



Research Paper

Influence of Leadership Style, Work Spirit and Bonus on Employee Performance at the Aceh Regional Office of Bulog

Putri Asmi Fadhliha Kindergarten¹ , **Tarmizi Gadeng¹**, **Nadia¹**

¹Faculty of Economics, Universitas Muhammadiyah Aceh, Banda Aceh 23123, Indonesia

 asmiputri42@gmail.com

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Abstract

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This study aims to determine the influence of Leadership Style, Work Morale, and Bonuses on employee performance at the Aceh Regional Logistics Agency (Bulog) both simultaneously and partially. The analysis method used is multiple linear regression analysis. The study population consisted of 40 employees and a sample of 40 respondents. Research data were collected through a questionnaire filled out via Google Form. The data were processed using SPSS version 23. The results showed that Leadership Style, Work Morale, and Bonuses had a significant and simultaneous effect on employee performance at the Aceh Regional Logistics Agency (Bulog). There was a positive relationship between the dependent variable (bound variable) and the independent variable (variable) with a closeness of 96.0%, which is considered a very strong relationship.

Keywords: Leadership style; Work morale; Bonuses; Employee performance

1. Introduction

The quality of human resources can be seen from the number of employees who participate and can complete their work, but it can also be seen from how much willingness employees must do other work outside their own work. In improving employee performance, leaders need to do and pay attention to what employees need, both in terms of the work environment, facilities and infrastructure that support them in completing their work. Employees are people who work, whether permanent or non-permanent, who carry out work in a certain position or activity and receive or receive compensation for a certain period based on a written or unwritten contract clause or work agreement or other conditions determined by the employer, including those who work in government agencies. The performance of an employee can give rise to [1]. Work effectiveness is defined as the state of success in carrying out work optimally according to



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a predetermined plan. Various factors can influence an employee's level of work effectiveness. In general, there are five factors.

The main factors that play a role in this matter are the work environment, supervision, work discipline, work motivation, and compensation. Based on this theory, it can be concluded that work motivation, work environment conditions, and supervision have a significant influence on increasing employee work effectiveness [2] The Aceh Regional Office of Bulog (BULOG), an institution with a strategic role in maintaining food security, relies heavily on the performance of its employees. However, challenges such as poor work discipline, late completion of tasks, and underdevelopment of employee skills remain. These issues indicate managerial factors impacting performance.

Leaders and managers of an organization must understand the morale factor because it is crucial to the success of a business. It is said to be crucial to the success of a business because morale can influence employee performance and work potential. Optimal morale must be supported by employee motivation to work optimally. If morale is low, participation will likely be limited to what is ordered. Conversely, high morale reflects that individuals will participate enthusiastically and with full commitment. Employee morale is demonstrated through employee work patterns in completing their tasks and responsibilities [3].

Leadership as 3 processes of mutual influence, which influence the interpretation of events for followers, the choice of goals for the group or organization, the organization and work activities to achieve these goals, the motivation of followers to achieve the goals, the maintenance of cooperative relationships, and the obtaining of support and cooperation from people outside the group or organization [4].

Three aspects that have the potential to influence employee performance are leadership style, work morale, and the bonus system. An uncommunicative leadership style can lead to miscommunication, decreased morale, and low work motivation. Weak work morale leads to low productivity, characterized by lateness, absenteeism, and a lack of employee responsibility. Meanwhile, bonuses that are not evenly distributed or not commensurate with performance create a perception of injustice and have negative implications for work motivation [5].

One way to improve employee morale is to create and maintain a conducive and comfortable work environment for all employees. The work environment has an important role in encouraging increased morale because it includes all aspects around employees that can influence them in carrying out their duties and responsibilities [6]. In influencing morale are Transformational Leadership and Organizational Commitment. These two factors are considered important because to foster morale as an internal factor within employees, they have a dominant influence in increasing employee morale [7].

For every company, providing compensation is a mandatory requirement. This is because it affects the sustainability of employee work. Providing appropriate compensation will also have a positive impact on the company's future. Employees who feel their compensation is adequate will work harder and the company's goals will be achieved effectively. Compensation is not simply given evenly but must also consider the level and abilities of each employee. Therefore, the compensation results from one employee to another will certainly vary [8].

Initial observations indicate that bulog Aceh Regional Office employees believe that fair, supportive leadership capable of fostering collective motivation, as well as a transparent bonus system based on performance, are essential. Therefore, an analysis of the influence of leadership style, work morale, and bonuses on employee performance is relevant to gain empirical understanding and strategic recommendations for improving organizational performance. What questions will this article address?

Against this background, this study aims to analyze the influence of leadership style, work morale, and bonuses on employee performance at the Aceh Regional Office of Bulog. The analysis was conducted both partially and simultaneously to gain an empirical understanding of the managerial factors that contribute to improved employee performance, thus providing the basis for recommendations for strengthening human resource management within the Aceh Regional Office of Bulog.

2. Method

The research method used in this study is an empirical study method with a causality research approach. Where the definition of associative research is research that aims to determine the influence or relationship between two or more variables [9]. The empirical study method is a research method on empirical facts obtained based on observation, where the object being studied is more emphasized on actual events rather than people's perceptions of events. This research was conducted at Bulog Kanwil Aceh. The research object was employee performance, leadership style and work spirit at Bulog Kanwil Aceh. The research method used in this study is an empirical study method with a causality research approach. Where the definition of associative research is research that aims to determine the influence or relationship between two or more variables [9].

The unit of analysis is the level of data aggregation being analyzed, including individual, group, organization, industry, or country. Data collected individually is used to calculate the unit of analysis at a larger level of aggregation. Researchers need to decide on the unit of analysis even when formulating the research question because data collection methods, sample size, and even the variables included in the framework are sometimes determined by the level at which the data are aggregated for analysis. The unit of analysis in this study is the individual employees of the Aceh Regional Logistics Agency (Bulog). The question categories designed in the questionnaire are given a score of 1-5, with the following categories [10].

What is meant by population is a generalization area consisting of objects/subjects that have certain qualities and characteristics (variables) that are determined by the researcher to be studied and then conclusions drawn [9]. The research population is all BULOG KANWIL Aceh employees, totaling 40 employees. This sampling is based on This sampling is based on [10]. So, the number of samples in this study is the entire population used as a sample, namely 40 people. To obtain data on leadership style, work enthusiasm and bonuses for employee performance, data collection was carried out using a questionnaire, which is a data collection technique by providing a sheet of questions in the form of a written list that has been prepared to respondents.

Data analysis techniques. Primary data testing and analysis were carried out using SPSS Version 26 with multiple linear regression formulation. "Analysis used by researchers, if they intend to predict what the condition will be (up and down) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (increasing and decreasing their values)" [9], are as follows: $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

Information:

Y = Performance Employee
a = Constant
 b^1, b^2, b^3 = Coefficient Variables
X 1 = Style leadership
X 2 = Spirit work
X 3 = Bonus
e = Error Term

To determine the relationship between the dependent variable and the independent variable, correlation analysis (R) and the coefficient of determination (R²) are used. A strong positive correlation (R) occurs when the correlation result is equal to 1. A strong negative correlation occurs when the correlation result is equal to -1. There is no correlation when the correlation result is equal to 0. This analysis is used to determine the percentage contribution of the influence of the independent variable (X) on the dependent variable (Y).

The coefficient of determination R² (for two-variable regression) is a measure of the fit of the sample regression line to the data. The coefficient of determination (R²) essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small value (R²) means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variable [11].

Data testing. Validity testing is intended to measure what should be measured according to specific situations, needs, and objectives. In other words, a questionnaire is considered valid if it can present a set of data regarding the respondents' behavior and activities as expected. Validity testing in this study was conducted using correlation analysis, which explains the correlation (relationship) between several variables using a set of dimensions called factors. Data measurements are considered valid if the calculated correlation is greater than the critical value – r (product moment table). "Validity is the degree of certainty between the data that occurs in the research object and the data that can be reported by the research. Thus, valid data is data that "does not differ" between the data reported by the researcher and the data that actually occurs in the research object" [9].

Classical assumption test. Normality testing The aim is to test whether the confounding variables or residuals in the regression model have a normal distribution [11]. A good regression model is one with a normal or near-normal data distribution. There are two ways to detect whether the residuals are normally distributed or not, namely by analyzing images in the form of plots and statistical tests by looking at the kurtosis and skewness values. The normality of the data can be seen from the normal probability plot image that compares the cumulative distribution of the normal distribution. The distribution will form a straight diagonal line, and the residual data plot will be compared with the diagonal line. If the residual data distribution is normal, then the line that describes the actual data will follow the diagonal line [11].

Hypothesis testing. Used to test the level of significance of Leadership Style and Work Morale and Bonuses individually on employee performance at BULOG KANWIL Aceh. With the following test criteria: If $t_{\text{count}} \geq t_{\text{table}}$, then reject H₀ and accept H_a. If $t_{\text{count}} < t_{\text{table}}$, then accept H₀ and reject H_a. The criteria for the t statistical test (Ghozali, 2022:58): a) If the significance value of the t-test is > 0.05 , then H₀ is accepted and H_a is rejected. This means there is no influence between the independent variable and the dependent variable; b) If the t-test significance value is < 0.05 , then H₀ is rejected and H_a is accepted. This means there is an influence between the independent variable and the dependent variable.

3. Results

3.1 Validity test instrument

Validity testing is conducted to determine whether the research instrument (questionnaire) that has been designed is suitable for use as a measuring tool in research. This is based on the results of data processing in the Statistical Package for Social Sciences (SPSS). All statements are declared valid because they have a significance level below 5%, whereas if done manually, the correlation value obtained for each statement must be compared with the critical value of the

product moment correlation where the results show that all statements have a correlation value above the critical value of 5%, namely above 0.344. This means that the data obtained is valid and can be used for research. To find out the validity value in this study, it can be seen in table 3.1. following:

Table 1. Results test validity

No.	Statement	Variables	Coefficient	Mark Critical r N = 33	Information
1	A1	Y	0, 469	0.312	Valid
2	A2		0, 589	0.312	Valid
3	A3		0, 457	0.312	Valid
4	A4		0, 500	0.312	Valid
5	A5		0, 508	0.312	Valid
6	B1	X 1	0, 617	0.312	Valid
7	B2		0, 449	0.312	Valid
8	B3		0, 567	0.312	Valid
9	B4		0, 487	0.312	Valid
10	C1		0, 723	0.312	Valid
11	C2	X 2	0, 490	0.312	Valid
12	C3		0, 590	0.312	Valid
13	C4		0, 700	0.312	Valid
14	D1	X 3	0, 691	0.312	Valid
15	D2		0, 719	0.312	Valid
16	D3		0, 633	0.312	Valid
17	D4		0, 554	0.312	Valid

Based on **Table 1** above, it can be explained that all variables used in this study are declared valid, because they have the correlation coefficient above is from the critical value of the product moment correlation, which is 0.312, so that all questions contained in this research questionnaire are declared valid to be continued to more in-depth research.

3.2 Instrument Reliability Test

Reliability testing was conducted using internal consistency, or the degree of accuracy of answers. SPSS was used for this test. After conducting reliability testing to determine the consistency of the results of an answer regarding respondents' responses, the author used SPSS version 23. A reliability score of less than 0.6 is considered poor, and a score greater than 0.6 and approaching 1 indicates good instrument reliability. The results of the reliability test can be seen in **Table 2** following:

Table 2. Test reliability variables study (alpha)

Variables	Amount Item	Cronbach Alpha	Reliability
Performance Employee (Y)	5	0, 733	Reliable
Style Leadership (X1)	4	0, 708	Reliable
Spirit Work (X2)	4	0, 790	Reliable
Bonus (X 3)	4	0, 788	Reliable

The results of the reliability test can be seen from the Cronbach Alpha value; a good Cronbach Alpha reliability value is one that is getting closer to 1. "Reliability that is less than 0.60 is not good, while more than 0.60 is acceptable and reliability with a Cronbach Alpha of 0.60 or above is good." From the results of the reliability test above, the reliability of the employee performance, leadership style, work spirit and bonus variables are all reliable because they exceed 0.60.

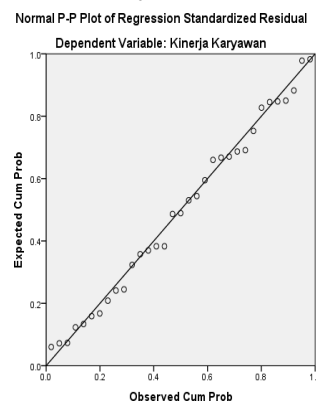
3.3 Normality test

The normality test is conducted with the aim of determining whether in a regression model, between the independent and dependent variables have a normal or non-normal distribution. If a variable is not normally distributed, the results of the statistical test will experience a decrease. A good regression model is a regression model that has a normal distribution or is also close to normal, so that it will be feasible to be tested statistically. Data normality testing can use the Kolmogorov-Smirnov in the SPSS program, with the provision "If the significance value is $> 5\%$ (0.05), then the data has a normal distribution and if the significance value is $< 5\%$ (0.05), then the data does not have a normal distribution. The following are the results and discussion of the Normality test.

Table 3. Results test normality one-sample kolmogorov-smirnov test

		Unstandardized Residual
N		33
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	.14326895
Most Extreme Differences	Absolute	.100
	Positive	.100
	Negative	-.069
Test Statistics		.100
Asymp. Sig. (2-tailed)		.200
a. Test distribution is normal.		
b. Calculated from data.		

In the table above, it can be concluded that the Asymp. Sig. (2-tailed) value is 0.200, $> \alpha = 0.05$, meaning that according to decision making using the Kolmogorov-Smirnov test, the data has a normal distribution and has met the normality requirements in the regression model. In addition, data testing will also be conducted through graphical analysis generated through regression calculations using SPSS. Normal data is characterized by a distribution of data points around the diagonal line. The results of the data normality test can be seen in the following figure:



Based on [Figure 1](#), it can be concluded that the data used shows normal indications. Analysis of the graph above shows that the points are spread around the diagonal line, and their distribution follows the direction of the diagonal line, "If the data is spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality, and vice versa if the data is spread far from the diagonal line and/or does not follow the diagonal line, then the regression model does not meet the assumptions of normality". So, the regression model is suitable for use to predict employee performance based on independent variable input.

3.4 Multicollinearity test

The multicollinearity test aims to determine whether a correlation exists between independent variables in the regression model. If a correlation exists, multicollinearity is present. A good regression model should have no correlation between independent variables. The multicollinearity test in this study examines the Variance Inflation Factor (VIF) value. The results of the multicollinearity test are shown in [Table 4](#) below:

Table 4. Results test multicollinearity

No	Variables	Tolerance Value	Mark VIF	Information
1	Style Leadership (X1)	0.410	2,402	Non
2	Spirit Work (X2)	0.420	2,342	Non
3	Bonus (X3)	0.413	2,415	Non

Based on the results of the multicollinearity test in table 4.13, the VIF values of the three independent variables involved in the analysis model, namely Leadership Style (X1), Work Spirit (X2), and Bonus (X3), are each <10.0 , so it can be interpreted that there are no symptoms of multicollinearity between the independent variables. Thus, the regression model of the influence of the independent variables on the dependent variable in this study is each predicted separately by the strength of each variable and there is no significant dependence. so that the model can be used as a basis for decision making.

3.5 Heteroscedasticity test

The heteroscedasticity test aims to test whether in a regression there is an inequality of variance from the residuals of one observation to another observation, then homoscedasticity remains, and if the variance is different, it is called heteroscedasticity. The results of the heteroscedasticity test of the data in this study used the SPSS tool by observing the patterns found in the Scatterplot, where the results can be seen in [Figure 2](#) below:

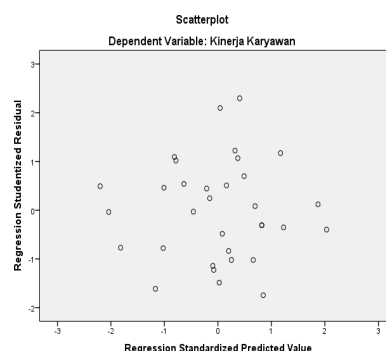


Figure 2. Results testing heteroscedasticity

Based on [Figure 2](#), the points are spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y axis, this means that heteroscedasticity does not occur.

4. Discussion

4.1 The influence of leadership style on employee performance

The results of previous research state that leadership style influences employee performance [\[12\]](#). Human resource management is the utilization, development, assessment, rewarding and management of individual members of an organization or group of workers. Human resource management as a policy and practice determines aspects of employees in management positions, including recruitment, screening, training, rewards and assessments. The better human resources are for an organization.

Leadership plays a crucial role in determining employee performance and an organization's ability to adapt to environmental changes. Effective leadership is expected to provide direction to all team members in achieving the organization's shared goals. Without strong leadership, the link between individual and organizational goals can be lost, causing employees to focus solely on achieving their personal goals. This can result in organizational inefficiency in achieving overall goals [\[13\]](#).

The function of leadership is directly related to the social situation and life of each group or organization, which implies that each leader is in and not in that situation. The function of leadership is a social phenomenon, because it must be realized in interactions between individuals in the social situation of a group or organization [\[14\]](#).

4.2 The relationship between work spirit and employee performance

The results of previous research stated that work enthusiasm influences employee performance [\[15\]](#). Work enthusiasm is a manifestation of high morals; some even identify or freely translate that high work morals are work enthusiasm. Job satisfaction is an important factor that must be formed in the work environment. This is because job satisfaction will impact a person's work productivity. Spector states that job satisfaction is an attitude that describes how a person feels about their job as a whole and about various aspects of their job. This shows that a person likes or dislikes their job and is closely related to various aspects of their job such as salary, supervision from superiors, coworkers, promotion opportunities and so on [\[16\]](#).

Work performance is a process of carrying out activities and using all of one's abilities so that it is successful in accordance with the targets set by the company. Work performance is the achievement of work results from work produced by an employee during a certain period by using his abilities effectively which have been obtained while working in the company, work effectiveness is the use of resources, facilities and infrastructure in a certain amount which is consciously determined beforehand to produce a number of goods for the services of the activities carried out [\[17\]](#).

4.3 Relationship between bonuses and employee performance

The results of previous research stated that bonuses have an effect on employee performance [\[18\]](#). Bonuses have a significant positive relationship with employee performance. Research shows that bonuses can increase employee job satisfaction, which in turn can positively impact employee performance. Compensation is something that employees receive in exchange for their service contributions to the organization. Compensation is also the main driver for employees to work, because with financial compensation employees can meet their needs, in other words, compensation can influence employee performance. Compensation is defined as something that

employees receive as a reward for their work. Compensation is a motivation for employees to continue working seriously and maintain their performance well. Compensation can be defined as a form of reward given by the company to employees for services provided to the company as part of an employment relationship [19].

Therefore, understanding the relationship between work compensation and employee performance is crucial for companies seeking to increase productivity and create a positive work environment. Through an approach based on effective compensation management, companies can create a work environment that supports high performance and provides a competitive advantage in a constantly evolving industry. Therefore, this study will delve deeper into how fair and adequate compensation can contribute to improved employee performance and the achievement of organizational goals [20].

5. Conclusion

Based on the research results, it can be concluded that policies on leadership style, work morale, and bonus provision each have a positive and significant impact on employee performance at the Bulog Regional Office in Aceh. Furthermore, these three policies simultaneously also have a significant impact on improving employee performance, indicating that the combination of effective leadership, high work morale, and an appropriate bonus system can strengthen overall employee performance.

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Authors' contributions and responsibilities

Putri Asmi Fadhlia Kindergarten: conceptualization, methodology, investigation, formal analysis, visualization, and writing – original draft. Tarmizi Gadeng: supervision and writing – review & editing. Nadia: supervision and writing – review & editing.

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Availability of data and materials

All data are available from the authors.

Competing interests

The authors declare no competing interest.

Additional information

No additional information from the authors.

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