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Leadership 4.0 and performance allowances: Their impact on the motivation of employees of the housing and settlement office of the Bandar Lampung City Government

Aulia Rossa Henita

Master of Science in Public Administration Concentration, Faculty of Social and Political Sciences, University of Lampung

auliarosahenita@gmail.com

Abstract. This research study is about improving the performance of employees of the Bandar Lampung City Housing and Settlement Office through the influence of the implementation of Leadership 4.0 and performance allowances. The approach used in research is a quantitative approach based on numerical data obtained through efforts to provide questionnaires and literature studies, and data analysis efforts are carried out using measurement methods and structural methods. The results showed that leadership 4.0 had a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office as seen from the leadership 4.0 value of 2,608 while the value was 1.96, and the signification value (sig.) of $0.009 < 0.05$, meaning that leadership by current conditions can provide positive motivation for employees in maximizing their performance to realize organizational goals, while performance allowances show that performance allowances do not have a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office, as seen from the value of performance allowances of 1,677 While the value is 1.96, and the signification value (SIG.) is $0.094 > 0.05$. The absence of the effect of performance allowances shows that so far the benefits provided do not affect the work motivation of employees because it is caused by the inconsistency of distribution of performance allowances to employees in other words, benefits often experience delays even more than 6 months, performance allowances have only been paid to employees.

Keywords. Leadership 4.0, Performance Allowance, Motivation, Employee

A. Introduction

Employees are the main asset of the organization or company in achieving success. Their existence as movers has an important role in the running of the wheels of the organization. Not infrequently we often hear a saying that says that "Employees are the company's most valuable asset", the statement was said by many leaders of organizations or companies to motivate their employees to increase work productivity. However, technological developments have had a significant impact on the productivity of employee performance. Call it the existence of smartphones, the internet, and several *artificial intelligence* programs that have supported many job sectors today, not only for workers but also employees with high position status.

The impact of the existence of technology reversed direction. Technological devices that should provide convenience and efficiency to work, currently actually make employees at the lower and upper levels (organizations/companies) too lazy to increase work innovation which will eventually be stuck in a stagnant hole without development. This statement is considered reasonable when faced with many ideas that say that there will be a time when the job sector that is currently in great demand by the public will be replaced by artificial intelligence or called artificial intelligence. Artificial intelligence is one of the pillars of the Industrial Revolution 4.0, in addition to being characterized by other technology pillars such as *Data Analytics*, *Super App*, and *Broadband Infrastructure* [1].

But despite the arguments above, we cannot deny that technology provides many benefits for humans. Efforts that need to be made to increase work innovation in today's competitive world are how fellow employees can motivate each other, especially in the world of staffing. The increasing demands of work will eventually become a routine that causes fatigue, boredom, and fatigue. This is the case in many sectors of work, in addition to the existence of technology that should be able to facilitate our work today. It is not easy to get out of the circle full of job demands, because each of us reasons to become an employee because we have a purpose; career, or financial income offered. Therefore, motivation is a means of improving employee performance, so that employees can achieve performance targets [2]

Motivation is a concept of self-encouragement towards employees to do an action or action [3]. Robbins describes motivation as a method that accompanies an individual's intensity, direction, and perseverance in trying to achieve a goal [4]. Lately, the motivation carried out by workers is difficult to practice. Thus this happens due to several factors such as leadership factors and compensation factors. These two factors are the primary sources for workers to be able to further increase their work productivity. The leadership factor means talking about a figure. Leaders are not only seen in organizational management practices alone but also question how they can improve the work of their employees, one of which is by providing attitudes that can motivate their employees [5]. While the compensation factor is a factor that concerns salaries, wages, remuneration, insurance, and employee financial administration governance [6]. Proportional and fair compensation can be the most appropriate instrument for government organizations or companies to encourage employees to be more active in working. Based on this, to increase in the motivation of employees is determined or influenced by the implementation of Leadership 4.0 or digital leadership and performance allowances (compensation).

The Industrial Revolution 4.0 not only gave birth to many branches of technological devices but also gave rise to a new style of leadership implemented by digital facilities and infrastructure. The shift from traditional leadership styles to digital demands the ability of leaders who are not only technology-oriented but also the ability to inspire their employees to innovate and defenders. Therefore, *leadership style 4.0* is more aimed at the behavior of organizational leaders to be able to influence their employees [7]. In line with that, according to Afsar, leadership has a very important central position in management because the role of a leader is related to management and leadership activities [8]. Doing management activities means doing everything right, and doing leadership activities means doing things right.

In addition to the influence of leadership in motivating the improvement of employee performance. Incentives are an integral instrument to improve employee performance, one of which is by providing benefits. Allowance is everything received by employees in return for work, in the sense that incentive payments are contributions received by officials for the work they have done. When related to the context of civil servants or abbreviated as civil servants,

based on Article 2 paragraph (2) of Presidential Regulation Number 103 of 2022 concerning Employee Performance Allowances within the State Civil Service Agency, it is explained that performance allowances will be given after considering the assessment of bureaucratic reforms, organizational performance achievements, and employee performance achievements.

Performance allowances are conceptually part of *performance pay*, which means they are paid based on performance produced. The concept of this performance allowance is more modern and progressive which is expected to significantly improve performance. Performance allowances vary and vary, depending on the position being held by the relevant employee [9]. The conditions used to provide performance allowances certainly include the use of in-depth knowledge or expertise, special abilities, the level of risk that must be faced, and various things that are technically directly related to a person's scope of work.

The Housing and Settlement Office of the Bandar Lampung City Government is the Regional Apparatus Organization(OPD) in Bandar Lampung City, the Bandar Lampung City Government Housing and Settlement Office has the main task of carrying out government affairs in terms of drafting, formulating policies and implementing in the fields of housing, settlement, spatial planning, and land. In carrying out these tasks, the Housing and Settlement Office of Bandar Lampung City Government has utilized technology following existing technological developments. This is following the mandate of the Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning electronic-based implementation which provides an initiation to all components of the central and regional governments to develop information and communication technology in their duties and functions or strictly speaking, namely digital organizations for all government organizations so that the application of the system work and procedures contribute to efficiency and effectiveness, transparency and accountability and measurability.

The author conducted a pre-survey on February 14-15, 2022 at the Bandar Lampung City Government Housing and Settlement Office. The results of the pre-survey show that the leadership contained in the Bandar Lampung City Government Housing and Settlement Office has not adapted and transformed with current technological advances, as seen from the *leadership* that is still quite slow in carrying out or completing each planned program. Meanwhile, the pre-survey results regarding performance allowances show that the performance allowances provided are not under employee expectations, usually the benefits paid often experience delays even in 2021 new employee performance expectations are paid for 3 (three) months which should be paid once every month.

In the era of leadership 4.0 focusing on team involvement, individual abilities, motivating skills, and leadership filled with creative ideas, this is done to produce an open, transparent, and innovative work culture, the majority of leadership 4.0 currently the majority have used technology in carrying out their work activities, it shows that technology is no longer integral in an organization they lead. Likewise, performance allowances, as part of the incentives provided by OPD to employees, performance allowances will indirectly increase the enthusiasm of employees to be able to increase their work productivity, as a result, the reasons for employees to work for money or wages can be achieved, so that the harmony between the needs or obligations of the company and personal employees will look more fair with the performance allowance.

Based on the description above, this scientific journal will discuss the correlation between the effect of leadership 4.0 implementation and performance allowances for employees as variable X and increased employee motivation as variable Y. Thus, the author intends to see how and to what extent the influence of *leadership 4.0* and the provision of performance

allowances for employees on increasing employee motivation Regional Apparatus Organization (OPD) located in the Bandar Lampung City Government Housing and Settlement Office.

The benefits of this research are theoretically expected to increase knowledge and can be a reference for the effect of *leadership* 4.0 implementation and performance allowances on employee motivation at the Bandar Lampung City Government Housing and Settlement Office. As for practice, for human resource management, the benefits of this research can be used as information for organizations to develop the quality of human resources in the era of digital leadership transformation so that employee satisfaction at work is increasing so that the bi la organization program is achieved and for the Housing and Settlement Office The results of this research can be a contribution of thoughts and information to the Bandar Lampung City Government Housing and Settlement Office related to the implementation of *leadership* 4.0, providing timely performance allowances to employees, increasing employee motivation and job satisfaction, so that the programs of the Bandar Lampung City Government Housing and Settlement Office can be carried out optimally and on time.

B. Methods

The type of research used is *explanatory research* with a quantitative approach. *Explanatory* research is a type of research that studies cause-and-effect relationships between two or more phenomena [10]. Quantitative research is a research technique based on the philosophy of positivism, and has met scientific criteria such as clear, objective, measurable, rational, and systematic using statistically analyzed numbers [11].

Regarding the object of research, it will be carried out at the Bandar Lampung City Government Housing and Settlement Office which will be carried out in 2022 using *leadership* 4.0 (X1), performance allowances (X2), and employee motivation (Y1). Meanwhile, the subjects of research conducted by researchers are all employees of the Bandar Lampung City Government Housing and Settlement Office who have the status of State Civil Apparatus. The data used are primary data and secondary data. Primary data is data collected directly by researchers from respondents and not from data collection that has been done before [12]. The secondary data in this study includes an overview of the Bandar Lampung City Government Housing and Settlement Office by filling in data from respondents, personnel data from the Bandar Lampung City Government Housing and Settlement Office, and other data relevant to this study. Data collection techniques are carried out through questionnaires and literature studies. To maximize the results of the study, the data that has been collected will be analyzed using measurement methods and structural methods.

C. Discussion

Since the release of the Lampung residency into a province through a successor to Undang-Law Government Regulation Number 14 of 1964, Lampung automatically has the right to regional autonomy to regulate its work area and administration. On July 6, 1988, through the Decree of the Governor / KDH Level I of Lampung Number G / 185.B.111 / Hk / 1988 and the Approval Letter of the Minister of Home Affairs Number 140 / 1799 / PUOD dated May 19, 1987, concerning the Expansion of Villages in the Bandar Lampung City Area, the city of Bandar Lampung was divided into 13 districts and 98 Kelurahan. In carrying out its duties and functions, the Mayor of Bandar Lampung as a local official is assisted by Regional Apparatus Organizations (ODP), one of which is the Bandar Lampung City Government Housing and Settlement Office.

The Bandar Lampung City Housing and Settlement Office as stated in Bandar Lampung City Regional Regulation Number 7 of 2016 concerning the Establishment and Arrangement of Bandar Lampung City Regional Apparatus, has the task of organizing government affairs in the field of Public Housing and Settlement Areas in the government to assist the Mayor of Bandar Lampung in organizing local government. The organizational structure of the Housing and Settlement Office is led by the apparatus Civil State is referred to as the Head of Service. In carrying out his duties, the Head of Service is also assisted by several other positions under the authority of his responsibility. The organizational structure is as follows:

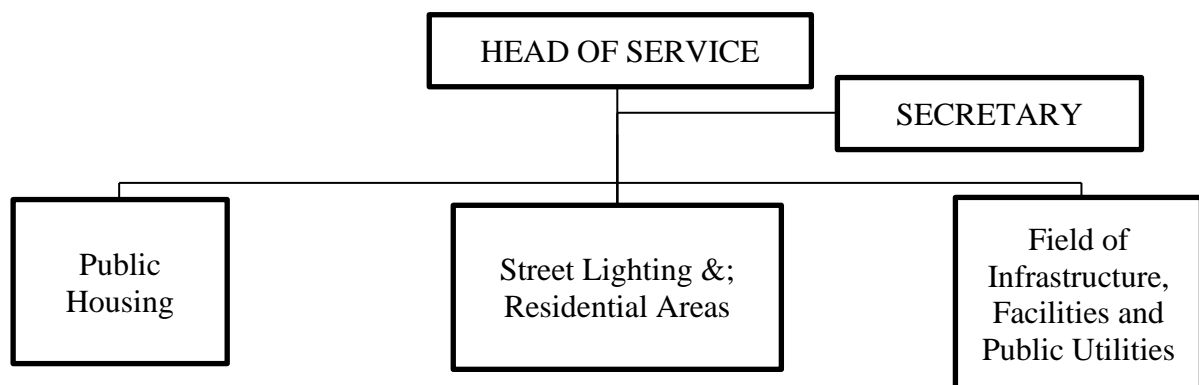


Figure 1.1 Organizational Structure
Bandar Lampung City Housing and Settlement Office

Based on the provisions of Article 5 paragraph (2) of Mayor Regulation Number 44 of 2021 concerning the Organizational Structure, Duties Functions, and Work Procedures of the Bandar Lampung City Housing and Settlement Office, it is explained that the duties and functions of the Head of the Office include; Policy formulation, provision of government implementation support, technical guidance on urban and housing architecture planning, and implementation of other coordination with other agencies related to housing and building planning. In carrying out their duties & functions, the Head of Service is assisted by the Secretary who principally according to the rules *quo* coordinates and prepares the agency's budget program plan, provides support and administration of the agency, and organizes the organization. In addition, the work program of the Bandar Lampung City Housing and Settlement Office can run under the vision and mission of government administration. The implementation is carried out by several fields that are directly responsible with the Head of Service as the leader of ODP.

1) Research Results

1. Respondent Identity

a. Distribution of respondents based on gender

No	Gender	Number of Respondents	Percentage (%)
1	Man	36	55.38
2	Woman	29	44.62
	Sum	65	100.00

Source: Primary Data 2022

The dominance of men in this study is due to the responsibility of carrying out all the tasks given to men plus men have a leadership spirit so that the duties in the Housing and Settlement Office of Bandar Lampung City.

b. Distribution of respondents by age

No	Age (th)	Number of Respondents	Percentage (%)
1	> 25	3	4.62
2	25 - 35	13	8.00pm
3	36 - 50	42	64.62
5	< 50	7	10.77
	Sum	65	100.00

Source: Primary Data 2022

The dominance of 36-50 years old as respondents shows that this age is productive so it influences the delivery of work results at the Housing and Kawasan Settlement Office of Bandar Lampung City.

c. Distribution of Respondents Based on the Amount of Allowances

No	Amount of Allowance	Number of Respondents	Percentage (%)
1	≤ IDR 2,000,000	4	6.15
2	IDR 2.000.000 - IDR 3,000,000	43	66.15
3	IDR 3,000,000 - IDR 4,000,000	11	16.92
4	IDR 4,000,000 - IDR 5,000,000	7	10.77
5	≥ IDR 5,000,000	0	0
	Sum	65	100.00

Source: Primary Data 2022

If you look at the amount of these benefits, if they are given consistently and on time to employees, it will be a stimulus for employees to continue to increase motivation at work, and employee job satisfaction will also be well maintained.

2. Distribution of Respondents' Answers Variable Leadership 4.0

1) Description of So far, leaders can always distribute work properly and precisely.

Answer Categories	Frequency	Percentage (%)
Totally Agree	7	10.77
Agree	31	47.69
Neutral	21	32.30
Disagree	4	6.15
Strongly Disagree	2	3.08
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered in the affirmative showed that the leadership had distributed labor fairly and evenly to employees so that there was no social jealousy between one employee and another.

- 2) Description of respondents' answers about so far the leader always controls the work achieved by employees and actively conducts assessments or evaluations every month

Answer Categories	Frequency	Percentage (%)
Totally Agree	12	18.46
Agree	25	38.46
Neutral	20	30.77
Disagree	4	6.15
Strongly Disagree	4	6.15
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered in the affirmative showed that the leader was quite active in supervising and evaluating the results of work, this was done by the leader to see the compatibility between the intrusion and the results of work completed by subordinates.

- 3) Description of respondents' answers about so far leaders always issue various innovative ideas and ideas for the progress of the organization.

Answer Categories	Frequency	Percentage (%)
Totally Agree	9	13.85
Agree	27	41.54
Neutral	19	29.23
Disagree	4	6.15
Strongly Disagree	6	9.23
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered in the affirmative showed that leaders at work always keep up with the times by utilizing various technological advances to support work so that following the development of leaders can issue ideas and ideas and innovations at work.

3. Distribution of Respondents' Answers Performance Allowance Variables

- 1) Description of respondents' answers about how far employees receive benefits according to the length of service, rank, and position.

Answer Categories	Frequency	Percentage (%)
Totally Agree	9	13.85
Agree	21	32.30
Neutral	24	36.92
Disagree	10	15.38
Strongly Disagree	1	1.54
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered neutrally showed that employees were still hesitant related to the benefits provided following the length of service, rank, and position because no employee showed the number of benefits obtained but if you look at the employment law all benefits are given according to a length of service, rank, and position.

- 2) The description of respondents' answers about the benefits received by employees is very useful to increase income outside of the basic salary.

Answer Categories	Frequency	Percentage (%)
Totally Agree	13	20.00
Agree	29	44.62
Neutral	15	23.08
Disagree	4	6.15
Strongly Disagree	4	6.15
Total	65	100

Source: Primary Data 2022

The majority of respondents who answered in the affirmative showed that performance allowances are highly expected by employees because, with employee performance allowances, an employee can use them to meet basic needs at home and for additional business capital.

- 3) Description of respondents' answers about so far employees receive performance allowances according to the schedule set by the government.

Answer Categories	Frequency	Percentage (%)
Totally Agree	15	23.08
Agree	22	33.85
Neutral	21	32.31
Disagree	5	7.69
Strongly Disagree	2	3.08
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered in the affirmative showed that the distribution of performance allowances has begun to improve, where it has been distributed on time, although there is still an institution that is still often late in distributing performance allowances, therefore between respondents who answered in agreement with respondents who answered neutrally, slightly balanced because allowances will be given on time if before the regional elections or elections after the democratic party after the performance allowance returns Delayed 3-5 months just distributed to employees.

4. Description of Respondent Answers Employee Motivation Variables

- 1) Description of the respondent's answer about during my work here my living needs became more and more secure.

Answer Categories	Frequency	Percentage (%)
Totally Agree	12	18.46
Agree	24	36.92



Neutral	15	23.08
Disagree	6	9.23
Strongly Disagree	8	12.31
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered in the affirmative showed that by working as a government employee the future is more secure because they get certainty about the salary and benefits given every month.

- 2) The description of respondents' answers about where I have worked has always provided protection to employees to maximize work

Answer Categories	Frequency	Percentage (%)
Totally Agree	16	24.62
Agree	26	40.00
Neutral	11	16.92
Disagree	7	10.77
Strongly Disagree	5	7.69
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered in the affirmative indicated that the provision of protection in the form of pension and health insurance made employees more active in working so that the work charged was always completed on time.

- 3) Description of respondents' answers about so far, interaction and communication with colleagues and leaders have been quite harmonious.

Answer Category	Frequency	Percentage (%)
Totally Agree	15	23.08
Agree	24	36.92
Neutral	20	30.77
Disagree	3	4.65
Strongly Disagree	3	4.62
Total	65	100

Source: Primary Data 2022

The dominance of respondents who answered in the affirmative showed that so far good cooperation has been established between fellow employees so that all work charged can always be completed in accordance with the targets set and problems can always be resolved properly because of the harmonious relationship between fellow employees.

5. Test Validity and Reliability

The author conducted the first validity and reliability test using PLS as a data measurement model. It was found that some of the model tests contained several indicators that did not meet the *outer loadings* signal > 0.7 , so the model re-estimated by issuing indicators that did not meet these requirements. After some indicators that do not meet the *outer*

loadings signal > 0.7 . Unqualified indicators are issued, and then the researcher repeats the tests on the existing indicators, and finds that all indicators have met the outer loading requirements of >0.70 so that the results of the validity and reliability test can be known, as follows:

1) Validity Test Results

Testing the validity of independent and dependent variables is carried out by testing convergent validity and discriminant validity.

Convergent Validity Testing

No	Variable	AVE	Information
1	X1	0.743	Valid
2	X2	0.791	Valid
3	Y1	0.776	Valid

Source: Primary Data 2022

The convergent validity test parameters are seen from the AVE and *communality scores*, each of which must be above 0.5. From the table above, it can be seen that the research constructs X1, X2, and Y1 have AVE values greater than 0.5, so the conclusion can be given that the research construct has a good validity value. For discriminant validity tests, the meters measured by comparing the roots of the AVE of a construction must be higher than the correlation between the latent variables, or looking at the *cross-loading* score.

Cross Loading Score

Items	X1	X2	Y1
LS2	0.856		
LS3	0.841		
LS4	0.874		
LS5	0.874		
LS6	0.867		
TK1		0.855	
TK2		0.922	
MP1			0.900
.MP3			0.946
.MP4			0.825
MP5			0.850
KK4			

Source: Primary Data 2022

Based on the *cross-loading* table above, it can be concluded that each indicator in a latent variable has differences from indicators in other variables which are indicated by a higher *loading* score in its construct.

Latent Variable Correlation

	X1	X2	Y1
X1	1.000	0.911	0.921
X2	0.911	1.000	0.902
Y1	0.921	0.902	1.000

Source: Primary Data 2022

In the table above, it can be seen that the value of the quartic root of the AVE (is 1,000) is greater than the correlation of each construction so that it has good discriminant validity.

2) Reliability Test Results

Reliability testing is intended to determine the consistency of measuring instruments in their use, or other words the measuring instrument has consistent results when used many times at different times.

Reliability Test Results

Variable	<i>Cronbach's Alpha</i>	Composite Reliability	Information
X1	0.915	0.935	Reliable
X2	0.741	0.883	Reliable
Y1	1.000	1.000	Reliable

Source: Primary Data Year 2022.

Based on the table above, it can be seen that all variables successively for leadership 4.0 variables (X1), performance benefits (X2), and employee motivation (Y1) have a *Cronbach alpha value and output composite reliability* greater than 0.60. Therefore, it can be concluded that the statement items of all variables in the research questionnaire are reliable and usable.

4. Test the hypothesis

Hypothesis Test Results

Variable	T _{hitung}	T _{tabel}	Sig	Conclusion
Leadership 4.0 employee motivation→	2.608	1.96	0.009	Significant positive effect
Employee motivation performance allowance→	1.677	1.96	0.094	Does not have a significant positive effect

Source: smartPLS Calculation Results, (Processed by the Author in 2022)

The table above can be seen that:

1. The leadership value of 4.0 is 2,608 while the value is 1.96, and the signification value (sig.) is $0.009 < 0.05$, then the *leadership 4.0* variable has a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office, so it can be concluded that the **hypothesis is supported**.

2. The value of performance allowance is 1,677 while the value is 1.96, and the value of significance (sig.) is $0.094 > 0.05$, then the variable performance allowance does not have a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office so that it can be concluded that the **hypothesis is not supported**.

2) **Discussion**

1. **The Influence of Leadership 4.0 on Employee Motivation at the Bandar Lampung City Housing and Settlement Office**

The results of the hypothesis test showed that leadership 4.0 has a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office as seen from the leadership 4.0 value of 2,608 while the value is 1.96, and the signification value (sig.) of $0.009 < 0.05$, meaning appropriate leadership. With current conditions, it can provide positive motivation for employees in maximizing their performance to realize organizational goals. This will correlate with the role of leaders who are quite crucial in providing services and conveying information based on the use of technology [13]. Therefore, *Leadership 4.0* is the knowledge of a leader to be able to direct the organization together with a set of employees toward digital transformation. A moment that does not originate from "coercion", but as a form of innovation to be more adaptive to the conditions of the times that have entered the era of the Industrial Revolution 4.0.

2. **The Effect of Performance Allowance on Employee Motivation at the Bandar Lampung City Housing and Settlement Office**

The results of the hypothesis test showed that performance allowances did not have a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office, as seen from the value of performance allowances of 1,677 while the value was 1.96, and the value of signification (sig.) of $0.094 > 0.05$. The absence of the effect of performance allowances shows that so far the benefits provided do not affect the work motivation of employees because it is caused by the inconsistency of distribution of performance allowances to employees in other words, benefits often experience delays even more than 6 months, performance allowances have only been paid to employees. In contrast to these data, the effect of benefits for private employees working in one of the business entities shows that the benefits or incentives provided by the organization are so influential on the performance of its employees, as happened in the company Aneka Lovina Spa [14].

D. Conclusion

Based on the results of the research and discussion described above, researchers can give the following conclusions:

1. *Leadership 4.0* has a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office as seen from the *leadership 4.0* value of 2,608 while the value is 1.96, and the signification value (sig.) of $0.009 < 0.05$.

2. Performance allowances do not have a significant positive effect on employee motivation at the Bandar Lampung City Government Housing and Settlement Office, as seen from the value of performance allowance of 1,677 while the value of 1.96, and the value of significance (sig.) of $0.094 > 0.05$.

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