted from (Ramadhani & Rinaldi, 2023), including: (1) working conditions, (2) supervisory supervision, (3) co-operation from colleagues, (4) opportunities for advancement, and (5) safety. The dependent variable is leadership (Y), which is a person's ability to influence others to achieve organizational goals. Leadership indicators are adopted from Sutrisno (2019:98), including: (1) the ability to foster cooperation and good relationships, (2) effectiveness, (3) participation, (4) the ability to delegate tasks, and (5) be responsible for the organization. All indicators were measured using the Likert scale with five alternative answers: Strongly Agree (score 5), Agree (4), Disagree (3), Disagree (2), and Strongly Disagree (1).

The data collection technique was carried out through a questionnaire that was distributed directly to all respondents. Before the questionnaire is used, a validity and reliability test is carried out to ensure that the instrument is suitable

for use. The validity test used confirmatory factor analysis with the criteria of outer loading  $\geq 0.70$  and Average Variance Extracted (AVE)  $\geq 0.50$ . The reliability test was measured with Cronbach's Alpha and Composite Reliability with a minimum value of 0.70. The data analysis technique used is Partial Least Square (PLS) with the help of SmartPLS 3.0 software. The analysis includes the evaluation of the measurement model (outer model) to test the validity and reliability, as well as the evaluation of the structural model (inner model) to test the hypothesis of the influence of work attitude on leadership. Hypothesis testing was performed by a bootstrapping resampling procedure to produce a t-statistical value, where the hypothesis is declared significant if the t-statistic  $> 1.96$  at a 95% confidence level ( $\alpha = 0.05$ ). In addition, the determination coefficient ( $R^2$ ) is used to find out how much variation in leadership can be explained by work attitudes.

## RESULTS

### *Respondent Characteristics*

The respondents in this study were all employees of the South Tapanuli Regency Regional Civil Service Agency which amounted to 36 people. Based on demographic data, the majority of respondents were aged 31–40 years old (36.1%), male (55.6%), had groups III/a–III/d (52.8%), and had a Bachelor's degree (55.6%). This characteristic shows that the respondents are of productive age with adequate educational qualifications, so that they are able to provide relevant assessments of work attitudes and leadership in their work environment.

### *Descriptive Analysis of Work Attitude and Leadership Variables*

#### *Respondents' Responses on Work Attitudes*

Work attitudes are measured by five indicators: working conditions, supervisory supervision, co-worker cooperation, opportunities for advancement, and security. The results of the descriptive analysis of the answers of 36 respondents are presented in Table 1 below.

Table 1. Respondent Response Frequency: Work Attitude Variable (X)

Item	STS (%)	TS (%)	KS (%)	S (%)	SS (%)	Mean
Physical and social environment affect work comfort	0,0	11,1	50,0	8,3	30,6	3,58
Supervisory supervision and attention of superiors affect attitudes and work morale	0,0	8,3	50,0	8,3	33,3	3,67
Cooperation with colleagues affects quality and achievement	2,8	5,6	50,0	8,3	33,3	3,64
Career security and old age are motivations in work attitudes	2,8	5,6	52,6	8,3	30,6	3,58

A sense of security and a maintained environment add to the peace of mind at work	0,0	5,6	19,4	8,3	38,9	3,81
Overall average						3,66

Source: Primary Data processed, 2025

Based on Table 1, the highest mean value is found in the indicator of security (3.81) and the lowest in the indicator of working conditions and career security (3.58). The overall average of 3.66 is in the **high category** (range 3.40–4.19), which means employees have a positive work attitude towards the environment and superiors.

### *Respondents' Responses on Leadership*

Leadership is measured by five indicators: cooperation, effectiveness, participation, delegation, and responsibility. The results of the descriptive analysis are presented in Table 2.

Table 2. Frequency of Respondents' Answers Leadership Variables (Z)

Item	STS (%)	TS (%)	KS (%)	S (%)	SS (%)	Mean
Ability to build cooperation and good relationships	0,0	0,0	44,4	8,3	47,2	4,03
Ability to complete tasks beyond ability	0,0	0,0	44,4	8,3	47,2	4,03
Deliberative decision-making with employees	0,0	0,0	44,4	8,3	47,2	4,03
Willing to put the interests of the organization first	0,0	8,3	41,7	8,3	41,7	3,83
Provide decision-making guidance and training	0,0	11,1	36,1	11,1	41,7	3,83
Overall average						3,95

Source: Primary Data processed, 2025

The mean value of leadership ranges from 3.83–4.03 with an average of 3.95 (**high category**). The indicators of cooperation, effectiveness, and participation received the highest score (4.03), indicating that employees rated the leader as quite good in building relationships, completing tasks, and involving subordinates in decision-making.

### **Instrument Validity and Reliability Test**

Before testing the hypothesis, a convergent validity and reliability test was carried out on indicators of work attitude and leadership. The results are presented in Table 3.

Table 3. Validity and Reliability Test Results

Variabel	Outer Loading (range)	AVE	Cronbach's Alpha	Composite Reliability
Work Attitude	0,918 – 0,942	0,858	0,959	0,968
Leadership	0,841 – 0,955	0,831	0,949	0,961

Source: Primary Data processed, 2025

All indicators have an *outer loading* > 0.70, *AVE* > 0.50, *Cronbach's Alpha* > 0.70, and *Composite Reliability* > 0.70. This shows that the research instrument is valid and reliable for measuring work attitudes and leadership.

#### *Hypothesis Test: The Influence of Work Attitude on Leadership*

Hypothesis testing was carried out by *Partial Least Square* (PLS) analysis using a *bootstrapping* procedure. The hypothesis tested is: H1: Work attitude has a significant effect on leadership. The test results are presented in Table 4.

Table 4. Path Coefficients (Direct Effect) Test Results of Work Attitude → Leadership

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Attitude → Leadership	0.410	0.413	0.146	2,816	<b>0.005</b>

Source: Primary Data processed, 2025

Based on Table 4, the value of the path coefficient (*original sample*) of 0.410 was obtained which was positive. T-value = 2.816 > 1.96 and P-value = 0.005 < 0.05. Thus, H1 is accepted, meaning that the work attitude has a positive and significant effect on the leadership at the South Tapanuli Regency Regional Civil Service Agency.

#### *Coefficient of Determination (R-Square)*

The R-square values for the leadership variables are presented in Table 5.

Table 5. Results of R-Square Values of Leadership Variables

Variable endogenous	R Square	R Square Adjusted
Leadership	0,255	0,209

Source: Primary Data processed, 2025

An R-square value of 0.255 indicates that work attitudes are able to explain 25.5% of leadership variations, while the rest (74.5%) is explained by other variables outside of this research model (such as job characteristics, organizational culture, work experience, etc.). Although not dominant, this influence remains statistically significant.

## DISCUSSION

Based on the results of the data analysis that has been presented in the previous section, it was found that work attitude has a positive and significant effect on leadership in the Regional Civil Service Agency of South Tapanuli Regency. The path coefficient value of 0.410 with a T-statistic of 2.816 ( $> 1.96$ ) and a P-value of 0.005 ( $< 0.05$ ) confirmed that the first hypothesis (H1) in this study was accepted. These findings provide empirical evidence that the more positive the employee's work attitude, the more effective the leadership created in the organization.

The R-square value of 0.255 indicates that work attitude is able to explain 25.5% of the variation that occurs in the leadership variable. Although this figure is classified as weak to moderate according to the criteria of Hair et al. (2019), statistically this influence is still significant. This means that there are still 74.5% of other factors outside of work attitudes that also affect leadership, such as work characteristics, organizational culture, work experience, and other situational factors. This actually opens up space for further research to explore other variables that contribute to leadership effectiveness.

Before delving into the causal relationship between the two variables, it is important to understand the profile of each variable based on employee perception. The results of the descriptive analysis showed that the work attitude of employees was in the high category with an overall average score of 3.66 (on a scale of 1-5). The highest indicator was "sense of security and a well-maintained environment" (mean 3.81), followed by "supervisory supervision and attention" (mean 3.67). These findings indicate that South Tapanuli Regency BKD employees generally feel physically and psychologically safe in the work environment, and appreciate the attention given by their superiors.

(Subakti, 2013) defines work attitude as a person's attitude towards his work that reflects his pleasant and unpleasant experiences in his work as well as his expectations for future experiences. In this context, employees' high perception of security suggests that their work experience tends to be enjoyable, which in turn forms a positive work attitude. This is in line with the theory (Ramadhani & Rinaldi, 2023) which states that safety and working conditions are important indicators in shaping work attitudes.

Meanwhile, The leadership variable is also in the high category with an average of 3.95. The indicators of cooperation, effectiveness, and participation received the highest score (4.03), indicating that employees assessed that the leader was able to foster good relationships, complete tasks beyond routine abilities, and involve subordinates in deliberative decision-making. These findings are relevant to the characteristics of participatory leadership put forward by (Kusumadewi et al., 2023) as one of the indicators of effective leadership.

The results of this study reinforce the theory that Work attitudes and leadership have a dynamic and interactive relationship, is not a one-way relationship in which leadership is always an independent variable. (Rahmadana et al., 2020) states that leadership is the process of influencing interpersonal through targeted communication to achieve goals. This communication process

will run smoothly if subordinates have a positive work attitude such as openness, loyalty, and willingness to cooperate.

More specifically, these findings can be explained through three theoretical mechanisms. *First*, a positive work attitude increases the confidence of leaders. When leaders see that their team has high commitment, satisfaction, and motivation, this can increase the leader's confidence in their ability to lead. (Haryanti, 2008) in theory *Leader-Member Exchange* (LMX) emphasized that the quality of the relationship between leaders and subordinates is greatly influenced by positive perceptions from both sides.

*Second*, a proactive work attitude encourages transformational leadership. Employees who demonstrate initiative, collaboration, and innovation are more likely to encourage leaders to adopt an empowering leadership style. The results showed that the indicator of "opportunity to use initiative" in the work characteristics variable had a fairly high mean value (3.61), which indicated that employees had room to take initiative. This condition encourages leaders to be more participatory rather than authoritarian.

*Third*, a collaborative work attitude creates an environment conducive to effective leadership. The indicator of "cooperation from colleagues" in this study had a mean value of 3.64, indicating that the relationship between employees was quite harmonious. This supportive environment allows leaders to focus on collaboration and open communication, instead of having to manage conflict or dissatisfaction constantly.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion, it can be concluded that work attitude has a positive and significant effect on leadership at the South Tapanuli Regency Regional Civil Service Agency. This is evidenced by the path coefficient value of 0.410, T-statistic of 2.816 ( $>1.96$ ), and P-value of 0.005 ( $<0.05$ ). Work attitude was able to explain 25.5% of the variation in leadership, the rest was influenced by other factors. The more positive the employee's work attitude – which is reflected in a sense of security, cooperation, and a good perception of supervision – the more effective the leadership will become. These findings confirm that leadership is not only influenced by the leader's abilities, but also by the positive attitude of subordinates. Therefore, leaders need to pay attention to the formation of employee work attitudes through career guarantees, comfortable work environments, and strengthening participatory communication to increase leadership effectiveness in a sustainable manner.

## FURTHER STUDY

Future research is expected to deepen the analysis by incorporating additional variables that may influence leadership effectiveness, such as organizational culture, communication patterns, employee motivation, emotional intelligence, and work discipline within public sector institutions. Further studies are also recommended to involve broader samples across different regional government agencies to improve the generalizability of findings and allow comparative institutional analysis. In addition, the use of mixed-method approaches combining quantitative and qualitative techniques is

suggested to provide a more comprehensive understanding of how work attitudes shape leadership behavior and organizational performance in the public service sector.

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