The Effect of Welfare and Leadership Style on Performance of 725/Woroagi Battalion Personnel in The Framework of Ri-PNG Pamtas Task Force in the 2022-2023 Academic Year

Susilo Waskito, Ummy Kalsum, David C.E. Lisapaly

Master of Management Study Program, Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari, Indonesia

- - - - - - - - - - - - - - - - - - **ABSTRACT** - - - - - - - - - - - - - - - - - -

This research aims to test and explain: (1) The influence of welfare and leadership style on the performance of Yonif 725/Woroagi personnel in the framework of the RI-PNG PAMTAS TASK AS 2022-2023. (2) The influence of welfare on the performance of Yonif 725/Woroagi personnel in the context of the RI-PNG PAMTAS TASK FY 2022-2023. (3) The influence of leadership style on the performance of Yonif 725/Woroagi personnel in the framework of the RI-PNG PAMTAS TASK AS 2022-2023. This research design is a survey with an explanatory research design. Data collection was carried out using a survey method using an instrument in the form of a questionnaire. The population of this study was all personnel from Yonif 725/Woroagi SATGAS PAMTASRI-PNG FY 2022-2023, totaling 450 people. The sample was determined using the Slovin formula with a precision of 10%, resulting in a total sample of 82 people. The analysis equipment used is Multivariate Regression Analysis. The research results show that (1) welfare and leadership style simultaneously have a significant effect on personnel performance. (2) welfare partially has a positive and significant effect on personnel performance. (3) Leadership style partially has a positive and significant effect on personnel performance. Thus, it can be concluded that changes in improving welfare and leadership style have a positive and significant contribution to improving personnel performance.

Keywords: *Leadership Style and Performance and Welfare*

I. INTRODUCTION

Each group must have the resources to be able to carry out its vision and mission since the group or group was first formed. One thing that is viewed as a hierarchical resource is Personnel. Since staff is the functional driver of a group, it is appropriate for the group, especially the pioneer, to be aware of its staff's abilities, both shortcomings and advantages. In running a substance with a small or large scope, an initiative idea is required so that preparation, implementation, handling and evaluation can run efficiently and according to plan until the set objectives can be achieved. (Aziz, 2018: 193).

The organization must be able to measure the level of staff capacity in using information to carry out tasks and ensure their performance meets standards. Therefore, a clear division and description of tasks is needed to facilitate the execution of the work by the staff and also to make it easier to carry out performance assessments. In performance assessment is a method that in addition to assessing performance is also useful for developing and motivating staff (Sofyandi, 2013:122). Performance is the result of work, both in quality and quantity, that has been achieved by staff in the performance of their duties. Based on the responsibilities given by the leader, the outcome of the work is adjusted to what the leader expects, through the rules or guidelines that apply within the unit.

Staff performance measurements are used to determine the amount of compensation received or to determine sanctions imposed when staff fails to meet the target. Another use is to determine a person's career level based on the results of the work he earned. It means that if the results are good, then the compensation and other rewards also increase, and vice versa. For the staff, the usefulness of the execution examination is to measure their ability to complete a job and further develop its results. If the result of the work is bad then the repair must be done from now on. Instead, the person must be prepared to work according to his capacity. The staff also expect salaries and professional success as a reward for the presentations they have earned. So for the staff, both the chief and staff, each has an interest in the presentations he gets. (Kasmir, 2016).

Performance assessment has a broader and deeper meaning than simply evaluating staff shortcomings or surpluses. Moreover, this process plays an important role in supporting staff to a level of performance that matches the expectations of the organization. Its primary objective is to encourage development, both at the individual level and at the organizational level as a whole. It's in line with Hariandja's thinking. (2005:197).

The effectiveness of communication within an organization has a significant impact on the satisfaction and performance of its members. In addition, welfare programs, which are part of indirect compensation, also play an important role in affecting staff performance. An effective welfare program can increase employee safety and loyalty, which in turn can increase productivity and performance.Compensation consists of two types: direct and indirect. Direct compensation is wage or wage, whereas indirect compensation covers various forms of employee welfare. Although both are incomes for employees and costs for organizations, there is a significant difference between the two. Wages are compulsory and routine, while welfare is more flexible and can be given in various forms. In the context of the Indonesian National Army (TNI), the performance of soldiers has a broad meaning. It not only covers official duties at headquarters, but also behavior and attitudes in family and community environments. TNI has a crucial role inning the integrity and security of the country, so the optimal performance of each of its members is crucial.

National policy has emphasized the importance of improving the well-being of TNI personnel as part of a strategy to foster the professionalism of soldiers. It covers various aspects such as adequate wages, improved quality of education and training, improvement of health facilities, and provision of service housing. Thus, it can be concluded that the performance of staff, especially in the TNI environment, is influenced by a variety of interrelated factors, including effective communication, fair compensation, and comprehensive welfare programmers. This holistic approach aims to ensure that TNI soldiers can perform their duties optimally, both in their official capacity and as members of the community.

Soldiers of the Indonesian National Army (TNI) are an important element for the country of Indonesia in its efforts to preserve the integrity of the United States of the Republic of Indonesia. (NKRI). TNI, in addition to serving and responsible for the security and territorial integrity of the territory of Indonesia, also has a great responsibility in internal security within the national scope. The size of the tasks and responsibilities of TNI indirectly indicates the need for a positive performance of each member (soldiers) TNI. The low performance of the TNI can affect the emergence of threats to the security and integrity of NKRI. Based on the exposure about TNI AD it can be known that the work references for each member of TNIAD are very detailed and relate to the duties and responsibilities inning personal self-esteem, family, environment, corps and country. Soldiers of the Indonesian National Army (TNI) are an important element for the country of Indonesia in its efforts to preserve the integrity of the United States of the Republic of Indonesia. (NKRI). TNI, in addition to serving and responsible for the security and territorial integrity of the territory of Indonesia, also has a great responsibility in internal security within the national scope. The size of the tasks and responsibilities of TNI indirectly indicates the need for a positive performance of each member (soldiers) TNI. The low performance of the TNI can affect the emergence of threats to the security and integrity of NKRI. Based on the exposure about TNI AD it can be known that the work references for each member of TNIAD are very detailed and relate to the duties and responsibilities inning personal self-esteem, family, environment, corps and country.

Increasing the well-being of the personnel in order to maintain the professionalism of the soldiers is one of the directions of the national policy and strategy of defense development to the objectives of the Defense Development Period 2015-2019 (source; Decision of the Commander of TNI AD Number Kep/556/VI/2016dated June 27, 2016 on the Strategic Plan of Development of the TNI Year 2015-2019. According to the Decision of the TNI Commander, the welfare that every soldier should have is the provision of salaries, benefits, honoraries and surcharges given in accordance with the regulations in force in a timely and accurate amount, the improvement of the quality and the amount of education and training of TNI soldiers, the enhancement of health care facilities for all personnel as well as the addition of service housing so that each staff can occupy the service house.

In improving the security performance of the territory of NKRI Korem 143/Halu Oleo has a unit Yonif 725/Wrg which has earned the honor to carry out a noble duty in order to maintain the sovereignty of the NKRI in the border area of RI-PNG. This research is carried out because based on observations that there are Personnel who do not work seriously and not in the performance of their duties, it must be affected by the whole system implemented, the goal of the local government to provide the best of services cannot be achieved. The current phenomenon of benefits, facilities and services provided during the performance of security territory duties is still low compared to the army of other states and this phenomenon is exacerbated by the existence of still less intelligent personnel in managing and using existing salaries, who tend to follow a lifestyle not to be considered behind.

Well-being is considered to motivate staff and will ultimately imply improved staff performance and at the same time is expected to improve organizational performance. An incentive can generally be understood as a reward of an organization for the performance of its staff. (Perry, Engbers, & Jun, 2009). Druskienė & Šarkiūnaitė (2018) further describes incentives as the various tools or techniques used to meet the needs of staff, to ensure the satisfaction of staff and at the same time to realize the goals of the organization. Incentives related to monetary incentives and moral incentive (moral incentives). Mukherjee (1998) gave another opinion on the component of compensation and reward.

In addition to well-being, leadership is also one of the factors that can influence staff performance. Leadership is one of the topics in management that is still interesting enough to be discussed up to adulthood. The

mass media, both electronic and print, often display opinions and discussions about leadership. According to (Soekars, 2015), leadership is a process of influencing the behavior of members and resources effectively and efficiently towards achieving goals collectively. In the Yonif 725/Wrg unit the performance of the member is influenced by the leadership, because on the command of the leader the member performs the assigned tasks according to the existing procedures.

The role of a leader is very strategic and vital to the achievement of the vision, mission and purpose of an organization, and is one of the motives that motivates human beings to always investigate the intricacies associated with leadership. Leadership is not only understood as influencing a person to a goal but is also a process of motivating subordinate behavior in efforts to improve the group and discipline of subordinates.

Indirectly, leadership shapes performance. The better the leadership of a man to his subjects, the greater the performance of his subjection. Without leadership, the relationship between individual aims and organizational aims may become blurred. (lemah). Therefore, leadership is essential if an organization wants to succeed. Leadership has a very important role in a group, organization and state.

In the military organization TNI-AD, the style of leadership applied differs between the battalion units and the Commando units (Kodim). In the Command units, the leadership style can still be applied other than authoritarian/militaristic leadership because in the Commander units that are territorial units approach themselves to the Society so that the need for Dandim and personnel to apply the Transformational leadership to be able to blend with the society. There are negative factors that can decrease the performance of staff, including a decreased desire of staff to work achievement, a lack of timing in completion of work so less compliance with the rules, the influence that comes from well-being and less commanders can influence staff to be loyal and obey the rules laid down in the TNI Slog and the ability to lead staff to the goals that the organization wants to other than the lack of examples that should be used as a benchmark in achieving good work performance.

II. LITERATURE REVIEW

To find out which parts of the research have been studied and which parts have not been revealed, prior research is required to determine the focus of research to be studied. The following is a summary of research that has been conducted by previous researchers:

Rendy Irwandi et al., (2023) entitled The Impact of Welfare Rates, Overtime Wages and Work Motivation on Staff Performance (Study on Staff CVs. Building a Wealthy Plantation SUM-SEL). (Studi Pada Personel CV. Bina Makmur Plantation SUM-SEL). The population in this study includes the entire staff of the Prosperity Building CV. Plantation of 50 Personnel. The sampling techniques used are non-probability samplings. Based on the results, research shows that the level of well-being, wages, and work motivation simultaneously have a positive and significant impact on staff performance.

Pratiwi, R. M., Asry, D., & Pamalungan, P. H. W. (2023). The influence of leadership, work motivation and well-being levels on educational performance. Buana Ciência, 7(2), 19-25. This research aims to find out the influence of leadership, motivation of work, level of well-being on the performance of educational staff at Buana University of Karawang Struggle. This research uses a quantitative approach with data collection techniques using questionnaires. The respondents in this study were 50 people. From the results of research and analysis that leadership, motivation, well-being has no significant influence on educational performance either partially or simultaneously.

Rosanti, I. A., & Marlius, D. (2023). Impact of the Working System, Compensation and Welfare on the Performance of Outsourcing Energy in BNI Bank Kota Padang. Journal of Publications of Management Sciences, 2(2), 152-168. The study aims to test and analyze the impact of the work system, compensation and well-being on the outsourcing performance in BNI Kota Padang Bank. This type of research is quantitative research with linear regression data analysis. The sample of this research is a Personal outsourcing who works at BNI Bank in Padang City. The total number of respondents was 88. The data was collected using a questionnaire. The variables in this study are the free variables of the working system (X1), compensation (X2) and well-being (X3) as well as the bound variables (Y) of the workforce. From the calculations of the test t can be known for the working systems (X1) compensation and welfare variable (X3), it is stated that there is a positive and significant influence of free variable on partially bound.

Mulkhairul, I., Bany, Z.U., & Gani, B.A. (2023). Analysis of the Welfare Level of Dental and Oral Health Energy Performance at Puskesmas Banda Aceh Dental Clinic. Journal Ners, 7(1), 506-510. The research was conducted to analyze the level of well-being and performance of dental and oral health workers at Puskesmas Banda Aceh Dental Poliklinik. The research method used is the analytical descriptive method. Subjects of the study consisted of 30 dental and oral health professionals selected in total sampling. The results of the research showed that the level of well-being of dental health workers at Puskesmas Banda Aceh Dental Poliklinik was in the category of fairly good, while the performance was in a good category.

Hamid, M., & Suyuti, N. F. (2023). With the title Impact of Leadership and Discipline on the Performance of TNI-AD Staff Soldiers in Code 1419 ENREKANG. This study aims to measure the impact of leadership on the performance of TN-AD personnel in code 1419 Enrekang mediated discipline.

III. RESEARCH METHODS

Based on the topic, namely "The Impact of Welfare and Leadership Styles on the Performance of Yonif 725/Woroagi Personnel in the RI-PNG Agreement Framework 2022-2023", then the appropriate type of research is

quantitative research. The data collection of this quantitative research was done using the technique of sampling solvin formula against 148 people of the population and the returning and valid questionnaire result was 106 people as a sample. Data processing using this validity and reliability test method using the SPSS program, the test technique often used by researchers for validity testing is using the Pearson Bivariate correlation. The results of this study conclude that leadership and discipline influence performance. The researchers proved it with a value (f count) of 19.078 > 3.08 with a table f with a significance of 0,000 < 0.05 means leadership and discipline simultaneously influenced on performance.

Correlational research aims to investigate the relationship or influence between two or more variables without any manipulation or intervention on them. In this study, there are two independent variables (free variables), namely well-being and leadership style, as well as one dependent variable (bound variable) namely the performance of Yonif 725/Woroagi personnel in the RI-PNG Pamatgas Statute.

Researchers can gather data through questionnaires or assessment scales that measure staff perceptions of their well-being, leadership styles, and performance. Furthermore, the data can be analyzed using appropriate statistical methods, such as double regression analysis, to determine the influence of independent variables (welfare and leadership style) on dependent variables. (Personel Performance). In this research project, researchers may also consider controlling other variables that may affect staff performance, such as age, rank, or job experience, to obtain more accurate results and reduce bias.

The research was carried out at the Military Resor Commando 143/Halu Oleo Jl. Dr.Abdullah Silondae No. 242, Mandonga, Kendari, Sultra. The target of this research is Yonif 725/Woroagi personnel SATGAS PAMTAS RI-PNG T.A 2022-2023. The next time this study is planned after the proposal examination and approved by the guiding and examining committee.

The population in this study is the Yonif 725/Woroagi SatGAS SATGAS PAMTAS RI-PNG T.A 2022-2023 staff of 450 people. The sample is part of the number and characteristics that the population has (Sugiyono, 2010). Further, the size of the sample in this study is determined by using the Slovin formula quoted from Uma Sekaran (2006), as follows:

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

The sampling technique is done randomly, thus the distribution of samples in this study is as follows:

$$ n = \frac{450}{1 + 450(0.1)^2} = 81,8 \text{ set to be 82 person} $$

At a precision of 10%, out of a population of 3,297, we got a sample size of 100 person. The primary data includes data from respondents' statements on the health and performance of personnel. This primary source of data is obtained from the respondents by spreading the mail directly to respondents.

In this study, secondary data sources were obtained from sources and information from the database files of the Military Resource Command 143/Halu Oleo. The data collection method uses the survey method in the following way:

1. Questionnaire. According to Sugiyono (2016: 135), a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent to be answered. The type of questionnaire used is a closed questionnary where respondents can choose the available answers. The measurement scale used in this study is a likert scale that is used to measure the attitudes, opinions, and perceptions of a person or group of people about a social phenomenon. (Sugiyono,2008: 86). The questionnaire was carried out by disseminating a question to the Yonif 725/Woroagi Staff SATGAS PAMTAS RI-PNG T.A 2022-2023. A closed question is a question that is made in such a way that the respondent is restricted to answering only several alternatives or to one answer. The dispersal of the cargo was done by visiting the Yonif 725/Woroagi personnel SATGAS PAMTAS RI-PNG T.A 2022-2023 and explaining the cargo and waiting when the cargo can be taken back.

2. Interview. According to Sugiyono (2016:317) interviews are used as data-gathering techniques to find problems to be investigated and also when researchers want to know things from respondents in greater depth. In this study, interviews were conducted by contacting some of the respondents who were considered to have good knowledge and ability in explaining the study in order to obtain more complete information for the analysis of the data in this study.

3. Documentation. According to Sugiyono (2016:329) Documentation techniques are complementary to the use of observation and interview methods in research. In this research documentation is carried out to obtain data in writing about the number of Personnel, continuity of activities, profile Yonif 725/Woroagi SATGAS PAMTAS RI-PNG as well as other written data related to this research.

The data measurement in this study uses the Likert scale. In the data processing, the likert scales are included in the interval scale, the determination of the liker scale of this study is made scale 1 to 5.The criterion for measuring all variables is by using the 5 point Likert Scale, where if there are answers with a low weight then it is given a score of 1 (one) and so on so that the answer with a high weight is given the score of 5 (lima). The categories of each answer according to the criteria of Malhotra (2010) and Cooper & Sehindler (2006) are:

a. Very Bad/Very Disagreeable (Score 1).
b. Very Good/Not Agreeable (Score 2)
c. Neutral (Score 3)
d. Good/Score (Score 4)

e. Very Good /Very Agreeful (Score 5)

A validity test is used to measure the validity or non-validity of a questionnaire. (2006:86). The validity test is measured by calculating the correlation between the score of each item and the total score using the product moment correlations technique, Solimun (2010:10). According to Masrun (1979) in Solimún (2010:10), if the correllation coefficient is positive and > 0.3, then the indicator concerned is considered valid. A summary of the validity test results of the instrument against the statement item in this study is presented in Table 3.1.

Table 3.1 Results of the Validity Test of Research Instruments

Variable Research	Indicator Variable	Item	Coral coefficient (*r*)	Sig	Hasil
Well-being (X₁)	X1.1 Economic factors	X1.1.1	0.853**	0,001	Valid
		X1.1.2	0.770**	0,001	Valid
		X1.1.3	0.877**	0,001	Valid
	X1.2. Facility Factor	X1.2.1	0.542**	0,001	Valid
		X1.2.2	0.705**	0,001	Valid
		X1.2.3	0.820**	0,001	Valid
	X1.3. Services	X1.3.1	0.755**	0,001	Valid
		X1.3.2	0.772**	0,001	Valid
		X1.3.3	0.882**	0,001	Valid
Leadership styles (X₂)	X2.1 Decision-making ability	X1.1.1	.722**	0,000	Valid
		X1.1.2	.811**	0,000	Valid
		X1.1.3	.765**	0,000	Valid
	X2.2 Motivational ability	X2.1.1	.834**	0,000	Valid
		X2.1.2	.890**	0,000	Valid
		X2.1.3	.816**	0,000	Valid
	X2.3 Communication ability	X3.1.1	.861**	0,000	Valid
		X3.1.2	.802**	0,000	Valid
		X3.1.3	.885**	0,000	Valid
Y. Student Decision	Y1. Quick decision	Y1.1	.845**	0,000	Valid
		Y1.2	.791**	0,000	Valid
		Y1.3	.877**	0,000	Valid
	Y2. Choose Your Own	Y2.1	.801**	0,000	Valid
		Y2.2	.811**	0,000	Valid
		Y2.3	.921**	0,000	Valid
	Y3. Excellence in Study Programs	Y3.1	.914**	0,000	Valid
		Y3.2	.845**	0,000	Valid
		Y3.2	.927**	0,000	Valid

Source: Primary data processed, year 2024

Based on the validity test results of the entire statement item present in the research instrument either it is a well-being variable, leadership style and performance have a correlation coefficient of 3 0.30 and the significance value of the whole statement item is below α = 0.05. It can be understood that all statements used in this study are valid. Thus, this research instrument is worthy of further analysis.

Reliability is an index that shows to what extent a measuring instrument is reliable or reliable. Instruments are said to be reliable if they can be used to measure repeated variables that will yield the same data or only slightly vary (Supranto, 1997). Measuring instruments are reliable or not, tested using the Alpha Cronbach method, where if α > 0.6 shows that the instrument is reliable, Malhotra (1992) in Solimun (2010:10). Table 2.1. shows that the value of the Cronbach alpa has a cofisien greater than 0.60 thus then the instrument in this study is declared reliable. A summary of the instrument reliability test results for the statement item in this study is presented in Table 2.2.

Table 3.2 Reliability Test Results of Research Instruments

Research Variable	Cronbacch's Alpha	Descriptive
X1 Welfare	0.722	**Reliabel**
X2 Leadership Style	0.787	**Reliabel**
Y Performance	0.792	**Reliabel**

Source: Primary data processed, year 2024

Based on the reliability test results of the entire statement item present in the research instrument whether it is a variable of well-being, leadership style and performance having Alpha Cronbach is 0.60. It can be understood that all variable items and statements used in this study are reliable. Thus, this research instrument is worthy of further analysis. A classical assumption test is performed to determine whether the data is deviating or not.

1. Normality Test

Aims to test whether in a regression model, dependent variables, independent variables or both have normal distribution or not. A data is said to follow the normal distribution seen from the data spread on the diagonal axis of the graph (Ghozali, 2006:147). The basis of decision-making is as follows:

a. If the data is spread around the diagonal line and follows the directions of the diagonals, then the regression model meets the normality.

b. If the data is spread away from the diagonal line and does not follow the direction of the diagonals, then the regression model does not meet normality.

2. Multicollinearity Test

The multicollinearity test aims to test whether a correlation between free (independent) variables is found in a regression model. (Santoso, 2004:203). A good regression model should not have any correlation between free variables. If a free variable correlates with each other, then this variable is not orthogonal. In this study, the technique to detect the absence of multicollinearity in the regression model can be seen from the tolerance values and the Variance inflation factor (VIF), a large tolerance value above 0.1 and a VIF value below 10 indicates that there is no multicollinearity between the free variables. (Ghozali, 2006:95).

3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether in the regression model there is variance inequality from one observation residual to another observation that can be detected through the calculation of the Spearman rank correlation coefficient test. Spearman Rank calculation that correlates between absolute residual values with each free variable. Then the values of all such spearman ranks are compared to the specified significance values. The problem of heteroscedasticity does not occur when the spearman rank value between the absolute residual variable of regression and the free variable is greater than the significance value (α).

4. Linearity Test

A linearity test is performed to determine the relationship between a free variable and a bound variable that has a linear or non-significant function. This test is usually used as a prerequisite in correlation or linear regression analysis. The basics of decision-making in linearity tests are:

a. If the probability value is > 0.05, then the relationship between the variables X and Y is linear.

b. If the probability value is < 0.05, then the relationship between the variable X and Y is nonlinear.

As for the analytical tool used in this study, double linear regression analysis, which aims to find out how much influence a free variable namely well-being (X1), leadership style (X2) has on a bound variable that is staff performance (Y). (2010:59).

To measure partial influence is by looking at the value of significance, when the significance (P - Sig) is formed below 5% then there is a significant influence of the independent variable partially on the dependent variable. On the contrary, if the formed significance is above 5% there is no significant effect of the partially independent variabel on the variable dependent.

IV. RESULT AND DISSCUSSION

4.1 Results

4.1.1 Description of Research Variables

Description of research variables is intended to interpret each research variable, indicator, and statement item. In order to understand the respondent's perception of the study variable then descriptive analysis of the variable is required in order to interpret the meaning of each research variant and research statement based on the distribution, frequency, percentage and average (mean) of the respondents' answers from the data collected on the Welfare, Leadership Style and staff performance variable SATGAS PAMTAS RI-PNG T.A 2022-2023.

Based on the data measurement used using the likert scale, with the scale of respondent statements ranging from 1 to 5 which means starting from very disagreeable to very agreeable. Meaning of the average value in the likert scale adopted from Sekaran & Bougie (2016), as in the following table:

Table 4.1 Rating Category Average Score Statement of Respondents

Interval	Category
1,00 - 1,50	Very disagree / Very not well
1,51 - 2,50	Not agree / Not well
2,51 - 3,50	Neutral / Good enough
3,51 - 4,50	Agree / Good
4,51 - 5,00	very agree / Very good

Source : Sekaran & Bougie, (2016).

4.1.2 Descriptive Variable of Welfare (X1)

The meaning of well-being in this study is a condition in which staff feel satisfied with their physical, psychological, and social needs so that they feel safe, comfortable, and happy at work. The Welfare variable is measured by three indicators, consisting of economic (X1.1.), service (X1.0.2) and facilities. (X1.3.) The ratio of the respondent's response to the three indicators of the variable measurement of Welfare (X1) is 3.86. This ratio belongs to the good category. It shows that the staff of SATGAS PAMTAS RI-PNG T.A 2022-2023 has a good well-being. Next to the three variable indicators of well-being (X1), the indicator that has the highest rate is the server indicator (X1.2) with a value of 3.94 or with a good category, which means that improved staff well-Being by providing good service. As for the mass of each indicator on the Welfare variable is dealt with as follows:

1. Economic indicators (X1.1.)

Statements used on the Economic Indicators include: The bonuses given to the staff are fair enough & worthy, I accept life insurance guarantees, and the meal money given has met my needs. Of the three items used in the Economic Indicator, the item with the highest average value is the Bonus given to Staff is fairly fair & worthy and I accept life insurance, with the average value of 3.84. It shows that the government is very attentive to the needs of the staff.

2. Facility Factor Indicator (X1.2.)

The statements used on the facilities Indicator include: Houses provided by the Government are fully equipped and comfortable, there are sports facilities that fit my needs, and there are worship facilities available. Of the three items of the facilities Indicator, the ratio was 3.94, which indicates that the facilities indicator belongs to the category of good. Of the third items used in the Facility Indicators, the items with the highest average value are Houses provided by the Government with complete and comfortable equipment, with an average ratio of 3.96. It shows that the facilities provided are sufficient for the staff.

3. Service Factor Indicators (X1.3.)

The statements used on the Service Indicator include: the insurance that has been provided by the government has covered my needs and the family, the availability of adequate health facilities and the availing of personnel transfers. The ratio of both Service Factor Indicator items is 3.86 which indicates that the service factor indicator is of good category.

Based on the three items used in the Service Factor Indicator, the items with the highest average values are the availability of adequate health facilities and the avails of personnel transportation equipment with a ratio of 4.05. This indicates that the availes of transportation for personnel at the time of security are already very good.

4.1.3 Descriptive Variable Leadership Style (X2)

The meaning of Leadership Style in this study is the patterns of behavior and the way the commander applies in influencing, directing, and motivating staff. Leadership style variables can be measured through indicators such as: Leadership Style, thanks to three indicators consisting of Decision-Making Capacity Indicators (X2.1.), Motivation Capacities (X2.5). (X2.3.) The ratio of respondents' responses to the three variable measurement indicators of Leadership Style (X2) is 3.73. This ratio belongs to the good category, which means that the leadership in directing personnel has been done well.

In addition to the three Imagination Style Indicators above, there are the indicators with the highest average value, namely the Motivation Indicator with an average rating of 3.79 or with a good category. This indicates that the leader's ability to give impetus and arouse enthusiasm is good. As for each indicator on the Leadership Style variable, it is described as follows:

1. Decision-making ability indicators (X2.1.)

Statements used on the Decision-Making Capacity Indicators include: My leader has an accurate and careful attitude in decision-making, my leader involves the participation of staff in any activity, and If there is a problem, the leader is willing to help and provide solutions. The ratio of the three items of the Decision Maker Indicator is 3.44. This indicates that the decision maker indicator belongs to the category of good. Of the three elements used on the decision-making indicator, the item with the highest ratio is If there is a problem, the leader is willing to help and provide a solution, with a percentage of 3.83. It shows that the command's concern for the staff is good.

2. Indicators of motivational ability (X2.2.)

Statement used on the Motivational Ability Indicator: My leader always tries to encourage to improve performance, the leader appreciates and praises subordinates who have performed well, and my leader is loyal to his members. This indicates that the Indicator of Motivational Capacity belongs to a good category. It shows that the ability to motivate has a positive impact on organizations and communities without changing the local government maintenance mechanisms that are based on legislation. Of the three items used on the Motivational Ability indicator, the item with the highest ratio is My Leader is always trying to encourage to improve performance, with a ratio of 3.87. It shows that the commander has the ability to raise a high working spirit. A positive working environment will also stimulate the creativity of everyone in it. A healthy and enjoyable work environment will have a positive impact on every creativity that will be created.

3. Indicators of communication skills (X2.3.)

Statement used on the Indicator of Communication Ability: A leader is able to build good relationships with his staff members, a leader is capable of motivating staff members to provide good service, and my leader is often kind and gives an opportunity to make consideration. The ratio of the three items of the communication skills indicator is 3.72 This indicates that the communication ability indicator belongs to the good category. Of the 3 items used in the communication skill indicator, the item with the highest ratio is the Leader capable of mobilizing staff members to

provide good service, with a ratio rate of 3.83. This is proof that the commander in Moving - motivating, directing, and coordinating staff members has done well. Leaders play an important role in creating a working environment that supports the delivery of primary service by empowering and influencing their staff members to always provide their best service.

4.1.4 Descriptive Variable of Staff Performance (Y)

Work motivation in this research is a desire that arises from within the staff that generates the enthusiasm or urge to work optimally in achieving the goals of the organization. The work motivation variable is measured by three indicators consisting of: Quality Indicator (Y.1.), Quantity Indicators (Y.2.). (Y.3.) The ratio of respondents' responses to the three variable indicators of staff performance measurement (Y) is 3.73. This ratio belongs to the good category. This means that the level of achievement or output of the staff of SATGAS PAMTAS RI-PNG T.A 2022-2023 has been in line with the organization's objectives and implemented according to their respective responsibilities.

Next to the three variable Indicators of Personnel Performance above, there are indicators that have the highest ratio of the Quantity Indicator with the ratio 3.79 or belong in the good category. This suggests that performance needs can be a strong factor in job motivation. Staff with high performance needs tend to be motivated to work hard and high results. They also tend to be more creative and innovative, because they are always looking for ways to improve their performance. As for each indicator on the work motivation variable, it is described as follows:

1. Quality indicators (Y.1.)

The statements used on the Performance Needs indicator include: The rules that exist in the government are always followed by the staff, I am very disciplined in carrying out my duties, and I always work with diligence. The ratio of the three items of the Quality Indicator is 3.71.

2. Quantity indicator (Y.2.)

The statements used on the quantity indicator cover: The tasks assigned by the leader can I have completed well and satisfactorily, I can complete tasks according to the time and targets set, and do not abuse the authority given in completing the work. The ratio of the three quantity indicator items is 3.79. It indicates that the completion of the task or the work of the staff.

3. Indicators of Independence (Y.3.)

Statements used on independence indicators include: I am able to work well without supervision by a leader, I do not impose opinions in discussions/meetings, and can complete basic tasks without orders from a superior. The ratio of the three items of the independence indicator is 3.67, and belongs to the good category. This proves the need for staff to feel accepted, loved, and have a positive relationship with others.

Of the three Indicator of Independence items above, the item with the highest ratio is able to complete basic tasks without a superior order, with a ratio of 3.75. It shows that in the achievement of the goal or the completion of the job, the staff is always finished on time, as planned and of course there is good co-operation between the staff.

4.1.5 Multivariate Regression Data Assumption Test Results

The results of the data assumption test on the multivariate regression analysis of this study are the normality test and the linearity test, as follows:A good regression model is to have a normal or near-normal data distribution. The results of a graphic method test are by looking at the spread of points on the diagonal axis of the graph. Basic decision-making if the data is spread around a diagonal line and follows the directions of diagonal lines, then the regression models meet the normality assumption, which can be presented in the following figure:

Figure 4.1 Normality Test
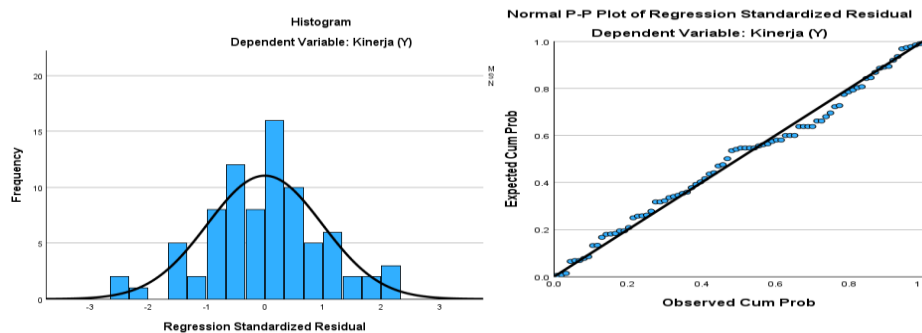
Source: Primary data processed in 2024

Figure above shows the point spreading around the diagonal line, as well as its spread in the direction of the diagonals, so the regression model can be used for prediction and has met normality assumptions.

The linearity test is performed to determine whether the relationship between a free variable and a bound variable is a linear function or not. The data linearities test is intended to see whether the model used is a Linear model. The results of the linearity test of relationships between variables are presented in the following table:

Table 4.5 Linearity Assumption Test Results

Relationship Between Variables	Linearity Test		
	F	Sig.	Result
Well-being → Staff Performance	28,869	0,001	Linear
Leadership Style → Staff performance	640,66	0,001	Linear

Source: Primary data processed in 2024

The results of the linearity assumption test in table 5.4.1 above, resulted that the influence of welfare and leadership style on staff performance can be said to be linear because the significance rate is less than 5% ($\rho < 0,05$). This proves that the data used meets the linearity requirement, so that further analysis can be carried out.

4.1.6 Results of Multivariate Regression Test

In the previous discussion it has been stated that to be able to answer the problems and hypotheses put forward that are career development, organizational culture, and work motivation towards the performance of staff both jointly or partially carried out with the analysis of multivariate regression.

Table 4.6 Multivariate Regression Analysis Results

Influence Between Variables	Standardized Coefficients (Beta)	t-Value	Sig.	Results of the Hypothesis Test
Well-being→Personnel Performance	0,206	3.056	0,003	Accepted
Leadership Style→Personal Performance	0,782	11.579	0,001	Accepted
R : 0,979 R_Square : 0,958	F_Value : 906.323 Sig.F : 0,001			

Source: Primary data processed in 2024

Based on the results of the multivariate regression analysis in Table above, the following equations are obtained:

$$Y= 0,206X1 + 0,782X2$$

The results of the multivariate regression analysis on the equation are interpreted as follows. The R=0.979 indicates that the correlation between the free variable relationship of well-being and leadership style to the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A. 2022-2023 Agreement is very strong since the value is above 0.75. Then the value of the determination coefficient (R2) = 0.958. The diversity of the variables analyzed in this study is that the well-being and leadership style towards performance can be explained by a model of 95.80% and the remaining 4.20% are explained with other variables outside the research variable model. It can be concluded that from the value of the determination coefficient (R2) this research model has a good accuracy or model precision.

The results of the F test obtained a probability or significance value of F = 0,001 > α = 0,05 at a level of accuracy of 95%. These results show that both simultaneously the variables of well-being and leadership style have a positive and significant influence on the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A. 2022-2023 Agreement. Finally, the results of this study can also prove from the value of the Standardized Coefficients variable Leadership Style is larger when compared to the variable of personal performance.

4.1.7 Testing Research Hypotheses

Testing of hypotheses and coefficients of parallel or partial influence paths between welfare variables and leadership styles on the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A 2022-2023 PAMTAS SATGAS.

4.1.8 Simultaneous Hypothesis Test/F Test

Test results simultaneously influenced career development, organizational culture, and work motivation on staff performance. The results of the study can be proven F test results obtained a value (F-value) of 906,323 and a significance value of F = 0,001 < α = 0,05. These results show that the development of well-being and leadership style simultaneously has a significant influence on the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A. 2022-2023 Agreement so that in the first hypothesis on this study is acceptable. Furthermore, the determination coefficient (R2) =0.958 means that the development of well-being and leadership style towards staff performance is described by a model of 95.80% and the remaining 4.20% is explained by other variables outside the research variable model.

Test results simultaneously influenced career development, organizational culture, and work motivation on staff performance. The results of the study can be proven F test results obtained a value (F-value) of 906,323 and a significance value of F = 0,001 < α = 0,05. These results show that the development of well-being and leadership style simultaneously has a significant influence on the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A. 2022-2023 Agreement so that in the first hypothesis on this study is acceptable. Furthermore, the determination coefficient (R2) =0.958 means that the development of well-being and leadership style towards staff performance is described by a model of 95.80% and the remaining 4.20% is explained by other variables outside the research variable model. Based on the value of the correlation coefficient (R), this study model has an excellent accuracy or model precision because its value is greater than 75%.

4.1.9 Partial Hypothesis Test/T Test

The partial test (Test t) in this study aims to test the influence of well-being and working leadership style on the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A 2022-2023 PAMTAS SATGAS as follows:

The results of the test of the impact of the welfare against the performance of the personnel can be demonstrated by the value of the estimate coefficient of the line of 0.206 with a positive direction. Then it can be proven with a t value of 3.056 with a significance of 0.001. The test value of such significance is less than 0.05. It shows that Welfare has an influence on staff performance. Therefore, the second hypothesis in this study stated that "Welfare has a significant positive impact on staff performance" was accepted.

The results of the test of the influence of Leadership Style on staff performance can be demonstrated by the estimate coefficient of the track of 0.782 with a positive direction. Then it can be proven with a t value of 11.579 with a significance value of 0.001. The test value of such significance is less than 0.05. It shows that leadership styles have an influence on staff performance. Therefore, the third hypothesis in this study stated that "leadership styles have a significant positive impact on staff performance" was accepted.

4.2 Discussions of Research Results

4.2.1 Simultaneous impact of well-being and leadership style on staff performance

Based on the results of simultaneous statistical testing, it was found that well-being and leadership styles have a positive and significant combined effect on staff performance. This means that Welfare can improve staff performance by providing good and dignified service. It can increase staff performance, both in terms of quantity, quality, and timing accuracy. Then a positive leadership style can improve personnel performance by encouraging staff to work better. Positive leadership styles, such as the ability to motivate and communicate well, can create a working environment conducive to staff working and developing themselves. This can enhance staff work motivation, thus improving staff performance.

Factual data on the field based on the response description of respondents obtained indicators of service and motivational ability indicators have the highest ratio compared to the other four indicators. This means that service indicators and motivational ability indicators are reflected through constant efforts to encourage improvement in performance, appreciation and praise of subordinates who have good performance, and loyalty to their members and their resources and supplies.

Based on the category of staff performance targets, a quantity indicator covers the extent to which a staff member can complete or produce a job in a specified amount. It can include production or services, the amount of work completed, or other tasks of a quantitative nature.

Quality indicators relate to how well work is completed and the level of excellence achieved. These can include accuracy, timeliness, and compliance with a set quality standard. Quality achievement is often associated with job satisfaction. If the staff can deliver work with good quality, it can create job satisfaction and a positive reputation for yonif 725/woroagi. The results of this study show that well-being and leadership styles simultaneously have a positive and significant impact on staff performance.

4.2.2 Impact of Welfare on Staff Performance

The results of this study show that well-being has a positive and significant impact on staff performance. There are several ways to maintain well-being such as fitness programs at work, flexible work arrangements to avoid frustration, financial education, career building, training and development of emotional intelligence, providing healthy food to staff, building a friendly working environment within the organization.

As for the facts obtained in the field support the testing of the hypothesis of this study because based on the description of the variable indicates the respondent's response to the total variable of well-being has been well implemented. The response of respondents indicates that the service indicator is the indicator with the highest ratio. From these ratio values proves that good service can boost creativity and ultimately impact on improved staff performance. The respondent's statement also expressed the majority's agreement and strong agreement that the bonuses given to the staff were fairly fair and worthy.

This study was also supported by several previous researchers such as Rendy Irwandi et al., (2023), Rosanti, I. A., & Marlius, D. (2023) and Mulkhairul, I., Bany, Z. U., & Gani, B. A. (2022), who revealed that Welfare had a positive and significant impact on staff performance, but different or contradictory to the research produced by Pratiwi, R. M., Asry, D., & Pamalungan, P. H. W. (2023). The discrepancies or contradictions of the results of the study are due to the diversity of indicators of the measurement of well-being in relation to the performance of the staff, the objects studied, the methods of analysis, the number of samples and the theoretical basis used.

4.2.3 Impact of Leadership Style on Staff Performance

The results of this study show that a good leadership style has a positive and significant impact on the performance of staff. Thus, this study can prove that the implementation of a good Leadership style can make a significant contribution to improving staff performance. This study reflects that a Good Leadership Style is reflected through a number of indicators, namely indicators of decision-making ability, motivational ability and communication skills that have positive and meaningful contributions to the improvement of personnel performance.

The results of this research are supported by the facts on the ground that stated that the Leadership Style on the staff of SATGAS PAMTAS RI-PNG T.A 2022-2023 has been good in its implementation. This condition can be observed from the respondent's statement that the motivational ability indicator has the highest ratio value. This indicator is a primary or priority factor in the leadership style variable, because it has a higher ratio compared to the

other two indicators. This can be reflected in the majority respondent's statement that the leader always tries to encourage to improve performance, appreciate and praise subordinates who have good performance and be loyal to their members.

Zaharuddin (2021:50) says that leadership style is the behavior or way a leader chooses and uses to influence the minds, attitudes and behaviors of the members of his organization. Hasibuan (2017:170) states that the style of leadership is how a leader influences his subordinates which aims to encourage high employee passion, job satisfaction, and productivity in order to maximum company goals.

Performance is the result or overall rate of success of a person over a certain period of time in performing a task compared to a variety of possibilities, such as work output standards, goals or criteria that have been predetermined and agreed upon.

V. CONCLUSION

Based on the results of the analysis and discussion in this study, then some conclusions can be drawn as follows:

1. Well-being and Style simultaneously have a positive and significant impact on the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A. 2022-2023 Agreement. This suggests that the better the well-being and leadership style of the staff, the higher the performance of the personnel.
2. Welfare has a positive and significant impact on the performance of UNIFIL 725/Woroagi personnel within the framework of the RI-PNG PAMTAS T.A. 2022-2023. This means that the better the implementation of the Welfare, the more significantly the performance of the staff increases.
3. Leadership style has a positive and significant impact on the performance of Yonif 725/Woroagi personnel within the framework of the RI-PNG T.A 2022-2023 Agreement. This proves that the implementation of a good leadership style has a positive and significant contribution to improving staff performance.

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