

THE INFLUENCE OF DEMOCRATIC LEADERSHIP STYLE, MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH LOYALTY AS MODERATION

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ABSTRACT

The era of the Industrial Revolution 5.0 or the concept of combining technology and humans, with the current changes in the production environment, has made PT POS Indonesia KCU Semarang make adjustments to further improve the performance of its employees by paying attention to the democratic leadership style, the motivation given to employees, and the organizational culture, which encourage employee loyalty. The sampling technique used was saturated sampling with a sample of 98 employees. Data analysis was carried out using classical assumption tests and hypothesis testing using multiple linear regression and path analysis. From the research results, democratic leadership style has a significant effect on loyalty, motivation has a significant effect on loyalty, organizational culture has no significant effect on loyalty, democratic leadership style has no significant effect on employee performance, motivation has no significant effect on employee performance, organizational culture has a significant effect on employee performance, loyalty has a significant effect on employee performance, Democratic leadership style has a significant effect through loyalty on employee performance with a direct effect value of 0.045 and an indirect effect of 0.118, motivation has a significant effect through loyalty on employee performance, while organizational culture has no significant influence through loyalty on employee performance. For further research, it is recommended to use other intervening variables that mediate employee performance which are not yet in this research, and expand the sample size.

Keywords : *Democratic Leadership Style, Motivation, Organizational Culture, Loyalty, Employee Performance.*

1. INTRODUCTION

In the era of the industrial revolution 5.0 or the concept of combining technology and humans, against changes in the current production environment, every company shows its ability and existence in maintaining its competitive advantage (Siagian, 2023), one of which is PT POS Indonesia. The phenomenon of employee performance of PT POS Indonesia KCU Semarang, based on employee performance targets and as follows:

Table I Dimensions of Employee Performance at PT Pos Indonesia

Performance Dimensions	Very Good	Good	Good enough	Bad	Very Not Good	Sum
Quality	39%	36%	25%	0%	0%	100%
Quantity	30%	47%	23%	0%	0%	100%
Responsibility	33%	36%	31%	0%	0%	100%

Source : HR Data of PT POS Indonesia KCU Semarang (2024)

Based on employee performance dimension data, excellent quality, quantity, and responsibility results were obtained more than 30%, good criteria more than 35% and good enough more than 25%. This means that employee performance is good but needs to be improved. In this study, there were differences in results in previous research, research conducted by (Annisa, 2022) explained that leadership style has a significant positive effect on employee performance, in contrast to Dedy Ahmadi (2021) who stated that leadership style has an insignificant effect on employee performance.

In addition, in Yulinda and Rozzyana's (2018) research, work motivation has a positive and significant effect on employee performance, this result is also proven in the research of Ainanur and Satria Tirtayasa (2018) & Sukron Makmun Rohim and Miftahul Khoiriyah (2020), but this result is different from the research conducted by Meita Pragiwani (2020) which explains that motivation does not have a significant effect on employee performance.

Based on the research of Muhammad Ras Muis (2018), organizational culture has a significant effect on employee performance, this result is also proven in the research of Dedy Ahmadi (2019) & Ainanur and Satria Tirtayasa (2018). Based on research by Kurnia Tri Jayanti (2019), employee loyalty has a significant effect on employee performance, this result is also proven in the research of Malek Al-edenat and Nayel Alhawamdeh (2018) & Ahmad Suhardi (2021). Research conducted by Letanii Ayu Susantri (2017), explained that leadership style and organizational culture affect employee loyalty, this result is also proven in the research of Amalia Nurhadi Zahrah and Mahendra Fakhri (2019).

Research that explains that motivation has a significant effect on employee loyalty conducted by Winarto (2020), is different from research conducted by Putra Geovani Koroh (2023) which explains that motivation has no effect on loyalty. Research that explains leadership style through loyalty to employee performance has a significant effect was conducted by Kurnia Tri Jayanti (2019) & Ahmad Marzuki (2022).

Based on the background of the problem and the research gap between the variables of democratic leadership style, motivation and organizational culture through loyalty to employee performance, the title in this study is The Influence Of Democratic Leadership Style, Motivation And Organizational Culture On Employee Performance With Loyalty As Moderation

2. LITERATURE REVIEW

Performance

Mangkunegara (2016) the term performance comes from the word job performance or Actual Performance (work performance or actual achievement achieved by someone). Understanding performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, Mangkunegara (2016). Performance is the result of a process that refers to and is measured over a certain period of time based on pre-established terms or agreements, - Edison (2016). Performance is something that is achieved, achievements are shown, Hadari Nawawi (2006).

Democratic Leadership Style

Democratic Leadership Style is a way done by a leader with the ability he does to move others or people around him to want to work together under his leadership. Mulyasa (2002) suggests that leadership style is a typical pattern of behavior of a leader when influencing his subordinates what the leader chooses to do, the way the leader acts in influencing group members forms his leadership style. Based on research, (Hendrayanti et al., 2021) suggests that leadership is the ability to influence other parties, through communication, either directly or indirectly, with the intention of moving people to be understanding, aware, and happy to be willing to follow the will of the leader (Hendrayanti, 2024).

Motivation

Based on Human Resource Management for Companies part of Theory to Practice in Rajawali Pers Depok, According to Zainal, V.R. (2018), motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. The same opinion was expressed by Setiana (2019), Work motivation is a driving force that is able to create work excitement by arousing, directing, and behaving at work and expend a level of effort to make the greatest contribution to the success of the organization in achieving its goals.

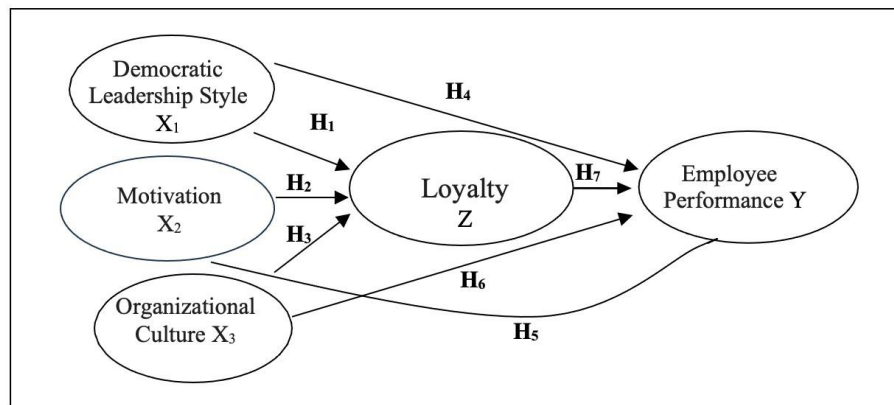
Organizational Culture

Based on the book "Organizational Behavior" Edition Ten translated by A. A Anwar Prabu Mangkunegara and Andi Ermawan, Luthans (2011) / suggests that organizational culture is a basic thinking pattern that is taught to new personnel as a way to feel, think and act correctly from day to day. Organizational Culture in this study measured 6 indicators according to Robbins and Judge in Wibowo (2013), consisting of, Innovation and courage to take risks, Attention to details, Work result orientation, Orientation to organizational members, Team orientation & Aggressiveness.

Employee Loyalty

Employee loyalty is a willingness to work together which means a willingness to sacrifice personal interests, a willingness to exercise self-control and a willingness to highlight oneself Muhyadi (1989). Employee loyalty is the mental attitude of employees shown in the existence of the company (**Hendrayanti & Junaidi, 2022**)

Low employee loyalty can have an impact on decreasing company productivity, high absenteeism rates, and employee disobedience to superiors. If the employee is no longer loyal to the company, the employee does not have the passion to work optimally and tends not to have a sense of responsibility for the work done. Low employee loyalty in the company can damage the company's vision and goals, (Hendrayanti et al., 2021)



Picture 1. Research Framework

Hypothesis:

H₁: Democratic Leadership Style Affects Employee Loyalty

H₂ : Motivation affects Employee Loyalty

H₃ : Organizational Culture affects Employee Loyalty

H₄: Democratic Leadership Style Affects Employee Performance

H₅ : Motivation affects Employee Performance

H₆ : Organizational Culture affects Employee Performance

H₇ : Employee Loyalty affects Employee Performance

H₈ : Democratic Leadership Style through Employee Loyalty affects Employee Performance

H₉ : Motivation through Employee Loyalty affects Employee Performance

H₁₀ : Organizational Culture through Employee Loyalty affects Employee Performance

3. DATA AND RESEARCH TECHNIQUE ANALYSIS

Population

Population is the entire subject or object under study (Sugiyono, 2013). The population in this study is employees of PT POS Indonesia KCU Semarang with a total of 98 employees.

Sample

The sample is a portion of the population whose characteristics are to be suspected (Sugiyono, 2013). In this study, the sampling uses all members of the population as samples. This is done when the population is relatively small (Sujarweni, 2015).

Analysis Methods

The data analysis methods used in this study are quantitative methods using classical assumption tests (normality tests and multicollinearity tests), multiple linear regression analysis, hypothesis tests, and coefficients of determination. The data analysis method used in this study is a path analysis method to see the direct and indirect influence between variables. Research uses path analysis in this study because pathway analysis allows research to test theoretical proportions regarding causal relationships.

Multiple Linear Regression Analysis

The multiple regression model used in this study is presented in the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information:

- Y : Employee Performance
- Z : Employee Loyalty (Intervening Variable)
- X1 : Democratic Leadership Style
- X2 : Motivation
- X3 : Organizational Culture
- a : Constant
- $\beta_1, \beta_2, \beta_3$: Regression coefficient
- e : Error

4. RESULT AND DISCUSSION

Analysis of the results of this research will be in the form of outlines in table 2 to table 6 :

Table 2
Residual Normality Test Results Of Regression Model 1
Kolmogorov-Smirnof method (K-S)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		98
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.63583844
Most Extreme Differences	Absolute	.074
	Positive	.050
	Negative	-.074
Test Statistics		.074
Asymp. Sig. (2-tailed)		.626c
Monte Carlo Sig (2-tailed) Sig		.626e
99% Confidence Lower		
Bound	.614	
Interval Upper		
Bound	.639	

Source: Processed data, 2024

Based on table 2, the results of the kolmogorof smirnov test show an Asymp value of 0.200 more than 0.626. This means that the residual data is normally distributed.

Table 3
Residual Normality Test Results Of Regression Model 2
Kolmogorov-Smirnof method (K-S)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		98
Normal Parameters ^{a,b}	Mean	.0000000

	Std. Deviation	2.35555315
Most Extreme Differences	Absolute	.038
	Positive	.036
	Negative	-.038
Test Statistics		.038
Asymp. Sig. (2-tailed)		.200c
Monte Carlo Sig (2-tailed) Sig		.998e
99% Confidence Lower		
Bound	.997	
Interval Upper		
Bound	.999	

Source: Processed data, 2024

Based on table 3, the results of the kolmogorof smirnov test show an Asymp value of 0.200 more than 0.998. This means that the residual data is normally distributed.

Table 4 Results Of Multiple Linear Regression Analysis of Regression Model 1

Coefficients ^a								
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.335	2.609		1.278	.204		
	Democratic Leadership Style	.345	.116	.294	2.975	.004	.807	1.238
	Motivation	.195	.062	.309	3.136	.002	.809	1.236
	Organizational Culture	-.021	.068	-.027	-.308	.759	.991	1.009

a. Dependent Variable: Loyalty

Source: Processed data, 2024

From the table above, it can be seen that each independent variable has a tolerance value \square of 0.1 from the value of VIF \square 10 so that it can be concluded that there is no multicollinearity. From the results of the analysis with the SPSS program, the regression equation can be known from this study. The result of the linear regression equation formed is: $Z = 3.335 + 0.345 X_1 + 0.195 X_2 + (-0.021) X_3$

Table 5 Results Of Multiple Linear Regression Analysis of Regression Model 2

Coefficients ^a								
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.195	3.810		-.051	.959		

Democratic Leadership Style	.079	.176	.045	.449	.654	.738	1.355
Motivation	.112	.095	.118	1.183	.240	.733	1.365
Organizational Culture	.314	.098	.274	3.201	.002	.990	1.010
Loyalty	.610	.149	.404	4.088	.000	.741	1.350

a. Dependent Variable: Employee Performance

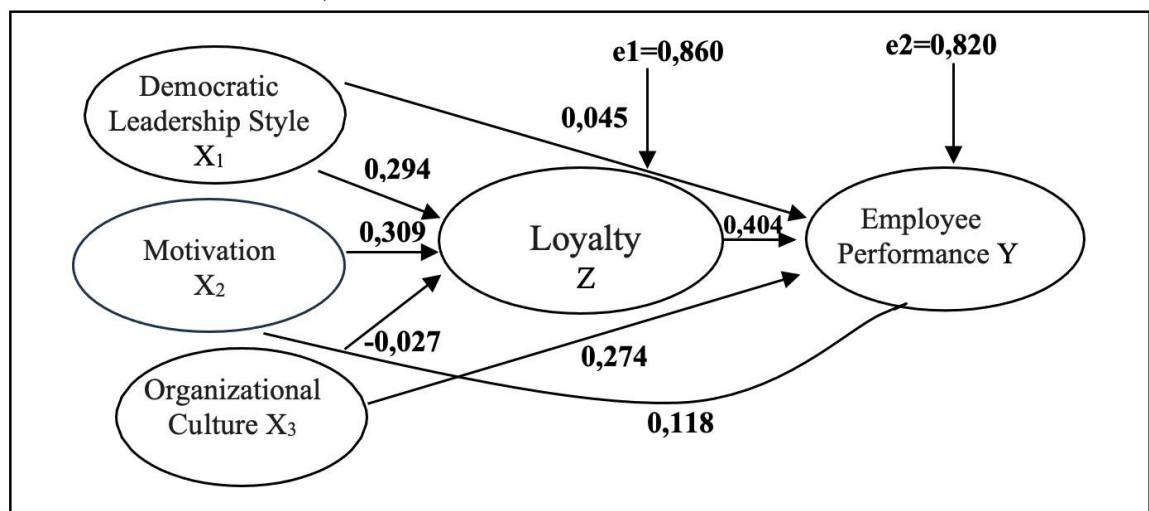
Source: Processed data, 2024

From the table above, it can be seen that each independent variable has a tolerance value \square of 0.1 from the value of VIF \square 10 so that it can be concluded that there is no multicollinearity. From the results of the analysis with the SPSS program, the regression equation can be known from this study. The result of the linear regression equation formed is: $Y = (-0.195) + 0.079 + 0.112 + 0.314 + 0.610$

Table 6
Coefficient of Determination Test Results

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509a	.259	.236	1.662
2	.572a	.327	.298	2.406

Source: Processed data, 2024



Picture 2 . Path Analysis Test (Direct and Indirect Influences)

Discussion

The Effect of Democratic Leadership Style (X₁) on Employee Loyalty (Z)

- A. The first discussion is about the effect of Democratic Leadership Style (X1) on Employee Loyalty (Z). Based on the results of the t test conducted by the author using SPSS, it is known that Democratic Leadership Style (X1) affects Employee Loyalty (Z). So it can be concluded that there is directly a significant influence of Democratic Leadership Style (X1) on Employee Loyalty (Z). This finding is supported by Putra Geovani Koroh (2023) in | His research entitled The Influence of Leadership Style, Organizational Culture, and Work Motivation on Employee Loyalty CV, Logam Jay This research shows that Democratic Leadership Style has a significant impact on Employee Performance.
- B. The Effect of Motivation (X2) on Employee Loyalty (Z)
The second discussion is about the effect of Motivation (X2) on employee loyalty (Z). Based on the results of the t test conducted by the author using SPSS, it is known that Motivation (X2) affects Employee Loyalty (Z). So it can be concluded that there is a direct significant influence of Motivation (X2) on Employee Loyalty (Z). This finding is supported by Winarto (2020) in his research entitled Analysis of work motivation on employee loyalty. This research shows that motivation has a significant effect on employee loyalty.
- C. The Effect of Organizational Culture (X3) on Employee Loyalty (Z)
The third discussion is about the influence of Organizational Culture (X3) on Employee Loyalty (Z). Based on the results of the t test conducted by the author using SPSS, it is known that Organizational Culture (X3) has no effect on Employee Performance (Y). So it can be concluded that directly there is no significant influence of Organizational Culture (X3) on Employee Loyalty (Z). This finding is supported by Letanli Ayu Susantri (2017) in her research entitled The Influence of Leadership Style and Organizational Culture on Employee Loyalty at PT. Gici Group Batam. This research shows that Organizational Culture does not have a significant effect on Employee Loyalty.
- D. Effect of Democratic Leadership Style (X1) on Employee Performance (Y)
The fourth discussion is about the influence of Democratic Leadership Style (X1) on Employee Performance (Y). Based on the results of the t test conducted by the author using SPSS, it is known that Democratic Leadership Style (X1) has no effect on Employee Performance (Y). So it can be concluded that there is directly no significant influence of Democratic Leadership Style (X1) on Employee Performance (Y). This finding is supported by Dedy Ahmadi (2019) in his research entitled Analysis of the influence of democratic leadership style, motivation and organizational culture on employee performance with job satisfaction as an intervening variable in higher education student cooperatives in Surabaya. This research shows that Democratic Leadership Style does not have a significant effect on Employee Performance.
- E. The Effect of Motivation (X2) on Employee Performance (Y)
The fifth discussion is about the effect of Motivation (X2) on Employee Performance (Y). Based on the results of the t test conducted by the author using SPSS, it is known that Motivation (X2) has no effect on Employee Performance (Y). So it can be concluded that directly there is no significant influence of Motivation (X2) on Employee Performance (Y). This finding is supported by Meita Pragiwani (2020) in her research entitled The Effect of Motivation, Competence, Discipline and Compensation on Employee Performance (Case Study on Employees of Pt. Tektonindo Henida Jaya Group). This research shows that Motivation has no significant effect on Employee Performance.

- F. Influence of Organizational Culture (X3) on Employee Performance (Y)
The sixth discussion is about the influence of Organizational Culture (X3) on Employee Performance (Y). Based on the results of the t test conducted by the author using SPSS, it is known that Organizational Culture (X3) has a positive effect on Employee Performance (Y). So it can be concluded that there is a direct significant positive influence of X3 on Y. This finding is supported by Muhammad Ras Muis (2018) in his research entitled The Influence of Organizational Culture and Organizational Commitment on Employee Performance. This research shows that Organizational Culture has a positive and significant effect on Employee Performance.
- G. The Effect of Employee Loyalty (Z) on Employee Performance (Y)
The seventh discussion is about the effect of Employee Loyalty (Z) on Employee Performance (Y). Based on the results of the t test conducted by the author using SPSS, it is known that Employee Loyalty (Z) has a positive effect on Employee Performance (Y). So it can be concluded that there is a direct significant influence of Employee Loyalty (Z) on Employee Performance (Y). This finding is supported by Al-edenat and Alhawamdeh (2018) in their research entitled "The Mediating Effect of Employee's Loyalty in The Relationship between Empowerment and Employees' Performance: A Case from Jordanian SMEs". This research shows that loyalty has a positive and significant effect on employee performance.
- H. The Effect of Democratic Leadership Style (X1) through Employee Loyalty (Z) on Employee Performance (Y)
It is known that at the value of t, calculate the direct influence exerted by the Democratic Leadership Style (X1) on Employee Performance (Y) of 0.045. While the indirect influence of Democratic Leadership Style (X1) through Employee Loyalty (Z) on Employee Performance (Y) is the multiplication between the beta value of XI against Z with the beta value of Z against Y, which is $0.294 \times 0.404 = 0.118$. So the total influence given by XI through Z on Y is a direct influence coupled with an indirect influence of $0.045 + 0.118 = 0.163$. Based on the results of the calculation above, it is known that the value of direct influence 0.045 is smaller than indirect influence 0.118. So it can be concluded that Employee Loyalty is an intervening or mediating variable between Democratic Leadership Style and Employee Performance, or accepted.
- I. The Effect of Motivation (X2) through Guard Loyalty (Z) on Employee Performance (Y)
It is known that the value of t calculates the direct influence given by Motivation (X2) on Employee Performance (Y) of 0.118. While the indirect effect of Motivation (X2) through Employee Loyalty (Z) on Employee Performance (Y) is the multiplication between the beta value of X2 against Z with the beta value of Z against Y, which is $0.309 \times 0.404 = 0.124$. Based on the results of the calculation above, it is known that the value of direct influence 0.118 is smaller than indirect influence 0.124. So that it can be concluded that Employee Loyalty becomes an intervening or mediating variable between Motivation for Employee Performance, or accepted.
- J. The Influence of Organizational Culture (X3) through Employee Loyalty (Z) on Employee Performance (Y)
It is known that the direct influence of Organizational Culture (X3) on Employee Performance (Y) is 0.274. While the indirect influence of Organizational Culture (X3)

through Employee Loyalty (Z) on Employee Performance (Y) is the multiplication between the beta value of X2 against Z with the beta value of Z against Y, which is $-0.027 \times 0.404 = -0.010$. Based on the results of the calculation above, it is known that the value of direct influence 0.274 is greater than indirect influence - 0.010. So it can be concluded that Employee Loyalty is not an intervening variable or does not mediate between Organizational Culture and Employee Performance, or is rejected.

5. CONCLUSION

Based on the results of research on the Influence of Democratic Leadership Style, Motivation, and Organizational Culture through Employee Loyalty as an Intervening Variable on Employee Performance at PT POS Indonesia KCU Semarang, the following conclusions were obtained:

Democratic Leadership Style has a significant positive effect on Employee Loyalty at PT POS Indonesia KCU Semarang, Motivation has a significant positive effect on Employee Loyalty at PT POS Indonesia KCU Semarang, Organizational Culture has a significant negative effect on Employee Loyalty at PT POS Indonesia KCU Semarang, Democratic Leadership Style does not have an insignificant effect on Employee Performance at PT POS Indonesia KCU Semarang, Motivation has a significant positive effect on Employee Performance at PT POS Indonesia KCU Semarang, Organizational Culture has a significant positive effect on Employee Performance at PT POS Indonesia KCU Semarang, Employee Loyalty has a significant positive effect on Employee Performance at PT POS Indonesia KCU Semarang, Democratic Leadership Style has a significant positive effect through Employee Loyalty on Employee Performance at PT POS Indonesia KCU Semarang, Motivation has a significant positive effect through Employee Loyalty to Employee Performance at PT POS Indonesia KCU Semarang. Organizational Culture does not have a significant effect through Employee Loyalty to Employee Performance at PT POS Indonesia KCU Semarang.

Based on the conclusions above, that democratic leadership style, motivation, organizational culture, loyalty and employee performance have supported each other, several suggestions can be conveyed, namely as follows:

1. As a company leader, it is better to strive to apply a democratic leadership style and develop work motivation and organizational culture to employees, because it has an influence on loyalty and performance that will be achieved by company employees.
2. The motivation given by the company is in accordance with employee expectations and is given fairly.
3. Organizational culture should be given more attention so that employees are careful in doing work, so that employee performance continues to increase and the company is able to achieve the desired goals.

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