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Determinants of Employee Performance in the Digital Age: the Role of Technology Adoption, Communication Skills and Transformational Leadership Style in Oil and Gas Facility Maintenance Service Companies

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Abstract: This study aims to examine the influence of technology-adoption leadership style and communication skills on employee performance at oil and gas facility maintenance service companies in the Jakarta area. This is a quantitative study. The sampling method used was purposive sampling to ensure that the sample obtained was appropriate for the study's objectives. The population of this study consisted of employees at oil and gas facility maintenance companies in the Jakarta area, specifically project operations staff. The sample size was 211 respondents. Data analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results indicate that leadership style has a positive and significant effect on employee performance. Communication skills also have a positive and significant effect on employee performance. Technology adoption, furthermore, has a positive and not significant effect on employee performance.

Keyword: Technology Adoption, Leadership Style, Communication Skills, Employee Performance.

INTRODUCTION

In an increasingly modern world, the use of technology is inseparable from everyday human life. Technology not only simplifies human activities but also improves efficiency, productivity, and service quality. In the workplace, the use of technology has transformed how organizations conduct their operations through digital systems, automation, and data-driven decision-making. However, technological advancements also present various challenges, such as cybersecurity threats, job losses due to automation, the digital divide, and the misuse of technology. On the other hand, technology does not immediately make people's work easier, as it takes time to learn how to use new technologies (Rogers, 2003). Therefore, a thorough understanding of the benefits and impacts of technology use in the modern era is essential.

Employee performance is one of the factors that determine an organization's success. Organizations with high-performing human resources will find it easier to achieve their goals, increase productivity, and stay competitive. Conversely, low employee performance can lead to decreased productivity, poor service quality, and failure to meet organizational targets. According to Armstrong (2020), employee performance is the work output achieved by an individual in accordance with the responsibilities assigned to them in order to achieve organizational goals. Meanwhile, (Aguinis & Kraiger, 2009) define employee performance as the behavior and work output that contribute to the achievement of organizational goals.

In this company, who has contract with oil and gas facilities company's performance is measured by Service Level Agreement, namely SLA. SLA plays a crucial role in defining expectations and responsibilities between service providers and service users (Majka, 2024). So, company's performance was consisted of and measured by employee's performance. SLA is the initial commitment from a service provider when signing a work contract with the client (job owner). The SLA achievement can also be referred to as performance. Work contracts using the SLA method have performance evaluations that are very strict, clear, and fairer. The service provider's performance is assessed based on the total completed work items divided by the total planned work items, multiplied by 100%. The formula is $((\text{actual/planned}) \times 100\%) = \% \text{SLA}$.

In a company, employee performance is a key factor in achieving corporate performance. Therefore, company leaders must be able to guide their employees to deliver their best performance. Company leaders are responsible for developing and advancing the company. Among a leader's duties are establishing a vision and inspiring their subordinates (Bass & Riggio, 2005). Company leaders can apply one or more leadership styles tailored to the company's needs and environment. In light of this, the author aims to analyze the influence of leadership styles at this oil and gas facility maintenance service company in Jakarta.

In several previous studies on the effect of transformational leadership style on employee performance, the findings have been inconsistent. Some studies suggest that this leadership style has a positive effect on employee performance, while others suggest that it has no effect on employee performance. Research Indicating That Transformational Leadership Has a Significant Impact on Employee Performance. A study (Rojak et al., 2024) found that transformational leadership has a positive and significant effect on employee performance, both directly and through engagement and organizational identification. Findings (Wicaksono, 2026) indicate that transformational leadership influences employee performance. Research indicating that leadership style does not affect employee performance includes a study by (Ahmadlyah et al., 2024), which states that statistical analysis revealed leadership style does not significantly influence employee performance. Furthermore, a study by (Iklima & Apriadi, 2025) found that neither leadership style nor the work environment significantly affects employee performance. The findings of (Wilona & Defrizal, 2024) indicate that there is no significant relationship between leadership style and employee performance at restaurants in Lampung.

Previous research on the effect of transformational leadership style on employee performance has yielded inconsistent results. Some studies have found that transformational leadership style has a positive and significant effect on employee performance (Rojak et al., 2024); (Wicaksono, 2026). However, other studies indicate that this effect is not significant (Iklima & Apriadi, 2025), (Wilona & Defrizal, 2024), (Ahmadlyah et al., 2024). The inconsistency of these findings indicates that there remains a research gap regarding the mechanisms by which transformational leadership style influences employee performance; therefore, further research is needed, particularly in this oil and gas facility maintenance

service company. Relate to statement above, author wants to test are adoption technology, leadership style and communication skills have impact to employee performance?

METHOD

This study employs a quantitative research method. The purpose of this study is to examine the relationship and influence of the variables technology adoption, transformational leadership style, and communication skills on employee performance. The study population consists of employees of a natural gas network operation and maintenance service company located in several areas around Jakarta. The sampling technique used in this study is purposive sampling. The research sample consists of operations project employees with a minimum of 6 months of service who are assigned to areas around Jakarta. Operations project employees located outside the island of Java were not included in the research sample.

The data used in this study are primary data, obtained from a questionnaire survey, which consisted of research statements divided into five levels of agreement on a Likert scale. The agreement levels ranged from 1, indicating “strongly disagree,” to 5, indicating “strongly agree.” The following are the respondents’ agreement ratings based on the numbers: 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree. Data collection was conducted by distributing questionnaires via Google Forms to the respondents. A total of 211 respondents provided data.

Data analysis in this study utilized a Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) application to examine the relationships among latent variables (constructs). The software used for data analysis was smart-PLS 4. The first phase of the analysis was conducted to test the validity and reliability of the indicators and construct dimensions. The testing was conducted using the high-order construct (HOC) method, which involved two stages: the first-order stage to test the validity of the indicators and the second-order stage to test the validity and reliability of the latent variables within the construct dimensions.

The next step was to test the relationships between variables using the R-squared (R^2) value, predictive relevance (Q^2), and effect size (f^2). Hypothesis testing was then conducted using the bootstrapping method to determine the t-statistic or p-value; results were considered significant if $t > 1.96$ or $p\text{-value} < 0.05$. In addition to the tests described above, this study also examines the mediating role of the construct of motivation in the relationship between leadership style and employees’ communication skills on employee performance.

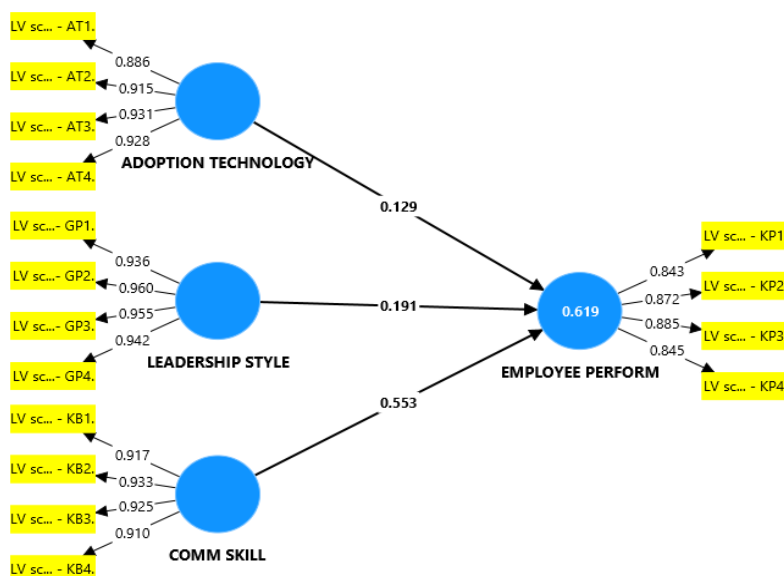


Figure 1. Hypothesis Testing Results

This research procedure was conducted systematically, beginning with problem identification and a literature review to establish a theoretical foundation and identify research gaps. Next, the author developed a conceptual framework and research hypotheses, designed the research instruments, and determined the research population and sample. Data were collected by distributing questionnaires to respondents who met the research criteria. The data obtained were then analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software through the stages of outer model evaluation, inner model evaluation, and hypothesis testing.

RESULT AND DISCUSSION

The survey data, which had been collected earlier via a questionnaire, was then processed and analyzed using the SEM-PLS method with SmartPLS. Below are some of the results of the analysis of the collected data.

Table 1. Loading Factor and Convergent Validity

Variable	Item	Loading Factor	AVE	Description
Leadership Style	GP1	0,936	0,900	Valid
	GP2	0,960		Valid
	GP3	0,955		Valid
	GP4	0,942		Valid
Technology Adoption	AT1	0,886	0,838	Valid
	AT2	0,915		Valid
	AT3	0,931		Valid
	AT4	0,928		Valid
Communication Style	KB1	0,917	0,848	Valid
	KB2	0,933		Valid
	KB3	0,925		Valid
	KB4	0,910		Valid
Employee Performance	KP1	0,843	0,742	Valid
	KP2	0,872		Valid
	KP3	0,885		Valid
	KP4	0,845		Valid

From the factor loadings and convergent validity tests shown in Table 1 above, it is evident that all factor loadings and convergent validity values meet the validity criteria: factor loadings > 0.7 and AVE > 0.5 are considered valid (Hair, 2022). The indicators for the variables of leadership style, technology adoption, communication skills, and employee performance all have factor loadings > 0.7 and AVEs > 0.5 for each variable, meaning that all of these indicators and variables are valid for use in this study.

Table 1. Composite Reliability

	Cronbach's Alpha	Composite Reliability (Rho_C)	Description
Leadership Style	0,963	0,973	Reliable
Technology Adoption	0,935	0,954	Reliable
Communication Style	0,940	0,957	Reliable
Employee Performance	0,884	0,920	Reliable

Based on the composite reliability and Cronbach's alpha tests shown in Table 2 above, it is evident that all Cronbach's alpha and composite reliability values for the variables of technology adoption, communication skills, employee performance, and leadership style are greater than 0.7, which means that all of these variables are reliable for use in this study.

Table 2. Convergent Validity HTMT

	Adoption Technology	Communication Skill	Employee Performance	Leadership Style
Adoption Technology				
Communication Skill	0,788			
Employee Performance	0,722	0,832		
Leadership Style	0,656	0,612	0,644	

Based on the HTMT test results in Table 3, it was found that the construct of communication skills regarding technology adoption has an HTMT value of 0.788, which means it meets the criteria. Employee performance regarding technology adoption has an HTMT value of 0.722, which means it meets the criteria. Furthermore, the HTMT value for leadership style regarding technology adoption is 0.656, which means it meets the requirements. Furthermore, the HTMT value for employee performance regarding communication ability is 0.832, indicating that it meets the criteria. The HTMT value for leadership style regarding communication ability is 0.612. The HTMT value for leadership style regarding employee performance is 0.644. All inter-construct values are below 0.90; therefore, it can be concluded that the model meets the criteria for discriminant validity. Thus, each construct in this study is capable of measuring concepts that are distinct from one another. According to the HTMT criteria, if the HTMT value is < 0.9 , validity is accepted (Hair, 2022).

Table 3. Convergent Validity (Fornell Larcker)

	Adoption Technology	Communication Skill	Employee Performance	Leadership Style
Adoption Technology	0,915			
Communication Skill	0,743	0,921		
Employee Performance	0,659	0,760	0,861	
Leadership Style	0,624	0,582	0,594	0,948

Based on the results of the Fornell-Larcker test in Table 4, it is evident that the square root of the AVE values on the diagonal is greater than the correlations between constructs in the same rows and columns. In other words, each latent variable must be distinct from the other latent variables. This indicates that all variables in the model meet the minimum requirements for discriminant validity.

Table 5. Inner Model

	R ²	R ² Adjusted	Description
Employee Performance	0,619	0,613	Big impact

The 61.9% variation in employee performance shown in Table 5 can be explained by the variables of technology adoption, leadership style, and communication skills, while the remaining 38.1% is explained by other variables outside the model. According to (Hair, 2022), this value falls into the category of moderate influence, with the following guidelines: up to 0.25 is considered a small influence, 0.25 to 0.5 is a moderate influence, and above 0.75 is a large influence.

Table 4. Effect Size

	f ²	Description
Adoption Technology -> Employee Performance	0,017	Small impact
Communication Skill -> Employee Performance	0,341	Moderat impact
Leadership Style -> Employee Performance	0,056	Small impact

The f^2 value for the effect of technology adoption on employee performance is 0.017, indicating that technology adoption has a small effect on employee performance. The f^2 value for the effect of leadership style on employee performance in Table 6 is 0.056, indicating that leadership style has a small effect on employee performance. Meanwhile, the f^2 value for the communication skills variable in relation to employee performance is 0.341, indicating that communication skills have a moderate effect. According to (Hair, 2022), if the f^2 value is greater than 0.35, the effect is considered large; if $0.35 < f^2 < 0.15$, it is considered moderate; and if f^2 is less than 0.15, the effect is considered small.

Table 5. Predictive Relevance

Variable	Q ² (=1-SSE/SSO)	Description
Employee Performance	0,4498	has high predictive relevance (>0.35) (Hair, 2021)

Based on the results of the predictive relevance test, the Q-square value is 0.4498, which indicates that employee performance has a high predictive relevance for the variables of technology adoption, communication skills, and leadership style.

Table 6. Hypothesis Test

	Original Sample	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Value	Description
AT -> EP	0,129	0,084	1,541	0,123	Not significant
CS -> EP	0,553	0,073	7,574	0,000	Significant
LS -> EP	0,191	0,061	3,140	0,002	Significant

Based on the results of the hypothesis test using bootstrapping in the smartPLS application, as shown in Table 8 above, it was found that the relationship between technology adoption and employee performance has a t-statistic of $1.541 < 1.96$ and a p-value of $0.123 > 0.05$. This means that the effect of technology adoption on employee performance is positive but not significant, as neither the t-statistic nor the p-value meets the significance criteria, as stated (Hair, 2022). Leadership style has a t-statistic of $3.140 > 1.96$ and a p-value of $0.0002 < 0.05$. This indicates that leadership style has a positive and significant effect on employee performance.

Similarly, communication skills have a t-statistic of $12.756 > 1.96$ and a p-value of $0.000 < 0.05$. This indicates that leadership style has a positive and significant effect on employee performance. Similarly, communication skills have a t-statistic of $12.756 > 1.96$ and a p-value of $0.000 < 0.05$. This indicates that communication skills have a positive and significant effect on employee performance. These test results meet the criteria (Hair, 2022), which state that if the t-statistic is greater than 1.96 and the p-value is less than 0.05, the relationship between the variables is considered significant.

Discussion

1. The Impact of Technology Adoption on Employee Performance

The test results show that the technology adoption coefficient is 0.129, indicating the magnitude of the effect exerted by the technology adoption construct on employee performance at this oil and gas facility maintenance service company. The standard error of 0.084 represents the level of estimation error that cannot be explained by the technology adoption construct. The t-statistic (calculated t-value) based on the above test is 1.541. To determine whether this hypothesis is accepted or rejected, the calculated t-statistic must be compared with the critical t-value of 1.96 at a 5% significance level. If the calculated t-value is greater than 1.96, the null hypothesis is rejected (Hair, 2022) and the alternative hypothesis is accepted.

Based on these criteria, the calculated t-value of $1.541 > 1.96$ and the p-value of $0.123 < 0.05$, which means the results are not significant; therefore, the alternative hypothesis stating that technology adoption has a positive effect on employee performance is rejected. In other words, these findings indicate that employees' ability to utilize and adopt technology at the oil and gas facility maintenance service companies in the Jakarta area has not yet been able to influence an improvement in employee performance. Based on these results, it is possible that employees have not yet fully mastered all technologies; although technology is designed to simplify human work, it takes time to become proficient in using it. These findings are consistent with studies by (Kiky, 2026) (Prassida & Pribadi Subriadi, 2015) and (Pratama, 2025) which show that technology adoption does not always significantly influence employee performance.

2. The Impact of Leadership Style on Employee Performance

The test results show that the leadership style coefficient is 0.223, indicating the magnitude of the effect exerted by the leadership style construct on employee performance at this oil and gas facility operations service company. The standard error of 0.057 represents the level of estimation error that cannot be explained by the leadership style construct. The t-statistic (calculated t-value) based on the above test is 3.906. To determine whether this hypothesis is accepted or rejected, the calculated t-statistic must be compared with the critical t-value of 1.96 at a 5% significance level.

If the t-value is greater than 1.96, the null hypothesis is rejected and the alternative hypothesis is accepted. Based on these criteria (Hair, 2022), since the calculated t-value is $3.906 > 1.96$ and the p-value is $0.0001 < 0.05$, the alternative hypothesis—that leadership style has a positive effect on employee performance—is accepted. In other words, these findings indicate that leadership style at the oil and gas facility operations service company in the Jakarta area can influence employee performance. These findings are consistent with studies by (Xiaojiang & Kenikasahmanworakhun, 2023), (Yulis & Mary, 2022), and (Baskara & Suwandana, 2025), which show that leadership style can improve employee performance.

3. The Impact of Communication Skills on Employee Performance

The test results show that the coefficient for communication skills is 0.630, indicating the magnitude of the effect exerted by the communication skills construct on employee performance at this oil and gas facility operations service company. The standard error of 0.049 represents the level of estimation error that cannot be explained by the communication skills construct. The t-statistic (calculated t-value) based on the above test is 12.756. To determine whether this hypothesis is accepted or rejected, the calculated t-statistic must be compared with the critical t-value of 1.96 at a 5% significance level.

If the t-value is greater than 1.96, the null hypothesis is rejected and the alternative hypothesis is accepted. Based on these criteria (Hair, 2022), since the calculated t-value is $12.756 > 1.96$ and the p-value is $0.000 < 0.05$, the alternative hypothesis—which states that communication skills have a positive effect on employee performance—is accepted. In other words, these findings indicate that communication skills at the oil and gas facility operations service company in the Jakarta area can influence employee performance. These findings are consistent with the research by (Dhone & Sarwoko, 2022), (Marlinda et al., 2024), (Gani et al., 2019), (Triyanto et al., 2026), (Bella, 2022) which show that communication skills can improve employee performance.

CONCLUSIONS

Based on the results of the analysis and discussion of this study, it can be concluded that employees' leadership styles and communication skills have a positive and significant effect on employee performance at this oil and gas facility operations service company in the

Jakarta area. This indicates that the right leadership style can influence work outcomes or employees' SLA achievement levels. In accordance with the terms of the employment contract, the basis for performance evaluation is determined by the number of SLA items that have been completed. The performance percentage is calculated by comparing the actual SLA achievement to the planned SLA and multiplying the result by 100%. Therefore, if the SLA achievement rate is low, the revenue from contract payments will also be low. Conversely, if the SLA achievement rate is high, the revenue from contract payments will be high. Based on this, the leaders of this company are required to always set an example that motivates employees to remain enthusiastic about achieving good performance, so that the company's revenue remains strong and can ensure the well-being of its employees.

Based on this study, there are several managerial implications for the leaders of oil and gas facility operation service companies in the Jakarta area. First, leaders must recognize and understand what kind of leadership style should be applied so that subordinates remain motivated and enthusiastic in their work and can achieve the planned SLAs. Second, companies must train and equip their leaders so that they can consistently inspire employees to achieve their best performance.

This can be achieved through regular and intensive leadership training so that leaders maintain emotional stability and develop effective leadership strategies. The next implication is theoretical. Based on this study, it is known that communication skills, when combined with leadership style, can influence employee performance at oil and gas facility operation service companies, particularly those in the Jakarta area. This finding may serve as a basis for conducting similar research at other service companies beyond the oil and gas facility operation sector.

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