

The Influence of Leadership Style and Job Characteristics on Employee Performance of Sritina Primary Inpatient Clinic

Ririn Uke Saraswati ^{1*}, Soedjatmoko ², Suripto Moh. Zulkifli ³, Fenika Bunga Prawida Suwanto ⁴
^{1*,2,3,4} Management Study Program, Sekolah Tinggi Ilmu Ekonomi Ekadharma Indonesia, Bekasi Regency, West Java Province, Indonesia

Email: ririnukesaras@gmail.com ^{1*}, soedjatmoko88@gmail.com ², smz@ekadharma.ac.id ³,
fenikabunga441@gmail.com ⁴

Article history:

Received January 4, 2025

Revised February 22, 2025

Accepted April 10, 2025

Abstract

The purpose of this study is to investigate the partial and simultaneous effects of leadership style and job characteristics on employee performance. The high number of employee turnover at Sritina Inpatient Primary Clinic indicates that there is a problem with employee performance. This study collected data through questionnaires and used a quantitative associative analysis approach. The questionnaire was given to 56 respondents with validity, reliability, and normality tests used to process the data. Data analysis using multiple linear regression analysis, test, partial t test, and simultaneous f test. The results showed that the results of the t test (partial) leadership style had no impact on employee performance, the significance value of 0.381 was greater than 0.05, and the effect of t count 0.884 was less than t table 2.005. Job characteristics have no effect on employee performance with a significance value of 0.449 > 0.05 and the effect of t count -0.762 < t table 2.005. However, the findings of the F test simultaneously show that leadership style and job characteristics have a significant and positive effect on employee performance, with a significant value of 0.00 < 0.05, and the impact of F count 10.989 is greater than F table 3.17. This research shows that employees of Sritina Primary Inpatient Clinic can significantly improve their performance by applying effective leadership styles and good job characteristics.

Keywords:

Leadership Style; Job Characteritic; Employee Performance.

1. INTRODUCTION

A clinic is a healthcare facility that provides a range of basic medical services, including doctor consultations, health check-ups, minor medications, and other medical services, including hospitalization. Given that the quality of health services is highly dependent on the skills of employees, human resources are an important and valuable element for clinics. Sritina Inpatient Primary Clinic, located in Cikarang, Bekasi Regency, acts as one of the health service providers for the community. However, according to observations and interviews with the clinic's HR manager, high employee turnover has been a major problem for the clinic in the past year. At the beginning of January 2023, the number of employees was 65, but currently there are only 56 employees left. This certainly has an impact on the stability of the team and the quality of service to patients. Data related to employee turnover in 2023 (Table 1).

Table 1. Employee In and Out List 2023

Month	Out	In	Reason of leaving
January	1	1	Non onforming work
February	1	1	Working hours are not suitable
March	1	1	No reason

April	2	1	No reason
May	-	-	-
June	-	-	-
July	1	1	No reason
August	-	-	-
September	1	-	No reason
October	-	-	-
November	1	1	No reason
December	1	1	No reason
Total	9	7	-

(Source: Staffing data, 2023)

Table 1 shows that in 2023, there was employee turnover with 9 people leaving and 7 people joining during the same period. Employee turnover, or turnover, is the phenomenon whereby individuals join or leave a company, either of their own accord or due to a decision on the part of the company. Acceptable turnover rates vary between companies and are influenced by various factors, such as industry sector, type of work, company size, as well as other factors. Sritina Primary Inpatient Clinic sets an annual turnover tolerance limit of 5%, in accordance with the company's policies.

To measure the employee turnover rate, first calculate the total number of employees who left the company in one year, then divide by the average number of employees during that period, then the result is multiplied by 100 percent. The average number of employees that year can also be calculated by adding the number of employees at the beginning and end of that year, then dividing by two. Based on staffing data in 2023, the number of employees of the Sritina Inpatient Clinic at the beginning of the period was 65 employees and the end of the period was 56 employees and then divided by 2, the average number of employees was 60.5. So, it can be calculated that the turnover rate at the Sritina Inpatient Clinic in 2023 is 14.9%. This number shows an increase in the standard value of tolerance owned by the Sritina Inpatient Clinic. High employee turnover can have a negative impact on employee performance in an organization. High turnover leads to frequent staff turnover which can disrupt work continuity and reduce collective experience within the team. In addition, the process of recruiting and training new employees requires time and resources that can distract from the main focus of delivering quality services. Because of this, understanding the various factors that contribute to employee performance is crucial, including leadership style and job characteristics.

A good leader can drive the team to achieve company goals. (Gunawan et al., 2022) found that leadership is effective in improving employee performance at PT XYZ Bandung, while (Yanti et al., 2022) at Felousa Trimedika Indonesia did not find a significant effect.

Apart from leadership, clear tasks also affect performance (Astutik & Priantono, 2020). The study (Sapitri & Mahayasa, 2022) shows that job characteristics have an impact on performance at BPKAD Denpasar. In line with research (Purnama et al., 2019). However, the study (Ladita et al., 2024) did not find this relationship at FISIP Brawijaya University.

Research by (Saelendra et al., 2023) shows that the performance of PT Elnusa Petrofin Bengkulu employees is influenced by charismatic leadership style, individual traits, and job characteristics. In line with (Hatman, 2020) revealed that the quality of staff leadership affects the quality of work at the Central Lampung District Health Office. The differences in previous research indicate that these variables not only interact with each other, but are also influenced by the specific context of each organization. Therefore, it is important to know how leadership styles and work characteristics at the Sritina Pratama Inpatient Clinic can directly affect employee performance both partially and simultaneously.

1.1. Leadership Style

Leadership strategy is an important thing used by management to create a better work environment that encourages workers to improve their performance (Soedjatmoko et al., 2024). Basically, leadership reflects the way a leader guides his team. This leadership style also includes the way leaders influence their members to follow the plans and rules that have been set (Widodo, 2022).

Based on the authority and power he has to carry out management functions, a leader can use leadership styles to motivate and direct his subordinates to complete tasks (Saelendra et al., 2023). Leadership style reflects how a leader behaves, communicates, and establishes relationships with his team members, with the main objective of motivating, directing, and managing so that each task can be completed optimally.

Andiwilaga (2018: 66) reveals that each organization can apply various leadership styles according to its needs. The democratic style allows employees to participate in decision making, thus creating a more collaborative work atmosphere. Meanwhile, authoritarian leadership requires leaders to make their own

decisions and subordinates must obey them, effective in certain conditions but can reduce morale. On the other hand, the Laissez-Faire style gives employees complete freedom to make their own decisions, which can encourage innovation but potentially lead to uncertainty without the leader's direction (Masrohatin et al., 2023).

1.2. Job Characteristics

In addition to leadership factors, job characteristics also play an important role in influencing how employees accomplish their tasks. Employees tend to feel more satisfied and more productive when the work they do provides challenges that match their abilities and allow them to grow. Job characteristics include various indicator elements including: (1) Skill Diversity, which is the more variety of skills used, the more interesting a job is (2) Task Identity, which is the identity of the task that allows employees to carry out the job completely (3) Task meaning, which is an important task that refers to how much impact the job has on others, as perceived by the community (4) Autonomy, which is a job characteristic that provides certain policies and control for employees and (5) Feedback, which refers to information that informs employees about how well work performance has been achieved during work (Ramdhani & Sridadi, 2020).

1.3. Employee Performance

Employee performance is a measure of how far an employee is able to achieve company goals and criteria, including capacity, expertise, and work results shown when performing duties and responsibilities at work (Saraswati & Zulkifli, 2023). Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Sapar, 2022).

According to (Kasmir, 2019) performance is defined as the results and work behavior shown when completing tasks and responsibilities within a certain period of time, be it daily, weekly or even monthly targets. Therefore, good performance is the result of work obtained legally, morally, and ethically, and is able to support the achievement of organizational goals in accordance with the authority and responsibilities of each individual or group in the organization (Saraswati & Amin, 2024). Employee performance is the result and real contribution of the implementation of duties and responsibilities according to organizational goals. Performance can be measured through an assessment of efficiency, quality, goal achievement, and effectiveness (Efanandosa & Iskandar, 2024).

From the above opinion, it can be concluded that the success of an organization is influenced by the performance of its employees. Therefore, every organization or company will try to improve the performance of its employees to achieve organizational goals. Among the indicators of employee performance are (1) Work quality, which is how well an employee does what they are supposed to do; and (2) Work quantity, which is how long an employee works in one day, which can be measured from the work speed of each employee (3) Task execution is how far employees are able to complete tasks precisely and accurately (4) Responsibility for work is the awareness of employees that they must complete the work given by the company. (Holid & Meilan, 2018).

2. RESEARCH METHOD

The object of this research is the Sritina Inpatient Primary Clinic located on Jalan Raya Imam Bonjol, Telagamurni, West Cikarang, Bekasi Regency. The research population includes all 56 employees of the Sritina Primary Inpatient Clinic. This research uses quantitative methods with an associative approach. The saturated sampling technique was chosen because the entire population was sampled. The independent variables in this study are leadership style (X1) and job characteristics (X2), while employee performance (Y) is the dependent variable.

Primary data were collected through the distribution of questionnaires, while secondary data were obtained from existing staffing data at the clinic. Data analysis included validity and reliability tests, classical assumption tests, and multiple linear regression tests. Furthermore, the t test, f test, and calculation of the coefficient of determination were carried out using SPSS version 26 statistical software.

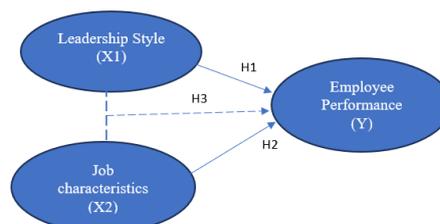


Figure 1. Conceptual Model

The hypotheses in this study are:

H1: Leadership Style (X1) has a positive and significant influence on Employee Performance (Y).

H2: Job Characteristics (X2) has a positive and significant effect on Employee Performance (Y).

H3: Leadership Style (X1) and Work Characteristics (X2) have a positive and significant effect on Employee Performance (Y).

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Respondent Description

Table 2 presents respondent data including gender, age, education level, length of employment, and position in the job.

Valid	Frequence	%
Gender		
Male	18	32,1%
Female	38	67,9%
Age		
18-25	24	42,9%
26-30	17	30,4%
> 30	15	26,8%
Education		
High school equivalent	30	53,6%
Diploma (D1/D2/D3)	16	28,6%
Bachelor (S1)	10	17,9%
Length of employment		
< 1 year	13	23,2%
2-3 years	20	35,7%
4-5 years	10	17,9%
> 5 years	13	23,2%
Position in the job		
Executive	36	64,3%
Staff	14	25,0%
Head of Unit	6	10,7%

Table 2 shows that 67.9% of respondents at Sritina Primary Inpatient Clinic were female. The majority were aged 18-25 years (42.9%) with high school education (53.6%). A total of 35.7% had 2-3 years of service. The most common position was executor (64.3%), followed by staff (25%) and head of unit (10.7%).

3.1.2. Validity and Reliability Test

The validity test, based on (Sugiyono, 2021) is used to measure the validity of the questionnaire. The questionnaire is considered valid if the calculated r value is greater than the r table, and the significance value is below 0.05. The r table value is calculated with degrees of freedom (df) = n - 2, at a probability of 0.05 for a two-way test. This questionnaire consists of 45 statements for all variables. The test was conducted on 30 respondents (r table = 3.67) Furthermore, the reliability test aims to ensure that the questionnaire is reliable as a variable measuring tool. Reliability criteria are met if the Cronbach's Alpha (α) value exceeds 0.60. The complete results of these two tests are presented in table 3.

No	Indicator	R Table	R Count	Significance	Cronbach'sAlpha	Descriptions
Leadership Style (X1)						
1	X1.1	0,3673	0,831	0,00	0,908 > 0.60	Valid and Reliabel
	X1.2	0,3673	0,637	0,00		Valid and Reliabel
	X1.3	0,3673	0,809	0,00		Valid and Reliabel
	X1.4	0,3673	0,56	0,00		Valid and Reliabel
	X1.5	0,3673	0,809	0,00		Valid and Reliabel

	X1.6	0,3673	0,637	0,00		Valid and Reliabel
	X1.7	0,3673	0,804	0,00		Valid and Reliabel
	X1.8	0,3673	0,604	0,00		Valid and Reliabel
	X1.9	0,3673	0,575	0,001		Valid and Reliabel
	X1.10	0,3673	0,536	0,002		Valid and Reliabel
	X1.11	0,3673	0,508	0,004		Valid and Reliabel
	X1.12	0,3673	0,716	0,00		Valid and Reliabel
	X1.13	0,3673	0,675	0,00		Valid and Reliabel
	X1.14	0,3673	0,637	0,00		Valid and Reliabel
	X1.15	0,3673	0,571	0,001		Valid and Reliabel
Job Characteristic (X2)						
	X2.1	0,3673	0,831	0,00		Valid and Reliabel
	X2.2	0,3673	0,637	0,00		Valid and Reliabel
	X2.3	0,3673	0,809	0,00		Valid and Reliabel
	X2.4	0,3673	0,56	0,00		Valid and Reliabel
	X2.5	0,3673	0,809	0,00		Valid and Reliabel
	X2.6	0,3673	0,637	0,00		Valid and Reliabel
	X2.7	0,3673	0,804	0,00		Valid and Reliabel
2	X2.8	0,3673	0,604	0,00	0,908 > 0,60	Valid and Reliabel
	X2.9	0,3673	0,575	0,001		Valid and Reliabel
	X2.10	0,3673	0,536	0,002		Valid and Reliabel
	X2.11	0,3673	0,508	0,004		Valid and Reliabel
	X2.12	0,3673	0,716	0,00		Valid and Reliabel
	X2.13	0,3673	0,675	0,00		Valid and Reliabel
	X2.14	0,3673	0,637	0,00		Valid and Reliabel
	X2.15	0,3673	0,571	0,001		Valid and Reliabel
Employee Performance (Y)						
	Y.1	0,3673	0,649	0,00		Valid and Reliabel
	Y.2	0,3673	0,708	0,00		Valid and Reliabel
	Y.3	0,3673	0,844	0,00		Valid and Reliabel
	Y.4	0,3673	0,751	0,00		Valid and Reliabel
	Y.5	0,3673	0,715	0,00		Valid and Reliabel
	Y.6	0,3673	0,547	0,002		Valid and Reliabel
	Y.7	0,3673	0,554	0,001		Valid and Reliabel
3	Y.8	0,3673	0,533	0,002	0,911 > 0,60	Valid and Reliabel
	Y.9	0,3673	0,579	0,001		Valid and Reliabel
	Y.10	0,3673	0,545	0,002		Valid and Reliabel
	Y.11	0,3673	0,649	0,00		Valid and Reliabel
	Y.12	0,3673	0,708	0,00		Valid and Reliabel
	Y.13	0,3673	0,844	0,00		Valid and Reliabel
	Y.14	0,3673	0,751	0,00		Valid and Reliabel
	Y.15	0,3673	0,715	0,00		Valid and Reliabel

All variables in table 3 are valid because r count exceeds r table (0.367) and the significance is above 0.05. The Cronbach's Alpha value above 0.60 indicates that the variable is reliable.

3.1.3. Normality Test (Kolmogrov Smirnov)

The normality test is carried out to ensure that the normality assumption is met on the dependent, independent, or both variables. This study uses the Kolmogorov-Smirnov test. The test results are considered to fulfill the assumption of normality if the Kolmogorov-Smirnov value obtained is greater than 0.05, which indicates that the residual data is normally distributed.

Table 4. Kolmogorov-Smirnov Test Results
One-Sample Kolmogorov-Smirnov Test

		N	Unstandardized Residual
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.038.486.027
Most Extreme Differences	Absolute		.086
	Positive		.086
	Negative		-.057
		Test Statistic	.086
		Asymp. Sig. (2-tailed)	.200 ^{c,d}

Table 4 records a Kolmogorov-Smirnov test value of 0.200, exceeding 0.05, indicating normal data and valid regression.

3.1.4. Multiple Linear Regression Analysis Test

The statistical method of multiple linear regression analysis is used to evaluate how two or more independent variables affect one dependent variable. This research uses this analysis to understand the extent to which leadership style (X1) and job characteristics (X2) affect employee performance (Y).

Table 5. Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	48.588	7.045		6.897	.000
Leadership Style	1.580	.000	.126	.884	.381
Job Characteristic	-1.826	.000	-.108	-.762	.449

a. Dependent Variable: Employee Performance

In Table 5, the regression formula is obtained: $Y = 48.588 + 1.580 X1 - 1.826 X2 + e$. The explanation of each coefficient is as follows:

- a. The constant 48.588 means that if X1 and X2 are zero, then Y remains the same value.
- b. The X1 coefficient (1.580) indicates that a one-unit increase in X1 increases Y by 1.580, with X2 constant.
- c. The X2 coefficient (-1.826) indicates that each one-unit increase in X2 decreases Y by 1.826, with X1 unchanged.

3.1.5. T-test

The effect of the independent variable on the dependent variable can be analyzed with a t-test. If the significance is below 0.05, the difference is significant. This study recorded a t-value of 1.674. The hypothesis is accepted if $\alpha < 0.05$ and rejected if > 0.05 . The test results can be seen in table 6.

Table 6. T test results
Coefficients^a

Model	t	Sig.
1 (Constant)	6.897	.000
Leadership Style	.884	.381
Job Characteristic	-.762	.449

a. Dependent Variable: Employee Performance

Based on Table 6, the t test results are as follows:

- a. Leadership Style (X1). Based on the t test results, the effect of leadership style on employee performance shows the t value (0.884) is smaller than the t table (1.674) and the significance value (0.381) is greater than 0.05. Thus, H0 is accepted and H1 is rejected, which means that leadership style does not have a significant effect on employee performance. Thus, H0 is accepted and H1 is rejected, which means that leadership style has no significant effect on employee performance.

b. Job Characteristics (X2). The t test results show that job characteristics have no significant effect on employee performance. This is based on the calculated t value of 0.762 which is smaller than the t table of 1.674, as well as a significance value of 0.449 which is greater than 0.05. Thus, the null hypothesis (H0) is accepted, and the alternative hypothesis (H2) is rejected.

3.1.6. F-test

The F test (simultaneous test) is used to determine whether the independent variables jointly affect the dependent variable, as well as test the feasibility of the regression model in the study.

Table 7. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.364	2	110.682	10.989	.000 ^b
	Residual	5.931.493	53	111.915		
	Total	6.152.857	55			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Characteristic, Leadership Style

The results of the F test (simultaneous) in table 7 show that leadership style and job characteristics together have a significant effect on employee performance. This conclusion is based on a significance value of 0.000 which is less than 0.05, and a calculated F value of 10.989 which is greater than F table 3.17. Since the significance value is less than 0.05, the null hypothesis (H0) is rejected, and the alternative hypothesis (H3) is accepted.

3.1.7. Determination Coefficient Test

The coefficient of determination (R²) is used to measure the impact of independent factors on the dependent variable.

Table 8. Test Results Coefficient of determination (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.731	105.789

a. Predictors: (Constant), Job Characteristic, Leadership Style

The R² test results show 73.1% employee influence by leadership and job characteristics, while 26.9% comes from other factors outside this study.

3.2. Discussion

3.2.1. The Effect of Leadership Style on Employee Performance

Based on the results of the T test Hypothesis 1 of this study is that leadership style has no significant impact on employee performance at the Sritina Inpatient Primary Clinic. The regression coefficient of the Leadership Style variable is positive 1.580 with a significance value or p value of 0.381 (greater than 0.05) and a calculated t value of 0.884 (less than t table 1.674) The results of this test indicate that H1 is rejected. Although the regression coefficient of the leadership style variable of 1.580 shows a positive relationship direction, the relationship is statistically insignificant. This indicates that the leadership style at the Sritina Primary Inpatient Clinic does not have a strong enough impact to influence employee performance as research conducted by (Yanti et al., 2022).

3.2.2. Effect of Job Characteristics on Employee Performance

Based on the results of the T test Hypothesis 2 of this study is that job characteristics do not affect employee performance at the Sritina Primary Inpatient Clinic. With a significance value or p value of 0.449 (greater than 0.05) and a calculated t value of 0.762 (less than t table 1.674), the analysis results show that the Job Characteristic variable has no significant effect on the Employee Performance variable. The results of this test are in line with research conducted by (Setyawan & Harahap, 2019) and research from (Ladita et al., 2024). The regression coefficient of the job characteristics variable is negative at -1.826 which indicates the opposite direction of the relationship, although the relationship is not statistically significant. This shows that job characteristics at the Sritina Primary Inpatient Clinic do not have a significant effect on employee performance. Other factors, such as intrinsic motivation, work environment, or organizational policies, may be more dominant in influencing employee performance. The negative coefficient may also reflect that

current job characteristics may not be perceived as appropriate or supportive of employee needs, and thus need to be re-evaluated to improve their impact on performance.

3.2.3. The Effect of Leadership Style and Job Characteristics on Employee Performance

Hypothesis 3 of the F test results shows that the leadership style and job characteristics variables jointly affect the employee performance variable at the Sritina Primary Inpatient Clinic with a significance value of 0.000 (less than 0.05). The calculated f value is $10.989 > f_{table} 3.17$ so it can be concluded that H_0 is rejected and H_3 is accepted. This indicates that although partially the two variables do not have a significant effect on employee performance, simultaneously both are able to have a significant impact. This means that leadership style and job characteristics complement each other in influencing employee performance. This finding shows the importance of a holistic approach in human resource management, where an effective leadership style needs to be supported by appropriate job characteristics to create an optimal work environment. In line with research conducted by (Saelendra et al., 2023) and (Hatman, 2020).

4. CONCLUSION

The results showed that leadership style and job characteristics partially had no effect on employee performance but both variables simultaneously had a positive and significant effect on employee performance at the Sritina Primary Inpatient Clinic.

From the results of this study, some suggestions that can be applied by the Sritina Pratama Inpatient Clinic are: (1) Conduct regular performance evaluations such as quarterly or semesterly evaluations to measure employee performance while assessing the effectiveness of their leadership style and job design. Evaluations can be conducted through surveys/feedback and the results of these evaluations can be used to reward or make improvements. (2) Build a collaborative work culture by organizing inter-professional experience sharing sessions to improve cooperation between divisions. (3) Implement a performance-based reward system. Leaders can give awards to employees who show the best performance, both individually and in teams, such as monthly awards for the most productive employees so as to motivate other employees to work better.

This study has several limitations including (1) Limited location coverage because this research was only conducted at the Sritina Inpatient Primary Clinic, so the results cannot be generalized to other clinics with different organizational characteristics. (2) The research variables only focus on the influence of leadership style and job characteristics. Other factors that can also affect employee performance, such as work motivation, organizational culture, or work welfare, were not analyzed in this study. (3) The research time is limited so that it cannot measure the long-term impact of leadership styles and job characteristics on employee performance. Based on this study, several suggestions can be used for further research, namely (1) Expanding the scope of research locations by involving other clinics or health institutions to get broader and more general results. (2) Adding other variables in the study such as work motivation, organizational culture, or job satisfaction level, to provide a more comprehensive picture.

By paying attention to these recommendations, it is hoped that the Sritina Primary Inpatient Clinic can continue to develop better human resource management strategies so that with increased employee performance, services to patients can run more optimally and be able to encourage the achievement of overall clinic goals.

ACKNOWLEDGEMENTS

The researcher appreciates all those who have contributed to “The Effect of Leadership Style and Job Characteristics on Employee Performance at the Sritina Primary Inpatient Clinic.” The researcher would also like to thank the Sritina Primary Inpatient Clinic and LPPM STIE Ekadharma Indonesia for their assistance in this research.

REFERENCES

- Astutik, M., & Priantono, S. (2020). Pengaruh Karakteristik Pekerjaan Terhadap Kinerja Karyawan dan Kepuasan Kerja Dengan Variabel Moderator Budaya Kerja Pada Badan Keswadayaan Masyarakat (BKM) di Kota Probolinggo. *JURNAL MANAJEMEN*, 17(1), 81–97.
- Efanandosa, E., & Iskandar, H. (2024). Analisis Fasilitas Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Di Hotel Le Meridien Jakarta. *Management Studies and Entrepreneurship Journal (MSEJ)*, 5(2), 7585–7597.

- Gunawan, L., Alifia, F., & Adji, W. H. (2022). Pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan pada PT. XYZ Bandung. *Ekonomis: Journal of Economics and Business*, 6(1).
- Hatman. (2020). Pengaruh Gaya Kepemimpinan Dan Karakteristik Pegawai Terhadap Kinerja Pegawai Pada Dinas Kesehatan Lampung Tengah. *Jurnal Simplex*, 5(3), 248–253.
- Holid, A., & Meilan, R. I. (2018). Pengaruh Lingkungan Kerjasosial Terhadap Kinerja Karyawan Direktorat Akademik di Sebuah Perguruan Tinggi Di Indonesia. *JURNAL PENDIDIKAN MANAJEMEN PERKANTORAN*, 3(1), 54–62.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktik) (Edisi ke-. 5)*. PT Raja Grafindo Persada.
- Ladita, S., Survival, S., & Anam, C. (2024). The Influence of Job Characteristics on Organizational Citizenship Behaviour and Job Engagement and Its Implications for Employee Performance. *EPaperBisnis: International Journal of Entrepreneurship and Management*, 1(2), 01–13. <https://doi.org/10.61132/epaperbisnis.v1i2.17>
- Masrohatin, S., Isabella, A. F. U., & Salsabilla, Y. H. (2023). Gaya Kepemimpinan Dalam Meningkatkan Kinerja Karyawan Pada PT.BankMandiri (Persero) MicroBanking Cluster Jember1. *JurnalEkonomidanKeuanganIslam*, 5(1), 23–30. <https://doi.org/10.62097/al-tsaman.v5i01.1286>
- Purnama, S. W., Nasution, H., & Absah, Y. (2019). Effect of Leadership Style, Compensation and Job Characteristics through Motivation on Employee Performance in Kebun Tanah Raja PT. Perkebunan *International Journal of ...*, 6(October), 289–298.
- Ramdhani, D. A., & Sridadi, A. R. (2020). Pengaruh Karakteristik Pekerjaan Dan Karakteristik Individu Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Mediasi Pada Unit Bisnis Commercial Banking Bank Y Surabaya. *Competence: Journal of Management Studies*, 13(2), 73–98. <https://doi.org/10.21107/kompetensi.v13i2.6827>
- Saelendra, D., Syofian, & Waliamin, J. (2023). Pengaruh Gaya Kepemimpinan Karismatik, Karakteristik Individu, dan Karakteristik Pekerjaan Terhadap Kinerja Karyawan PT. Elnusa Petrofin Bengkulu. *Jurnal Simki Economic*, 6(2), 394–402.
- Sapar, J. F. (2022). Pengaruh Kepuasan Kerja dan Motivasi terhadap Kinerja Karyawan pada PT. Astra International Tbk Daihatsu Banjarmasin. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 6(2), 101–107. <https://doi.org/10.35130/jrimk.v6i2.350>
- Sapitri, N. P. D. E., & Mahayasa, I. G. A. (2022). Pengaruh Kompetensi Dan Karakteristik Pekerjaan Terhadap Kinerja Pegawai. *Warmadewa Management and Business Journal (WMBJ)*, 4(1), 1–12. <https://doi.org/10.22225/wmbj.4.1.2022.1-12>
- Saraswati, R. U., & Amin. (2024). The Influence of Implementation Warehouse Management System and Competence on Employee Performance of Logistics at PT. Bumimulia Indah Lestari Cikarang. *Digital Innovation: International Journal of Management*, 1(4), 66–78. <https://doi.org/10.61132/digitalinnovation.v1i4.83>
- Saraswati, R. U., & Zulkifli, S. M. (2023). Pengaruh Disiplin Dan Motivasi Kerja Terhadap Kinerja Karyawan PT Trimitra Cikarang. *Jurnal Minfo Polgan*, 12(1), 929–940. <https://doi.org/10.33395/jmp.v13i1.13848>
- Setyawan, I. H. T., & Harahap, P. (2019). Peran Motivasi Kerjadalam Menjembatani Antara Karakteristik Pekerjaan Dan Kompensasi Terhadap Kinerja Pegawai Non Asn Dikecamatan Pakis Aji, Jepara. *Jurnal Riset Ekonomi Dan Bisnis*, 12(1), 55–70.
- Soedjatmoko, Sarmin, & Saraswati, R. U. (2024). Pengaruh Kompensasi dan Gaya Kepemimpinan terhadap Loyalitas Karyawan di Rumah Sakit Bhakti Husada Cikarang – Bekasi. *Al Kharaj: Jurnal Ekonomi, Keuangan Dan Bisnis Syariah*, 6(7), 5532–5544. <https://doi.org/10.47467/alkharaj.v6i7.3093>
- Sugiyono. (2021). *Metode Penelitian Kuantitatif, Kualitatif, Dan RND*. Alfabeta.

- Widodo, D. (2022). Employee Performance Determination: Leadership Style, Individual Characteristics, And Work Culture (A Study of Human Resource Management Literature). *Dinasti International Journal of Education Management and Social Science (DIJEMSS)*, 3(3), 327–339. <https://doi.org/10.31933/dijemss.v3i3.1108>
- Yanti, R., Fikri, K., & Nofirda, F. A. (2022). Pengaruh Gaya Kepemimpinan dan Kompetensi Terhadap Kinerja Karyawan di PT. Felousa Trimedika Indonesia (Studi Kasus Pada PT. Felousa Trimedika Indonesia). *Ecountbis: Economic, Accounting and Business Journal*, 2(2), 377-386,. <https://doi.org/10.59261/inkubis.v2i1.11>