

Systematic Literature Review: The Impact of Leadership Style, Work Motivation, and Job Satisfaction on Employee Performance in the Digital Era

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Abstract

This study investigates the impact of leadership style, work motivation, and job satisfaction on employee performance in modern organizations, especially within the context of digital transformation. The research uses a systematic literature review approach to analyze previous studies from 2015 to 2025. The findings indicate that transformational leadership, work motivation, and job satisfaction significantly influence employee performance. Transformational leadership fosters a motivating environment that enhances job satisfaction, which in turn improves employee performance. The study provides practical insights for organizations seeking to optimize performance in the digital age by focusing on leadership practices and employee well-being. The results contribute to the development of human resource management theories and provide guidance for future educational and managerial practices.

Keywords: leadership style, work motivation, job satisfaction, employee performance, digital age

INTRODUCTION

In the world of work in this increasingly competitive and digitalized modern era, employee performance is one of the important factors that determine the success of an organization. Technological advancements and major changes in the way they work require organizations to adjust in terms of leadership style, increased work motivation, to be able to create a higher level of job satisfaction among their employees. An effective leadership style can affect job motivation and job satisfaction, which ultimately contributes to improved employee performance.

With the development of digital technology in all kinds of sectors, leaders who are able to manage and utilize technology as an effort to support the type of work of their subordinates are becoming increasingly important. In this context, this study seeks to answer how the three factors of leadership style, work motivation, and job satisfaction play a role in improving the performance of employees who are adapting to the digital era.

Leadership styles encompass a variety of approaches used by leaders to influence, direct, and motivate employees. The leadership style that is often discussed includes the first is according to roni Harsoyo, 2022 transformational leadership theory developed by Burns (1978) and expanded by Bass (1985) states that transformational leaders are able to drive significant change through inspiration, individual attention, intellectual stimulation, and ideal influence. The second theory of

leadership style is transactional leadership theory, this theory explains that the relationship between leaders and subordinates is based on the principle of exchange or transaction. Bass (1985) expands on this concept by explaining that transactional leaders focus on rewarding appropriate performance and intervening in the event of deviations

However, despite many studies that have been conducted, the results of research on the relationship between leadership style, job satisfaction, and employee performance still show considerable variation. Some studies found strong positive associations, while others showed weaker or even insignificant results. Therefore, a systematic review is needed to identify, evaluate, and interpret existing findings related to this topic.

METHOD

This study uses the Systematic Literature Review (SLR) method by analyzing previous research journals to identify, evaluate, and interpret relevant research related to the impact of leadership style, work motivation and job satisfaction on employee performance. This methodology can be used to ensure that the literature review is conducted in a systematic, transparent, and replicable manner, thus providing a comprehensive overview of the research topic.

The use of the Systematic Literature Review (SLR) method aims to collect and analyze research that has been conducted on the impact of leadership style, work motivation and job satisfaction on employee performance. Using the SLR method, this study will provide a comprehensive overview of how the two factors affect employee performance, as well as identify research gaps that still need to be explored further. The results of this review are expected to make a meaningful contribution to the development of human resource management theory and practice.

The process of searching and selecting literature in the Systematic Literature Review is carried out with systematic steps to ensure the completeness of the results. The search was conducted through several online academic databases that provide suitable articles, including Publish or Perish, Google Scholar, and Shinta. The selected articles are only those published in the period 2015 to 2025, to ensure relevance to the context of digitalization and organizational changes that have occurred in the public sector in the last ten years.

RESULT AND DISCUSSION

From the results of the research analysis conducted, previous research journals used to identify, evaluate, and interpret relevant research related to the impact of leadership style, work motivation and job satisfaction on employee performance are as follows:

Table 1. Results of The Research Analysis

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
1	Damanik, M. (2021). The Influence of Leadership, Motivation, and	Leadership, Motivation, and Remuneration	Qualitative	There is a simultaneous influence of leadership, motivation, and

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
	Remuneration on Work Culture and Employee Performance Improvement in the Directorate General of Taxes KPP Pratama Pematang Siantar. Scientific Journal of Development Law and Humanities, 2(1), 194. https://doi.org/10.38035/jmpis.v2i1 .	for Work Culture and Employee Performance Improvement.		remuneration on work culture and employee performance
2	Irmansya, A., & Wadud, M. (2024). The Influence of Work Motivation and Leadership Style on Job Satisfaction and Its Impact on Employee Performance BPJS Employment SE_SUMBANGSEL. Management Studies and Entrepreneurship Journal, 5(2), 4605-4615.	Work Motivation, Leadership Style, Job Satisfaction, Employee Performance.	Quantitative	<ol style="list-style-type: none"> 1. There is an Influence of Work Motivation on Employee Job Satisfaction; 2. There is an Influence of Leadership Style on Employee Job Satisfaction; 3. There is an Influence of Work Motivation on Employee Performance; 4. There is an Influence of Leadership Style on Employee Performance; 5. There is an Effect of Job Satisfaction on Employee Performance; 6. Job Satisfaction cannot mediate the Influence of Work Motivation on Employee Performance; 7. Job Satisfaction cannot mediate the Influence of Leadership Style on Employee Performance.
3	Zahratulfarhah, Z., Mandasari, A. R., Rani, D. S., Maysaroh, M., Asyharul, M., & Afifah, Z. N. (2022). Factors Affecting Employee Performance: Leadership, Motivation and Work Environment (Literature Review of Business Research Methodology). Journal of Economics and Human	Employee Performance, Leadership, Motivation and Work Environment	Qualitative	Leadership affects employee performance. Because in functional leadership, employees affect teamwork performance, Motivation affects employee performance. can be measured based on four indicators, namely: Efficiency and effectiveness, responsibility, discipline, and initiative. The work environment affects employee performance Because a pleasant work environment can make employees

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
	Resource Management, 4(2), 118. https://doi.org/10.31933/jemsi.v4i2 .			feel at home in doing their work and achieving optimal results.
4	Pangestu, R. N., Rani, D. S., Ning Tyas, T. S., Farhah, Z., & Afifah, Z. N. (2022). Factors Affecting Employee Performance: Planning, Quality and Leadership (Performance Management Literature Review). Journal of Management Science and Technology, 4(2), 215. https://doi.org/10.31933/jimt.v4i2 .	Leadership, employee performance	Qualitative	1. Planning affects Employee Performance; 2. Quality affects Employee Performance; and 3. Leadership affects Employee Performance.
5	Timotius, E. (2023). Intrapreneurship of Middle-Level Managers: How to Trigger Their Achievement Motivation? Jurnal Ilmu Manajemen dan Teknologi, 25(1), 1–12, https://doi.org/10.9744/jmk.25.1.1-12	Work motivation, Job satisfaction, reward system	Quantitative	The motivation for a mid-level manager to perform is directly influenced by the reward system and job satisfaction. Management support has a significant direct influence on job satisfaction and a significant indirect and direct influence on achievement motivation. The work environment, reward system, and management support simultaneously have a direct effect on the motivation to perform.
6	Zulkifli, & Heliyani. (2022). The Influence of Leadership, Remuneration and Mutation on the Performance of Non-TPI Agam Class II Immigration Office Employees. Journal of Economics and Business, 2(1), 227-238. https://doi.org/10.47233/jebs.v2i1.93 .	leadership, remuneration, mutation, performance	Quantitative	The results of the study show that leadership has a positive effect on employee performance, remuneration has a positive effect on performance, and mutation has a positive effect on performance.

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
7	Medah, M. H., Man, S., Taolin, D., Niha, S. S., & Yasinto, Y. (2024). The Effect of Motivation, Mutation and Quality of Public Services on Employee Performance through Job Satisfaction as an Intervening Variable at the Kupang Regency Population and Civil Registration Office. Scientific Journal of Batanghari University of Jambi, 24(3), 2726-2731. https://doi.org/10.33087/jjubj.v24i3.5412 .	Employee performance, job satisfaction, service quality, employee motivation, mutation.	Quantitative	Employee performance variables are influenced by job satisfaction. The variable of job satisfaction is not affected by the quality of service, but is influenced by the variables of motivation and employee mutation. Employee performance variables are not affected by mutations, but are influenced by service quality variables and motivation variables. The variable of job satisfaction cannot act as a mediating variable between the variables of service quality and employee performance. Furthermore, the variable of job satisfaction can mediate the influence of motivation and mutation variables on performance (Employee performance is the most important aspect for the organization because if employees have high work morale, employee mutations that are in accordance with educational backgrounds, optimal service quality, job satisfaction can be achieved so that employee performance can be maximized and the services provided are able to make customers satisfied.)
8	Fahmy, M., Rasak, M., & Hidayat, M. (2023). The Effect of Providing Incentives, Motivation, and Situational Leadership Style on Job Satisfaction of Employees of the Majene Regency Culture and Tourism Office. Indonesian Nobel Master of Management Journal, 4(1), 103-115	incentives, organizational climate, situational leadership style and job satisfaction.	Quantitative	The results of the study showed that there was a positive and significant influence of incentives, organizational climate and situational leadership style partially and simultaneously on the job satisfaction of Majene Regency Culture and Tourism Office employees, as well as the most dominant incentive variable had an effect on the job satisfaction of Majene Regency Culture and Tourism Office employees.
9	Putra, M. I., Maryadi, & Sjarlis, S. (2023). The Influence of Leadership Style, Organizational Culture, and Work	Leadership, Organizational Culture, Motivation, Job Satisfaction.	Quantitative	The results of the study concluded that: partially the influence of leadership style has a positive and significant effect on employee job satisfaction. Meanwhile,

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
	Motivation on the Job Satisfaction of Civil Servants in Binamu District, Jeneponto Regency. Indonesian Nobel Master of Management Journal, 4(3), 571-584.			organizational culture and work motivation do not have a positive and significant influence on employee job satisfaction. This means that the Influence of Leadership Style is able to increase Employee Job Satisfaction. Meanwhile, organizational culture and work motivation are less able to increase supervisor job satisfaction. Simultaneously, the influence of leadership style, organizational culture and work motivation has a positive and significant effect on employee job satisfaction. Partially shows that the Leadership Style variable has a dominant effect on Job Satisfaction, this shows that the increasing Leadership Style will further increase Job Satisfaction in Civil Servants
10	Sembiring, F., & Sitanggang, D. (2022). The Influence of Leadership Style, Career Development and Job Satisfaction on Employee Performance at PT. Perkasa Internusa Mandiri Medan. Journal of Management and Business (JMB), 22(1).	Leadership Style, Career Development, Job Satisfaction, Employee Performance	Quantitative	Based on simultaneous hypothesis testing, the three independent variables, namely leadership style, career development, and job satisfaction, have a significant effect on the dependent variable, namely employee performance. Leadership style, career development and job satisfaction were 76.6% while the remaining 23.4% were explained by other variables not explained in this study such as motivation, communication and competence.

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
11	Margaretta, N., Utari, W., & Subijanto, S. (2022). The Influence of Compensation, Work Motivation and Leadership Style on the Performance of State Civil Apparatus at KPP Pratama Lamongan. <i>Journal of Applied Management and Accounting Science</i> , 3(2), 162-170.	Compensation, Work Motivation and Leadership Style.	Quantitative	<ol style="list-style-type: none"> 1. Compensation has a high significance with a positive value on the performance of ASN at KPP Pratama Lamongan. 2. Motivation has a high significance influence with a positive value on the performance of ASN KPP Pratama Lamongan 3. There is a positive influence of work leadership style on the performance of ASN KPP Pratama Lamongan
12	Teaching, H. (2022). The Influence of Leadership Style and Motivation on Employee Performance. <i>YUME: Journal of Management</i> , 5(3), 373-388. Retrieved from [Universitas Muslim Indonesia].	Leadership style, motivation, employee performance	Quantitative	The results of the study show that the leadership style variable has a positive and significant effect on employee performance at the Pantai Gapura Hotel Makassar. This means that the better the leadership style, the more employee performance will improve. And the motivation variable also has a positive and significant effect on employee performance at the Gapura Beach Hotel Makassar. This means that the higher the motivation that an employee has, the more their performance will also increase
13	Winarni, & Rahmaningtyas, W. (2020). The Influence of Leadership Style, Work Motivation, Village Apparatus Competence, and Organizational Commitment on the Performance of Village Apparatus. <i>Economic Education Analysis Journal</i> , 9(1), 261-276. https://doi.org/10.15294/eeaj.v9i1.37168	leadership style; Work Motivation; Competence; Organizational Commitment; and Performance	Quantitative	The results of this study show that leadership style, work motivation, competence of village officials, and organizational commitment simultaneously and partially have a positive and significant effect on the performance of village officials in Padureso District, Kebumen Regency. The magnitude of simultaneous influence was 66.3%. Meanwhile, the partial influence for leadership style was 15.05%, work motivation was 7.95%, the competence of village apparatus was 25%, and organizational commitment was 5.47%.
14	Supriatna, A., Hajar, I., Mahrani, S. W., Madjid, R., & Putera, A. (2024).	leadership, motivation,	Quantitative	Based on the results of the discussion and findings of this research, several

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
	The Influence of Leadership, Work Motivation, Work Discipline, and Job Satisfaction on the Performance of Human Resources Bureau Personnel of the Southeast Sulawesi Regional Police. Journal of Management, Business and Organization (JUMBO), 8(1), 01-15.	discipline, work, and performance		<p>conclusions of the research can be stated, namely the following:</p> <ol style="list-style-type: none"> 1. Leadership, work motivation, work discipline, and job satisfaction have a significant effect on the performance of the Human Resources Bureau of the Southeast Sulawesi Regional Police. 2. Leadership has a positive and significant effect on the performance of the Human Resources Bureau of the Southeast Sulawesi Regional Police. 3. Work motivation has a positive and significant effect on the performance of the Human Resources Bureau Personnel of the Southeast Sulawesi Regional Police. 4. Work discipline has a positive and significant effect on the performance of the Human Resources Bureau Personnel of the Southeast Sulawesi Regional Police. 5. Job satisfaction has a positive and significant effect on the performance of the Human Resources Bureau Personnel of the Southeast Sulawesi Regional Police.

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
15	Wahyuningsih, Y.Soetjipto,B.E., Restuningdiah, N., & Syihabudhin. (2024). The Influence of Leadership Style, Motivation, and Work Stress on Performance. International Journal of Science, Technology & Management.	Leadership style, work motivation, work stress, employee performance	Quantitative	The results of the study show that leadership style affects employee performance, work motivation affects employee performance, and work stress affects employee performance. Employee performance was influenced by the variables of leadership style, motivation, and work stress by 74.9%. While the remaining 25.1% was influenced by other variables that were not included in the research model. Multiple correlation coefficients
16	Ariyati, Y., & Mahendra, R. (2019). The Influence of Leadership Style, Motivation and Work Stress on Employee Performance of PT Enseval Putera Megatrading Tbk Batam Branch. Journal of Global Business and Management Review, 1(2).	Leadership Style, Motivation, Work Stress and Employee Performance.	Quantitative	The values obtained from the F test show that all of the independent variables, namely leadership style, motivation and work stress, have a positive and significant influence on employee performance and the value of the research on the analysis of the determination coefficient (R^2) in the conclusion that variables (X1), (X2), and (X3) in influencing the Y variable with a value of 62.8% and then for the other 37.2% are variables that are not studied in this study. To explain 37.2% use another variable to research it
17	Hidayat, R., Panjaitan, S., & Hayi, A. (2022). The Influence of Leadership Style, Work Motivation and Work Discipline on Employee Performance at the Sukaindah Village Office, Sukakarya District, Bekasi Regency. DIMENSIONS, 11(1), 54-72.	leadership style; Work Motivation; Work Discipline; Employee Performance	Quantitative	The results of this study show that the Leadership Style variable has a significant effect on Employee Performance by 31.4%. Work Motivation has a significant effect on Employee Performance by 24.5%. Work Discipline has a significant effect on Employee Performance by 44.0%. Leadership Style, Work Motivation, and Work Discipline simultaneously had a significant effect on employee performance with a regression equation of $Y = 21.080 + 0.193X1 + 0.354X2 + 0.236X3$ and an influence contribution of 42.6% while the remaining 57.4% was influenced

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
				by other factors that were not studied in this study.
18	Hamdi, Aqmarina, N., Kadir, A., & Naimah. (2024). The effect of leadership style, motivation and work discipline on employee performance. JIMKES, 12(6). https://doi.org/10.37641/jimkes.v12i6.2935	Competence, Motivation, Work Discipline, Work Performance	Quantitative	The results showed that partially human resource competence (X1) had no significant effect on performance of $0.360 < 0.05$, work motivation (X2) partially had a significant effect on performance of $0.002 > 0.05$ and work discipline (X3) partially had a significant effect on performance of $0.000 > 0.05$. Simultaneously, independent variables (human resource competence, work motivation and work discipline) had a significant effect on the Effect of Leadership 87.7%, the remaining 22.3% were influenced by other factors outside the three independent variables.
19	Indrianto, A. P., Syaharudin, M., & Nurhardjo, B. (2020). The influence of leadership style, motivation and work stress on the performance of employees of the Jember Regency Regional Financial and Asset Management Agency. e-JEBA, 7(1). https://doi.org/10.19184/ejeba.v7i1.12325	Leadership style, motivation, work stress and performance.	Quantitative	The results of the study show that leadership style, motivation and work stress affect the performance of employees of the Jember Regency Regional Financial and Asset Management Agency.
20	Sari, M., Titisari, K. H., & Istiatin, I. (2021). Leadership style, workload, motivation and stress on the performance of nurses of central surgical installations of Orthopedi Prof Socharso Hospital Surakarta. International Journal of Economics, Business and Accounting	leadership, workload, motivation, stress.	Quantitative	The results showed that: 1) leadership style affects employee performance, 2) workload affects employee performance, 3) motivation affects employee performance, and 4) stress affects employee performance at a significance level of 0.05.

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
	Research (IJEBA), 5(3).			
21	Leatemia, S. Y. (2022). The influence of leadership style and work stress on the performance of banking employees by being moderated by motivation. <i>Economics, Finance, Investment and Sharia (EEQUITY)</i> , 3(4), 729–736. https://doi.org/10.47065/ekuitas.v3i4.1477	Leadership Style, Work Stress, Motivation, Employee Performance	Quantitative	The results in this study show that leadership style has a positive effect on employee performance, work stress has a negative effect on employee performance, based on the moderation test of work motivation moderating leadership style on employee performance, and work motivation moderates work stress on employee performance.
22	Herman, N. W., Rony, Z. T., & Syarief, F. (2022). The effect of work motivation, leadership style, and work stress on performance. <i>International Journal of Environmental, Sustainability, and Social Sciences</i> , 3(2), 368–387. https://journalkeberlanjutan.com/index.php/ijesss	Work Motivation, Leadership Style, Work Stress and Performance	Quantitative	Leadership style has a considerable influence on performance. There is insufficient evidence that work stress has a significant impact on performance and work motivation; leadership style and simultaneously have a significant effect on employee performance.
23	Pratama, G. D., Utami, V. N., Indrayani, L., & Bahagia, F. Z. S. (2024). Employee performance transformation: Uncovering the impact of job satisfaction in the digital era, a case study on Bank Rakyat Indonesia. <i>Journal of Mirai Management</i> , 9(1), 681–689.	Employee Performance Transformation, Job Satisfaction, Digital Era	Quantitative	The results showed that there was a very strong relationship between job satisfaction and employee performance, with job satisfaction contributing 96.2% in explaining the variation in their performance

Yes	Identity of the article (author, year, title, journal name, edition, DOI if applicable)	Corresponding variables	Methodology used	Research results
24	Masrifah, S., & Kuswinarno, M. (2024). The role of transformational leadership in creating employee job satisfaction. <i>Journal of Academic Media</i> , 2(11), pp. XX–XX. https://doi.org/10.62281	Leadership, Transformational, Job Satisfaction	Descriptive Qualitative	The results show transformational leaders significantly improve job satisfaction through the creation of a supportive environment, career development, and a balance between job demands and individual well-being
25	Dewi, K. T. S. (2024). The role of leadership and job satisfaction on the performance of employees of Regional Credit Institutions. <i>Artha Satya Dharma Journal</i> , 12(1), 44–51.	Leadership, job satisfaction, employee performance	Quantitative	Based on the results of the hypothesis test, it shows that 1. Leadership has a significant positive effect on job satisfaction. 2. Leadership has a significant positive effect on employee performance. 3. Job satisfaction has a significant positive effect on employee performance.

a) The Influence of Leadership Style on Employee Performance

According to (Siagian P, 2016) leadership is the ability of a person when serving as a leader in a certain organization to influence the actions of others, especially by being tolerant and understanding so that they can contribute to the achievement of organizational goals. In the various journals available in the table above, the analysis of leadership style has a positive and significant impact on employee performance and work results.

Effective leaders can increase employee productivity by providing clear, constructive, and inspiring direction and creating employee job satisfaction which has an impact on improving employee performance. Some examples are in a study at BPJS Ketenagakerjaan throughout South Sumatra, leadership has a positive impact on employee productivity and work ethic, leadership style has a dominant effect on the job satisfaction of Civil Servants (PNS) in Binamu District, Jenepono Regency, and a good leadership style improves employee performance at the Pantai Gapura Hotel Makassar.

b) The Influence of Work Motivation on Employee Performance

Motivation can be understood as a person's belief that the efforts made will have an impact on increasing productivity, which will ultimately provide certain results or rewards (Simamora, Sutrisno, & Sinambela, 2016:98, quoted in Damanik, 2021). Four measures that can be used to measure motivation that can affect employee performance, including the first is efficiency and effectiveness, this can be interpreted as the ability to perform tasks correctly and choose the right

tools to achieve goals; kadus is responsibility, which means the ability to perform tasks responsibly and assess the work done; the third is discipline, which means the ability to complete tasks on time and in accordance with the goals that have been set; and the fourth is initiative, which means the ability to Work environment affects employee performance because a pleasant work environment can make employees feel at home working in the workplace.

Motivation will increase even more if the individual in question is in a competitive situation. Work motivation has a positive and significant impact on employee performance. Having high motivation can help employees work better where they work. Motivated employees consistently have better jobs because they are more focused and dedicated to their work. This can be seen in the work motivation at BPJS Employment throughout South Sumatra which has a significant impact.

c) The Effect of Job Satisfaction on Employee Performance

The results of the above literature analysis show that job satisfaction makes a significant contribution to improving employee performance. In the context of public and private sector organizations, job satisfaction can be an important indicator in creating productive and quality human resources.

Practically, when employees feel satisfied with their working conditions, both in terms of salary, interpersonal relationships between leaders and subordinates or with colleagues, recognition from superiors, then they will show more positive work behavior. This is in line with the Theory of Organizational Support, which states that a person's perception of organizational support will make them more involved in work and responsibilities (Eisenberger & Huntington, 1986)

CONCLUSION

This study found that transformational leadership, work motivation, and job satisfaction all have a significant influence on employee performance. The positive relationships among these variables highlight the importance of leadership practices in creating an environment where employees feel motivated and satisfied with their work, ultimately enhancing their performance. The results suggest that organizations should focus on fostering transformational leadership qualities, boosting employee motivation, and improving job satisfaction to optimize overall employee performance. Further research should examine other contextual factors that may influence these relationships and explore strategies for implementing these findings in practice. It is recommended that organizations invest in leadership training programs, particularly in transformational leadership, to develop leaders who can inspire and motivate employees effectively. Additionally, policies aimed at enhancing employee motivation through recognition, career development opportunities, and work-life balance initiatives can contribute to increased job satisfaction and improved performance. Future research could explore the role of organizational culture and external factors, such as technology and economic conditions, in shaping these relationships.

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