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Original Article

The Influence of Human Resource Quality, Career Development, Leadership Style, and Work Culture on Employee Performance at the Secretariat General of the National Commission on Human Rights of Indonesia

Lidiya Lidiya[1*], Gofur Ahmad[2]

[1,2]Master's Program in Management, Faculty of Economics and Business, Universitas Muhammadiyah Jakarta, Indonesia
Email: [1)] lidiya.andra@gmail.com, [2)] gofurahm1973@gmail.com

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Abstract

Staff performance at the Secretariat General of Komnas HAM remains suboptimal, evidenced by unmet organizational performance indicators and declining staff ratings. This study examines the influence of human resource quality, career development, leadership style, and work culture on employee performance, both individually and collectively. The undertaking is impelled by lackluster performance attainments, manifest in dwindling appraisal ratings for 14 personnel and a BerAKHLAK Index languishing beneath the national mean. A quantitative methodology with a survey schema was employed upon 193 respondents culled from a populace of 372 employees via the Slovin formula and proportionate stratified random sampling. Data were amassed through questionnaires utilizing a 1-5 Likert gradation and scrutinized via SEM-PLS with SmartPLS. The findings disclose that human resource quality (path coefficient = 0.363; p = 0.000) and work culture (path coefficient = 0.541; p = 0.000) exert a favorable and consequential influence upon employee performance. Conversely, career development (p = 0.797) and leadership style (p = 0.092) evince no appreciable effects. Concurrently, the quartet of variables elucidates 76.1 percent of performance variance (R^2 = 0.761), with work culture standing as the preeminent variable (f^2 = 0.504). These revelations intimate that augmenting employee performance at the Secretariat General of Komnas HAM is more efficaciously accomplished through fortifying human resource quality and work culture rather than fixating solely upon career development or leadership style. The research outcomes are anticipated to furnish invaluable counsel for leadership in devising more judiciously calibrated human resource management stratagems.

Keywords: Career Development, Employee Performance, Human Resource Quality, Leadership Style, Work Culture.

1. Introduction

The pursuit of professional, accountable, and results-driven governance continues through government efforts in bureaucratic reform, where improved performance among civil servants constitutes one measure of success. This objective finds statutory support in Article 40 of Law Number 20 of 2023 concerning the State Civil Apparatus (ASN), which provides that ASN performance management shall aim at achieving organizational goals. In this regard, the Secretariat General of Komnas HAM plays a critical role in sustaining the institution's administrative and technical functions for human rights advancement, making the performance of its personnel an important priority.

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However, the performance achievement of Komnas HAM has not been fully optimal. Data from the Government Agency Performance Report (LKjIP) of Komnas HAM 2023-2024 shows that a number of key performance indicators, such as the percentage of investigations submitted to the Attorney General's Office and the level of public human rights awareness, are still below target. This condition is reinforced by individual performance assessment data for 2025, which recorded a decline in performance rating for 14 employees from the very good category in 2024, accompanied by an increase in employees rated as needing improvement. This ebb is conjectured to be bound up with the deficient caliber of human resources, as Schuler and Jackson (1987) posited that superior human resource quality engenders competitive advantage that bears favorably upon employee performance, alongside Widarni and Bawono (2021) who characterize human resource quality as employees' aptitude to consummate tasks whilst cultivating themselves and impelling colleagues toward self-betterment.

On the other hand, institutionally, the Bureaucratic Reform achievement of the Secretariat General of Komnas HAM has actually shown a positive trend, increasing from 67.53 in 2023 to 72.79 in 2024, followed by an increase in the ASN Professionalism Index from 53.27 to 79.54 in the same period. Unfortunately, this increase has not been fully followed by strengthening of work culture. The BerAKHLAK tenets, encompassing service orientation, accountability, competence, harmony, loyalty, adaptiveness, and collaboration, are enshrined in Article 4 paragraph (2) of the 2023 ASN Law as the normative bedrock for employee conduct. Yet survey findings promulgated by the Ministry of Administrative and Bureaucratic Reform in 2024 evince that the Secretariat General of Komnas HAM attained a BerAKHLAK Index of merely 59.5%, which lags behind the national yardstick of 68.1%. This disparity points to a need for further efforts to strengthen the embedding of ASN values and the prevailing work culture.

Alongside work culture and human resource quality, the factor of career progression presents itself as a matter of concern. The quality of human resources is itself manifested in employee competence, expertise, abilities, and professionalism (Selamat, 2021; Syahputra & Tukimin, 2022), which ideally can be improved through education and training in accordance with each individual's field of ability (Mu'ah et al., 2023). However, the results of the 2024 managerial and socio-cultural assessment (Mansoskul) show that there are still 9 employees (7.5%) with less than optimal results, while employee competency development for the 2021-2024 period has actually shown a fluctuating trend due to limited training budgets. This condition is in line with career development obstacles faced by employees, in the form of lack of promotion opportunities, ability, and education (Gaho, 2023), whereas career development should provide employees with better capabilities (Irawan et al., 2023) and reflect an improvement in employee status through a clear career path (Robbins & Judge, 2017). This unclear career direction is suspected to have contributed to the recorded 53 employees who transferred out of the institution during 2020-2025.

Furthermore, the leadership style factor is no less important, considering that effective leadership plays a role in directing all employees to achieve organizational goals (Rahmadani & Akbar, 2023; Siregar & Sabrina, 2024) as well as determining the organization's ability to adapt to environmental changes (Cahyono & Nur, 2023). In line with this, work culture functions as a social glue that guides the attitudes and behavior of employees in achieving organizational goals (Robbins & Judge, 2017), reflecting a tradition of learning, cooperation, and employee ability in carrying out tasks (Manilau et al., 2023), while also binding leaders and employees to the organization's vision, mission, and strategy (Ma'muroh et al., 2023) as

a value philosophy that has become embedded in organizational life (Junaidi & Marantika, 2022).

Notwithstanding the theoretical import of these four factors, antecedent scholarship has in fact yielded discordant outcomes. Selamat (2021) ascertained that human resource quality wields a favorable influence upon ASN performance, whereas Iin (2021) discerned an inconsequential influence. Irawan et al. (2023) found that career development has a positive and significant effect on employee performance meanwhile, Panjaitan and Sinaga (2022) reported the same direct effect, although the effect was not significant when mediated by job satisfaction. Sudrajat et al. (2023) corroborated a consequential influence of leadership style upon performance, diverging from the findings of Siregar and Sabrina (2024). Likewise, Manilau et al. (2023) found that work culture has an influence on employee performance, while Ma'muroh et al. (2023) found the opposite. This inconsistency of findings, coupled with the limitation of studies that examine the four variables simultaneously in the context of an independent state institution such as Komnas HAM, indicates the existence of a research gap both in terms of organizational context and the combination of variables tested.

The research is structured to analyze how human resource quality, career development, leadership style, and work culture influence employee performance at the Komnas HAM Secretariat General, both individually and collectively. The theoretical contribution lies in enriching academic discourse on public sector human resource management, especially regarding factors shaping ASN performance in independent state bodies. On the practical level, the study is anticipated to provide leadership with valuable policy inputs, to enhance employee understanding of the significance of competence, career development, and positive work culture, and to offer a reference for other public institutions in devising ASN policies oriented toward performance enhancement.

2. Literature Review

2.1. Grand Theory

2.1.1. Performance Theory

Campbell et al. (1990) characterize performance as discernible actions individuals undertake that bear pertinence to the aims of the organization. Performance is not merely a final outcome, but also work behavior influenced by individual ability, motivation, and organizational factors. This theory serves as the basis for explaining how human resource quality, career development, leadership style, and work culture shape work behavior that culminates in employee performance.

2.1.2. Human Capital Theory

Becker (1983) posits that human capital comprises the erudition, information, ideas, aptitudes, and vitality of individuals. Organizational investment through education, training, and career development improves individual ability, thereby impacting performance. This theory underlies the positioning of human resource quality and career development as forms of human capital investment in this research.

2.1.3. Leadership Theory

According to Yukl (2013), leadership involves the process of shaping others' understanding and agreement regarding necessary actions and methods, while also enabling collaborative efforts to achieve shared objectives. It is upon this foundation that the

assumption rests: superior leadership effectiveness is associated with elevated employee performance.

2.1.4. Organizational Culture Theory

Robbins and Judge (2017) characterize organizational culture as the system of shared signification among members that sets one organization apart from another. The resulting work culture, formed by these shared values and norms, drives performance improvements to a greater degree when it is more rigorously implemented.

2.2. Employee Performance

Definitions of performance include the value of employee actions that support organizational objectives (Colquitt et al., 2019), as well as qualitative and quantitative outcomes of task execution (Afandi, 2016; Mangkunegara, 2011). Pursuant to Government Regulation Number 30 of 2019, the performance of civil servants is adjudged by results attained in consonance with the Employee Performance Target and behavioral expectations, and Article 40 of Law Number 20 of 2023 concerning ASN affirms that performance management is subservient to the attainment of organizational aims. This research avails itself of the definition of PNS performance per Government Regulation 30 of 2019 as a reference for the employee performance variable (Y).

2.3. Human Resource Quality

Human resource quality reflects the internal capacity of employees, namely ability, skills, and knowledge, which affects work behavior and its contribution to the organization (Robbins & Judge, 2017). Selamat (2021) defines quality human resources as human resources possessing expertise, professionalism, and productivity to compete healthily, which is also influenced by knowledge, experience, maturity, attitude, and values (Syahputra & Tukimin, 2022), and can be improved through education and training (Mu'ah et al., 2023). This research uses human resource quality as a variable (X1) referring to employee capacity in carrying out tasks.

2.4. Career Development

Career development is a systematic process undertaken by organizations to help employees plan and develop their careers by enhancing their skills and providing opportunities for career progression (Mangkunegara, 2011; Irawan et al., 2023; Robbins & Judge, 2017). In this study, career development is used as the independent variable (X2), reflecting the organization's efforts to enhance staff competence and provide career development opportunities.

2.5. Leadership Style

According to Robbins and Judge (2017), leadership denotes the ability to direct a group toward the achievement of organizational objectives, and Yukl (2013) characterizes it as the process of promoting shared comprehension and agreement on proper courses of action. The term leadership style specifically denotes the conduct a leader adopts in fulfilling managerial duties (Soekarso & Putong, 2015), including the ability to motivate, inspire, and clearly express vision and mission (Rahmadani & Akbar, 2023). This research uses leadership style as a variable (X3), namely employee perceptions of the leadership behavior of their direct supervisor.

2.6. Work Culture

According to Robbins and Judge (2017), work culture functions as the social bond that shapes employee attitudes and behavior in pursuit of organizational goals, representing a heritage of learning, knowledge, and cooperative effort (Manilau et al., 2023), and binding leaders and employees to the organization's vision and mission (Ma'muroh et al., 2023) as a value philosophy that has become embedded (Junaidi & Marantika, 2022). The basic values of ASN BerAKHLAK: service orientation, accountability, competence, harmony, loyalty, adaptiveness, and collaboration (Article 4 paragraph 2 of Law No. 20 of 2023), serve as a guide for ASN work behavior. This research uses work culture as a variable (X4), limited to work behavior reflected in the BerAKHLAK core values.

2.7. Conceptual Framework

Human resource quality, career development, leadership style, and work culture are interrelated factors that simultaneously shape employee work behavior, which ultimately determines the level of performance produced.

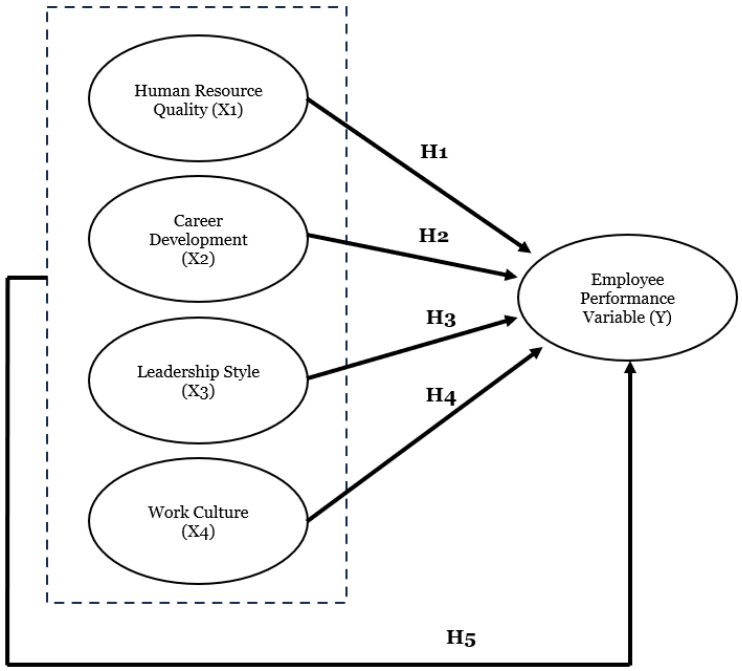


Figure 1. Conceptual Framework
Source: Authors' compilation

Figure 1 delineates the conceptual scaffold of the inquiry, which portrays the nexus amid four independent variables, namely Human Resource Quality (X1), Career Development (X2), Leadership Style (X3) and Work Culture (X4), and the dependent variable, namely Employee Performance (Y). Predicated upon this scaffold, human resource quality, career development, leadership style, and work culture are presumed to bear a nexus to employee performance. The nexus between each independent variable and employee performance is evinced through hypotheses H1, H2, H3, and H4. In addition to partial effects, H5 indicates the simultaneous influence of all four independent variables on employee performance. Thus, this conceptual framework illustrates that improvements or changes in the quality of human resources, career development, leadership style and work culture, whether collectively or individually, are associated with variations in employee performance.

The hypotheses in this research are as follows:
H1: Human Resource Quality influences Employee Performance
H2: Career Development influences Employee Performance
H3: Leadership Style influences Employee Performance
H4: Work Culture influences Employee Performance
H5: Human Resource Quality, Career Development, Leadership Style, and Work Culture simultaneously contribute to explaining variations in Employee Performance.

3. Methods

3.1. Research Approach and Type

This research uses a quantitative method with a survey design, which according to Sugiyono (2020) aims to show relationships between variables, test theory, and seek generalizations of predictive value. The sway of human resource quality, career development, leadership style, and work culture upon employee performance constitutes the object of scrutiny under this schema.

The site of this investigation is the Secretariat General of Indonesia's National Commission on Human Rights, selected for several reasons. (1) This body performs a critical function in supporting the Komnas HAM mandate as an independent state institution concerned with human rights; (2) in the context of bureaucratic reform, this institution is required to strengthen human resource quality, career development, leadership, and work culture in line with SAKIP policy and BerAKHLAK values; (3) there are still empirical challenges in the form of variations in employee competence, career development that has not been optimal, leadership style that has not fully driven performance, and work culture that needs to be strengthened; and (4) studies specifically examining these four variables within the Secretariat General of Komnas HAM are still limited.

3.2. Data Source, Place, and Time of Research

Data collection for this research relied upon primary sources obtained through employee questionnaires at the Secretariat General of Komnas HAM in 2026, followed by methodical processing and analytical procedures.

3.3. Population and Sample of the Research

3.3.1. Population

Population, according to Machali (2021), comprises the entire set of data sources providing information relevant to the research problem. The population in this study consists of staff at the General Secretariat of the National Commission on Human Rights (Komnas HAM), excluding Echelon I, II and III officials, totaling 372 people. These staff members are based at the Head Office in Jakarta and at Regional Secretariat Offices in six provinces. Details of the study population are presented in Table 1.

Table 1. Research Population

Work Unit	Total Employees	Officials of Echelon I / II / III	Total Population
Central	300	6	294
Regional	84	6	78
Total	384	12	372

Source: Processed data, 2026

3.3.2. Sample

The Slovin formula, applied with a 5% error tolerance, served to establish the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Notes: n = sample size; N = population size (372); e = error rate (0.05)

$$n = \frac{372}{1 + 372(0.05)^2} = 193 \text{ people}$$

The sampling technique used is proportionate stratified random sampling, with strata based on office location (Central and Regional), followed by simple random selection of respondents from the list of employees meeting the criteria, namely employees who have a direct supervisor in the performance of daily duties, so that they are able to assess the leadership style they experience. The distribution of the research population and sample by office location is presented in Table 2.

Table 2. Research Sample

Office Location	Population (persons)	Sample (persons)	Non-sample (persons)
Center	294	153	141
Region	78	40	38
Total	**372**	**193**	**179**

Source: Processed data, 2026

3.4. Operational Definition of Variables

This inquiry comprises one dependent variable (Y), namely Employee Performance, and four independent variables (X), namely Human Resource Quality (X1), Career Development (X2), Leadership Style (X3), and Work Culture (X4). All variables are gauged utilizing a 1-5 Likert gradation (strongly disagree to strongly agree).

3.5. Data Collection Method

Data were collected through two techniques. First, questionnaires, namely a systematically arranged list of questions including instructions for completion and respondent personal data (Rahmadi, 2011), using a closed questionnaire with a 1-5 Likert scale. Second, documentation, namely data collection through official documents, both recorded and written (Rahmadi, 2011), issued by the organization where the research was conducted.

4. Results and Discussion

4.1. Research Results

4.1.1. Overview of Respondents

This inquiry engaged 193 respondents who are employees at the Secretariat General of Komnas HAM. Respondent attributes encompass age, gender, tenure of service, latest schooling, position, and office locale. A conspectus of respondent attributes is proffered in Table 3.

Table 3. Overview of Respondents

Characteristic	Dominant Category	Number	Percentage
Age	31-40 years old	93	48.1%
Gender	Male	99	51.1%
Length of Service	5-10 years	80	41.3%
Latest Education	D4/S1	118	60.9%
Position	Certain Functional Positions	102	52.8%
Office Location	Central Office	153	79.3%

Source: Primary Data, 2026

Based on Table 3, the majority of respondents were aged 31-40 years (48.1%), male (51.1%), had a length of service of 5-10 years (41.3%), had a D4/S1 education (60.9%), held certain functional positions (52.8%), and worked at the central office (79.3%). These characteristics show that most respondents are employees of productive age, with adequate work experience and a relatively high level of education, so that they are expected to understand the research instrument well and provide answers that objectively reflect organizational conditions. In addition, the dominance of respondents from functional positions and the central office is in line with the composition of the employee population and the proportionate stratified random sampling technique used, so that the sample can be considered representative of the research population.

4.1.2. Outer Model Test

Appraisal of the outer model's viability entailed the application of convergent validity, discriminant validity, and reliability trials, which serve to evaluate the linkages between latent constructs and their indicators. The outer model of the study is presented in Figure 2.

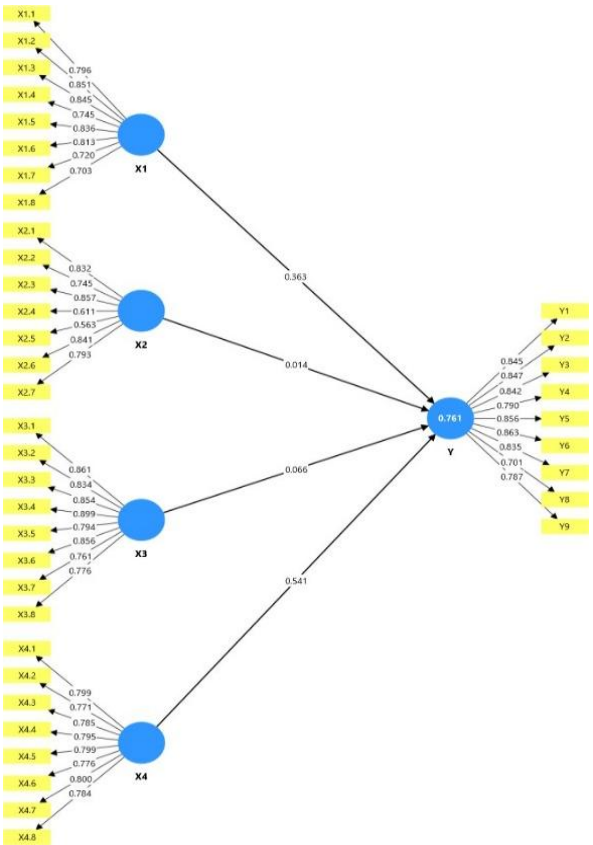


Figure 2. Outer Model
Source: SmartPLS Output, 2026

A. Convergent Validity Test

Indicators with loadings of 0.40–0.70 may be retained if AVE and composite reliability meet the thresholds (Hair et al., 2021). This research uses a threshold of 0.70. The results of the convergent validity test based on outer loading values are presented in Table 4.

Table 4. Convergent Validity Test Results (Outer Loading)

	X1	X2	X3	X4	Y
X1.1-X1.8	0.703-0.851				
X2.1-X2.7		0.563-0.857			
X3.1-X3.8			0.761-0.899		
X4.1-X4.8				0.771-0.800	
Y1-Y9					0.701-0.863

Source: SmartPLS Output, 2026

All indicators on X1, X3, X4, and Y have an outer loading >0.70 thereby fulfilling convergent validity. On X2, five indicators meet the criteria, while X2.4 (0.611) and X2.5 (0.563) are below 0.70 but still within the 0.40-0.70 range so they can still be retained in accordance with the recommendation of Hair et al. (2022), taking into account AVE, Composite Reliability, and the theoretical basis of the construct.

B. Discriminant Validity Test

Discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). Under the Fornell-Larcker criterion, discriminant validity is established when the square root of a construct's AVE exceeds its correlations with the other constructs (Hair et al., 2021). The results are presented in Table 5.

Table 5. Square Root of AVE Values (Fornell-Larcker Criterion)

	X1	X2	X3	X4	Y
X1	0.791				
X2	0.228	0.757			
X3	0.226	0.444	0.831		
X4	0.746	0.326	0.296	0.789	
Y	0.784	0.302	0.314	0.835	0.820

Source: SmartPLS Output, 2026

X1, X2, and X3 meet the Fornell-Larcker criterion. However, the X4-Y correlation (0.835) exceeds the square root of AVE for both (0.789 and 0.820), so this pair does not fully meet the criterion and needs further evaluation through HTMT, a method more recommended by Hair et al. (2022) because it is more sensitive in detecting similarity between constructs (threshold <0.90). Table 6 presents the HTMT values used to further assess discriminant validity.

Table 6. Heterotrait-Monotrait Ratio (HTMT)

Pair	HTMT
X2↔X1	0.230
X3↔X1	0.240
X3↔X2	0.538
X4↔X1	0.815
X4↔X2	0.338
X4↔X3	0.311
Y↔X1	0.846

Pair	HTMT
Y↔X2	0.302
Y↔X3	0.328
Y↔X4	0.899

Source: SmartPLS Output, 2026

All HTMT values are below 0.90 (0.230-0.899). Although the X4↔Y value (0.899) is very close to the threshold, all constructs are still declared empirically distinguishable, so discriminant validity is fulfilled.

C. Reliability Test

For confirmatory inquiry, the reliability appraisal avails itself of Cronbach's Alpha and Composite Reliability, with an acceptable threshold set above 0.70 (Hair et al., 2021; Ghozali, 2018). Table 7 reports Cronbach's alpha, composite reliability, and AVE for each construct.

Table 7. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE
X1	0.913	0.915	0.930	0.625
X2	0.877	0.919	0.902	0.572
X3	0.936	0.944	0.947	0.690
X4	0.913	0.914	0.929	0.622
Y	0.938	0.940	0.948	0.672

Source: SmartPLS Output, 2026

All constructs have Cronbach's Alpha (0.877-0.938), CR rho_a (0.914-0.944), and CR rho_c (0.902-0.948) above 0.70, as well as AVE above 0.50 (0.572-0.690). Thus, all constructs are declared reliable and convergently valid, so the outer model has met the requirements of validity and reliability and is feasible to proceed to inner model evaluation.

4.1.3. Inner Model Test

The results of the structural (inner) model, including the path coefficients and the R^2 value, are presented in Figure 3.

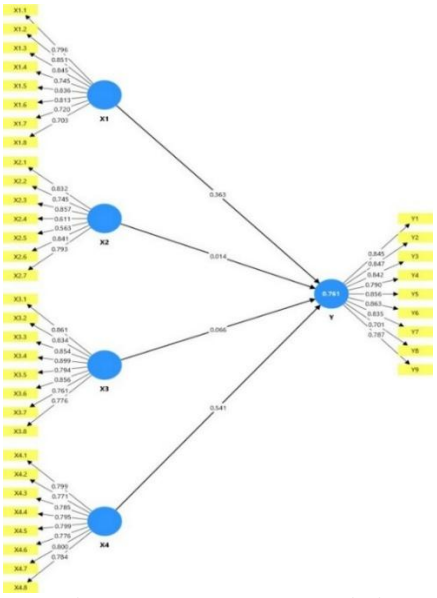


Figure 3. Inner Model
Source: SmartPLS Output, 2026

A. R Square Analysis (R^2)

The purpose of this dissection is twofold: to ascertain the extent to which exogenous construct variability elucidates endogenous construct variability and to appraise the structural model's goodness of fit. Loftier R-square values connote greater explanatory potency of the exogenous variables over the endogenous variable, corresponding to a more felicitously specified structural equation (Ghozali, 2018).

Table 8. R-Square Results

	R-square	R-square adjusted
Employee Performance (Y)	0.761	0.756

Source: SmartPLS Output, 2026

As shown in Table 8, the R^2 of Employee Performance is 0.761 and the adjusted R^2 is 0.756. The R-Square figure of 0.761 signifies that 76.1% of the variation in Employee Performance is elucidated by the combined effects of Human Resource Quality, Career Development, Leadership Style, and Work Culture, with the residual 23.9% consigned to other variables not incorporated into the research model.

With only a slight difference between R-Square and Adjusted R-Square, the model demonstrates good stability and a relatively steady explanatory capacity after adjusting for the count of exogenous variables. Ghozali (2018) classifies an R^2 of 0.761 as strong, which confirms that the structural model is highly effective in explaining variation in Employee Performance.

B. F Square (Effect Size)

Ghozali (2018) posits that an f square figure of 0.02 betokens a slight effect, 0.15 a moderate effect, and 0.35 a substantial effect of the exogenous latent variable. Table 9 presents the f^2 effect size of each exogenous variable on Employee Performance.

Table 9. F Square Results

	Human Resource Quality (X1)	Career Development (X2)	Leadership Style (X3)	Work Culture (X4)	Employee Performance (Y)
Human Resource Quality (X1)					0.244
Career Development (X2)					0.001
Leadership Style (X3)					0.014
Work Culture (X4)					0.504
Employee Performance (Y)					

Source: SmartPLS Output, 2026

The four variables show markedly different levels of influence on Employee Performance. Human Resource Quality yields an f-square effect size of 0.244, classified as medium, indicating that its contribution to explaining variance in Employee Performance is fairly meaningful. Work Culture, by contrast, exhibits a larger effect with an f-square of 0.504, placing it in the large category and establishing it as the most influential variable in the model's explanatory framework for Employee Performance.

In contrast, Career Development and Leadership Style both show effect sizes below the 0.02 threshold, placing them in the negligible category. Career Development has an f-square value of 0.001, meaning its presence contributes only a very small amount to the model's ability to explain the variation in Employee Performance. Similarly, Leadership Style has an f-square value of 0.014, indicating that it adds only a very small increment to the model's explanatory ability regarding Employee Performance.

C. Model Fit Test

The Standardized Root Mean Square Residual serves as the gauge for model fit in this inquiry, quantifying the mean discrepancy between the observed correlations and those prognosticated by the model. Figures beneath 0.08 betoken good fit. The model fit results based on SRMR are presented in Table 10.

Table 10. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.084	0.084

Source: SmartPLS Output, 2026

The model fit trial, executed utilizing the Standardized Root Mean Square Residual (SRMR), yielded a figure of 0.084 for both the saturated and estimated models. This figure lies marginally beyond the ideal threshold of <0.08 commended by Hair et al. (2022), betokening that the model fit has not yet attained the ideal category. However, the SRMR value remains below 0.10, meaning the model can be categorized as having an acceptable fit. Consequently, the research model remains suitable for use in further analysis, although the SRMR value being slightly above the ideal threshold should be taken into account as an indication that the interpretation of the model's results must be carried out with caution and should not be based solely on this measure of model fit.

4.1.4. Hypothesis Testing

Under PLS-SEM, hypothesis testing proceeds through bootstrapping and examines path coefficients, t-statistics, and p-values to establish the significance of influences from exogenous to endogenous variables. As Hair et al. (2021) state, a hypothesis is accepted when the p-value falls below 0.05 at the 5% significance threshold.

Table 11. Hypothesis Test Results

	Original sample (O)	T statistics	P values
Human Resource Quality (X1) -> Employee Performance (Y)	0.363	4.302	0.000
Career Development (X2) -> Employee Performance (Y)	0.014	0.257	0.797
Leadership Style (X3) -> Employee Performance (Y)	0.066	1.686	0.092
Work Culture (X4) -> Employee Performance (Y)	0.541	6.128	0.000

Source: SmartPLS Output, 2026

The results of the bootstrapping-based hypothesis tests are summarized in Table 11. Testing decisions were made on the basis of p-values, accepting hypotheses where the probability fell below 0.05. Application of this rule to all four hypotheses yields a clear division in outcomes. Human Resource Quality, boasting a coefficient of 0.363 and a p-value of 0.000,

evinces a positive and consequential nexus with Employee Performance, culminating in hypothesis acceptance. Work Culture likewise registers a p-value of 0.000 and a coefficient of 0.541, corroborating its consequential favorable effect and culminating in acceptance.

By contrast, Career Development and Leadership Style both fail to meet the significance threshold. Career Development records a p value of 0.797, well above 0.05, and although its path coefficient is positive at 0.014, the effect is too small to be considered meaningful, resulting in rejection of the hypothesis. Leadership Style follows a similar pattern, with a p value of 0.092 that also exceeds 0.05; despite a positive coefficient of 0.066, the influence is not strong enough to be declared significant at the 5% significance level, so this hypothesis is rejected as well. Taken together, these results indicate that Human Resource Quality and Work Culture are the two variables that meaningfully and significantly shape Employee Performance, while Career Development and Leadership Style, though positively associated, do not exert a statistically significant effect.

4.2. Discussion

4.2.1. The Influence of Human Resource Quality on Employee Performance

With a path coefficient of 0.363, a t-statistic of 4.302, and a p-value of 0.000, the research findings betoken that the caliber of human resources wields a positive and consequential effect upon employee performance; consequently, the first hypothesis is upheld. These outcomes intimate that employees' competencies, erudition, aptitudes, and faculties contribute to work efficacy and performance. This finding comports with the view that high-caliber human resources constitute a vital asset for organizations in attaining their objectives professionally, efficiently, and effectively.

The effect size of 0.244 betokens that the influence of Human Resource Quality upon Employee Performance falls within the moderate category. This finding comports with Harmonisari (2024), which posits that the caliber of human resources bears a positive and consequential impact upon staff performance. Therefore, efforts to enhance competencies through education, training and capacity building need to be continuously pursued at the General Secretariat of the National Commission on Human Rights. Meanwhile, the lack of significance of career development may be due to limited promotion opportunities and bureaucratic obstacles, whilst the lack of significance of leadership style may be related to leadership practices that are not yet fully in line with staff expectations.

4.2.2. The Influence of Career Development on Employee Performance

With a path coefficient of 0.014, a t-statistic of 0.257, and a p-value of 0.797, the research findings betoken that Career Development wields no consequential effect upon Employee Performance; consequently, the second hypothesis is spurned. The effect size (f^2) of 0.001 likewise betokens that the contribution of Career Development to Employee Performance falls within the "very slight" category. These results suggest that employees' perceptions of career development opportunities have not yet become a factor that directly drives improved performance. In the context of the General Secretariat of the National Commission on Human Rights (Komnas HAM), this situation may arise because the career development of civil servants is not entirely determined by individual work achievements, but is also influenced by competency requirements, administrative procedures, job grading, and the availability of vacancies.

The lack of significance of career development may also be linked to limited promotion opportunities and bureaucratic obstacles, which mean that the benefits of career development are not yet directly felt in the performance of duties. When opportunities to secure a post or

promotion are relatively limited, improvements in competence through career development do not necessarily lead immediately to changes in position or incentives that could drive performance. Furthermore, the administrative nature of the career development process, which requires specific stages, can mean that its impact on performance is more long-term in nature. Thus, although career development remains important for the sustainability of human resource management, these factors have not demonstrated a direct contribution to staff performance in this study.

The non-significant effect found here differs from Irawan et al. (2023) and Panjaitan and Sinaga (2022), who reported a positive and significant direct effect of career development on performance. This result reinforces the view that, within the context of public sector organizations, improved performance may be more closely linked to factors directly related to the execution of work, such as competence, motivation, work culture and performance management. Therefore, whilst career development remains important, its implementation must be supported by more open promotion opportunities, clear career pathways and a stronger link between career development and staff performance.

4.2.3. The Influence of Leadership Style on Employee Performance

With a p-value of 0.092, a t-statistic of 1.686, and a coefficient of 0.066, the research findings betoken that leadership style wields no consequential effect upon staff performance; consequently, the third hypothesis is spurned. The effect size (f^2) of 0.014 likewise betokens that the contribution of leadership style to staff performance is exceedingly slight. These results suggest that improvements in employee performance at the General Secretariat of Komnas HAM are not directly determined by leadership style, but are more closely related to compliance with established standards, standard operating procedures (SOPs) and the organization's work targets.

The lack of significance of leadership style may be due to the fact that the leadership practices implemented are not yet fully aligned with employees' expectations or needs, meaning that their impact on performance is not yet clearly evident. Furthermore, the standardized performance management system in place provides staff with relatively clear and structured work guidelines, meaning that the execution of duties relies more on organizational procedures and targets than on the leadership characteristics of their superiors. This situation is particularly evident among respondents, who are predominantly functional officers (52.8 per cent), whose duties entail specific responsibilities and work standards.

These findings are consistent with Siregar and Sabrina (2024) which indicates that leadership style does not have a significant impact on staff performance. In the context of public sector organizations, leaders may play a greater role as guides and coordinators, whilst staff performance is largely supported by competence, work culture, and organizational systems and procedures. Therefore, leadership style remains an important consideration, particularly through communication practices, the provision of guidance, and support that is better tailored to staff needs.

4.2.4. The Influence of Work Culture on Employee Performance

The trial outcomes evince that work culture wields a positive and consequential effect upon staff performance, with a path coefficient of 0.541, a t-statistic of 6.128, and a p-value of 0.000; consequently, the fourth hypothesis is upheld. These outcomes betoken that the more robust the work culture instituted within the organization, the superior the employee performance at the General Secretariat of Komnas HAM. A work culture characterized by discipline, integrity, professionalism, cooperation, responsibility and a results-oriented approach can foster consistent work behavior and support the effective execution of duties.

Work culture likewise stands as the most preeminent variable swaying staff performance, as evinced by the loftiest path coefficient of 0.541 and an effect size (f^2) of 0.504, which falls within the "substantial" category. The dominance of this influence suggests that consistently applied work values and practices serve as direct guidelines for staff in carrying out their day-to-day duties. When discipline, integrity, responsibility and a results-oriented approach have become part of the organization's culture, employees have clearer behavioral standards, thereby enhancing consistency, performance and the achievement of work targets.

In the context of the General Secretariat of the National Commission on Human Rights (Komnas HAM), these results confirm that strengthening a work culture characterized by professionalism, integrity, accountability and a service-oriented approach is a key strategy for improving staff performance. These findings are consistent with Nawipa et al. (2025) which found that work culture has a positive and significant impact on staff performance. Therefore, work culture needs to be maintained and strengthened through the consistent application of organizational values, leading by example in work behavior, and a greater focus on quality and work outcomes.

4.2.5. The Influence of Human Resource Quality, Career Development, Leadership Style, and Work Culture on Employee Performance

The outcomes of the structural model appraisal disclosed an R-squared (R^2) figure of 0.761 for Employee Performance, signifying that Human Resource Quality, Career Development, Leadership Style, and Work Culture collectively account for 76.1 percent of the variation in Employee Performance. Meanwhile, 23.9 percent of the variation in performance is elucidated by other factors not incorporated into the research model. Per the criteria delineated by Hair et al. (2022), this R^2 figure falls within the "substantial" category, betokening that the model possesses considerable explanatory potency regarding Employee Performance.

The lofty R^2 figure betokens that the model constructed has incorporated a number of weighty factors germane to Employee Performance. However, the contribution of each variable is not necessarily uniform, as antecedent trial outcomes evinced that Human Resource Quality and Work Culture exerted a consequential influence, whilst Career Development and Leadership Style evinced no consequential influence. This intimates that the model's considerable explanatory potency is chiefly buttressed by variables bearing a sturdier nexus to employee performance, particularly work culture as the variable with the most preeminent influence.

Consequently, the study's structural model possesses a substantial capacity to elucidate employee performance, yet 23.9 percent of the variation still emanates from other factors outside the model. These factors may encompass work motivation, workload, remuneration, the working milieu, job satisfaction, or other organizational factors. Consequently, future inquiry may contemplate these supplementary variables to glean a more comprehensive apprehension of the factors germane to Employee Performance.

4.2.6. Tauhid (Monotheistic) Reflection

A. Human Resource Quality

In an Islamic perspective, human resource quality is not only measured from the aspects of knowledge, skills, and competence, but also from the quality of faith, character, and devotion to Allah SWT. Competency development is a form of human effort to optimize the potential that Allah SWT has bestowed so as to be able to carry out tasks professionally and provide benefit to society. Therefore, improving human resource quality is part of the trust to continue learning and developing oneself. Allah SWT says in QS. Al-Mujadilah verse 11,

يٰٓاَيُّهَا الَّذِيْنَ اٰمَنُوْٓا اِذَا قِيْلَ لَكُمْ تَفَسَّحُوْا فِى الْمَجٰلِسِ فَافْسَحُوْا يَفْسَحِ اللّٰهُ لَكُمْۚ وَاِذَا قِيْلَ انْشُزُوْا فَانْشُزُوْا يَرْفَعِ اللّٰهُ الَّذِيْنَ اٰمَنُوْا مِنْكُمْۙ وَالَّذِيْنَ اُوْتُوا الْعِلْمَ دَرَجٰتٍۗ وَاللّٰهُ بِمَا تَعْمَلُوْنَ خَبِيْرٌ ﴿١١﴾

Means that believers who are asked to make room in gatherings should do so, and Allah will grant them room, and when asked to rise, they should rise, for Allah will raise in degree those who believe and those given knowledge, and Allah is aware of what they do. This verse affirms that Allah SWT honors those who believe and possess knowledge. Therefore, improving human resource quality through education, training, and competency development is an implementation of tauhid values that encourages humans to continue improving themselves as a form of worship to Allah SWT.

B. Career Development

Career development in Islam is viewed as a process of increasing trust and responsibility, not merely obtaining a higher position. Every career level should be obtained through competence, integrity, and work achievement so as to be able to provide broader benefit to the organization and society. Allah SWT says in QS. At-Taubah verse 105,

وَقُلِ اعْمَلُوْا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُوْلُهٗ وَالْمُؤْمِنُوْنَۗ وَسَتُرَدُّوْنَ اِلٰى عٰلِمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُوْنَ ﴿١٠٥﴾

Means that to work, for Allah will see the deeds of the believers, as will His Messenger and the believers, and they will be returned to the Knower of the unseen and the seen, who will inform them of what they used to do. This verse teaches that every deed will be accounted for before Allah SWT. Thus, career development should be based on professionalism, work achievement, and integrity as a form of devotion to Allah SWT.

C. Leadership Style

In Islam, leadership is a trust that must be carried out justly, wisely, and responsibly. A leader is not only responsible to the organization, but also to Allah SWT for every decision made. Allah SWT says in QS. An-Nisa verse 58,

اِنَّ اللّٰهَ يَأْمُرُكُمْ اَنْ تُؤَدُّوا الْاَمٰنٰتِ اِلٰٓى اَهْلِهَاۙ وَاِذَا حَكَمْتُمْ بَيْنَ النَّاسِ اَنْ تَحْكُمُوْا بِالْعَدْلِۗ اِنَّ اللّٰهَ نِعِمَّا يَعِظُكُمْ بِهٖۗ اِنَّ اللّٰهَ كَانَ سَمِيْعًاۢ ﴿٥٨﴾ بَصِيْرًا ﴿٥﴾

Means that Allah commands that trusts be delivered to those entitled to them, and when judging between people, to judge with justice, and Allah is the best in instructing, and Allah is All-Hearing and All-Seeing. This verse shows that leadership must be carried out with full trust and justice. Therefore, a leader who is able to provide clear direction, motivate subordinates, communicate effectively, make objective decisions, and provide proportional rewards has implemented tauhid values in their leadership.

D. Work Culture

Work culture in Islam is built on the values of honesty, cooperation, discipline, responsibility, and mutual help in goodness. A positive work culture will create a harmonious organizational environment that supports improved employee performance. Allah SWT says in QS. Al-Ma'idah verse 2,

يٰٓاَيُّهَا الَّذِيْنَ اٰمَنُوْا لَا تُحِلُّوْا شَعَاۤىِٕرَ اللّٰهِ وَلَا الشَّهْرَ الْحَرَامَ وَلَا الْهَدْيَ وَلَا الْقَلَاۤىِٕدَ وَلَآ اٰۤمِّيْنَ الْبَيْتَ الْحَرَامَ يَبْتَغُوْنَ فَضْلًا مِّنْ رَّبِّهِمْ وَرِضْوَانًاۗ وَاِذَا حَلَلْتُمْ فَاصْطَادُوْاۗ وَلَا يَجْرِمَنَّكُمْ شَنَاٰنُ قَوْمٍ اَنْ صَدُّوْكُمْ عَنِ الْمَسْجِدِ الْحَرَامِ اَنْ تَعْتَدُوْاۘ وَتَعَاوَنُوْا عَلَى الْبِرِّ وَالتَّقْوٰىۖ وَلَا تَعَاوَنُوْا عَلَى الْاِثْمِ وَالْعُدْوَانِۖ وَاتَّقُوا اللّٰهَۗ اِنَّ اللّٰهَ شَدِيْدُ الْعِقَابِ ۝٢

Means that to help one another in righteousness and piety, and not to help one another in sin and transgression, and to fear Allah, for Allah is severe in punishment. This verse becomes the foundation that good work culture must be built on a spirit of cooperation, care, and shared responsibility to achieve organizational goals that benefit society.

E. Employee Performance

Performance in an Islamic perspective is the result of carrying out trust that is done earnestly, with full responsibility, and grounded in sincerity toward Allah SWT. An employee is required to work professionally because every deed will receive a reward according to the quality of their effort. Allah SWT says in QS. An-Najm verses 39-41,

ثُمَّ يُجْزٰىهُ الْجَزَاۤءَ الْاَوْفٰىۙ ۝٤١ وَاَنَّ سَعْيَهٗ سَوْفَ يُرٰىۖ ۝٤٠ وَاَنْ لَّيْسَ لِلْاِنْسَانِ اِلَّا مَا سَعٰىۙ ۝٣٩

Means that man will have nothing but what he strives for, and that his effort will be seen, and then he will be given the fullest reward for it. This verse explains that every human effort will be assessed and rewarded by Allah SWT. Therefore, employees are required to work optimally, professionally, responsibly, and provide the best service as a form of worship to Allah SWT.

5. Conclusion

Findings from this investigation reveal that Employee Performance at the Secretariat General of Komnas HAM is positively and significantly influenced by Human Resource Quality and Work Culture, such that improvements in these two areas yield performance increases. Career Development and Leadership Style, by contrast, do not demonstrate significant effects. The four independent variables jointly explain 76.1% of Employee Performance variation, while other unexamined factors account for 23.9%. These outcomes underscore that Human Resource Quality and Work Culture constitute the principal drivers of performance. Consequently, efforts to elevate performance should prioritize competence enhancement and cultural reinforcement aligned with organizational values. Despite the non-significant findings for Career Development and Leadership Style, both dimensions remain relevant for fostering a productive workplace and supporting institutional effectiveness.

This inquiry is circumscribed to the deployment of four independent variables, namely human resource quality, career development, leadership style, and work culture, and was undertaken solely amid employees of the Secretariat General of Komnas HAM, wherefore the outcomes cannot yet be broadly generalized. Furthermore, data were procured through a questionnaire grounded in respondent perceptions and dissected via a quantitative SEM-PLS approach, wherefore it has not been able to plumb the depths of the rationale underpinning the inconsequentiality of several variables upon employee performance. For subsequent research, it is recommended that other potentially influential factors be included, such as work motivation, job satisfaction, remuneration, workplace conditions, and organizational commitment. In addition, research can be conducted at other institutions or organizations with different characteristics and using a mixed methods approach to obtain a more comprehensive understanding of the factors that influence employee performance. Future

inquiry could refine the model by testing mediating variables, such as job satisfaction and work motivation, to glean a more comprehensive apprehension of the mechanisms binding organizational factors to staff performance. Furthermore, future research could be conducted in other public sector organizations with different organizational characteristics, thereby enabling a comparison of results and the identification of patterns in the factors influencing staff performance across various public sector organizations.

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