

## The Important Role of Human Resource Management Practices, Worker Motivation, Leadership, Work Commitment, and Employee Performance

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### Abstract

The performance of a company can be seen from the performance of the human resources in it. Employee performance can be influenced by several supporting factors such as employee motivation, leadership, human resource management practice, and work commitment. This study aims to examine how human resource management practice, employee motivation and leadership impact employee performance with work commitment as an intervening variable. This research includes quantitative descriptive research using a questionnaire as a tool to collect data. The number of respondents in this study was 435 using purposive sampling method. Analysis using PLS with a predetermined research method to get the results of the study. Based on the test results obtained, HRMP has a positive effect on work commitment. Leadership, work commitment and work motivation have a positive effect on employee performance. HRMP has a positive effect on employee performance mediated by work commitment. Based on the results of existing research, it is necessary to conduct further research on other sectors other than the technology industry because this sector is quite different from other sectors.

## Peran Penting Human Resource Management Practice, Motivasi Pekerja, Kepemimpinan, Komitmen Kerja, dan Kinerja Karyawan

### Abstrak

Kinerja suatu perusahaan dapat dilihat dari kinerja Sumber daya manusia didalamnya. Kinerja karyawan dapat dipengaruhi oleh beberapa faktor pendukung seperti motivasi karyawan, kepemimpinan, human resource management practice dan komitmen kerja. Penelitian ini bertujuan untuk meneliti bagaimana human resource management practice, motivasi karyawan dan kepemimpinan berdampak terhadap kinerja karyawan dengan komitmen kerja sebagai variabel intervening. Penelitian ini termasuk penelitian deskriptif kuantitatif dengan menggunakan kuesioner sebagai alat untuk mengumpulkan data. Jumlah responden pada penelitian ini adalah 435 orang dengan metode purposive sampling. Analisis menggunakan PLS dengan metode penelitian yang sudah ditetapkan untuk mendapatkan hasil dari penelitian tersebut. Berdasarkan hasil uji penelitian yang didapatkan, HRMP berpengaruh positif terhadap work commitment. Leadership, work commitment dan work motivation berpengaruh positif terhadap employee performance. HRMP berpengaruh positif terhadap employee performance dengan dimediasi oleh work commitment. Berdasarkan hasil penelitian yang ada, perlu dilakukan penelitian lebih lanjut pada sektor lain selain industri teknologi karena sektor ini cukup berbeda dengan sektor lainnya.

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## INTRODUCTION

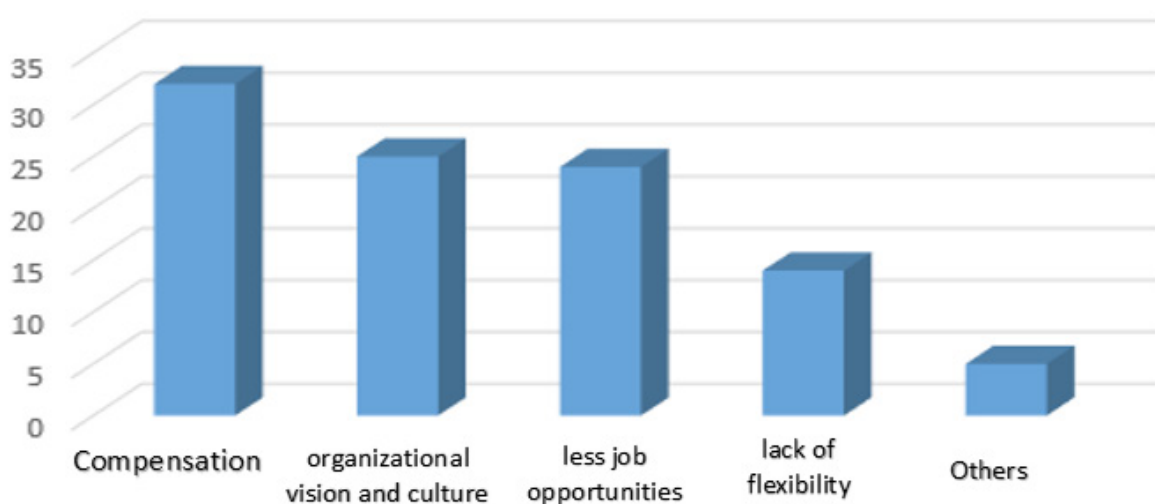
All types of industries engaged in producing a product or service must have reliable human resources in it. These human resources are assets that need to be maintained by a company. Human resources have a strategic role in the economy and society of companies and countries. These human resources are a measuring tool to determine whether a company can be considered for its existence (Da Silva et al., 2020). A worker is measured by his success through his performance in a company. This performance is related to the results of the company's policies, programs, goals, and objectives because the workers drive all the company's operational activities (Handayani & Kasidin, 2022).

Employee performance can be influenced by many factors. To produce good work results, a good management system must be supported as well. This good management system can include many things, such as the human resource management practice system, how the company motivates employees, how leadership, how the company maintains

work commitment, and many more. These factors cause employee performance in a company to be good or bad.

Startup is a company engaged in information technology. Startups have now become one of the sources of government revenue as they continue to grow (Wijaya & Malinda, 2021). However, lately, there has been a lot of news illustrating that startups in Indonesia have begun to lay off many of their employees, and many employees have resigned from working at a startup. Based on the results of a survey conducted by DataIndonesia.id in 2022 (Sadya, 2022), the following are the reasons why employees consider resigning (Figure 1).

Based on the results of the survey data in Figure 1, 32% of employees quit work at a startup because of compensation, 25% of employees quit due to a mismatch of company vision and culture, 24% percent of employees quit due to small job opportunities, 14% of employees quit due to lack of flexibility and 5% due to other factors (Sadya, 2022). Employees who resign have poor performance due to the above factors. These factors make



**Figure 1.** Reasons for employee resignation  
Source: Sadya (2022)

employees uncomfortable because they affect work performance, so an employee chooses to stop working.

Human Resource Management Practice (HRMP) is one factor affecting employee performance and can cause an employee to resign. HRMP is a strategy carried out by the company to manage an employee. HRMP makes arrangements regarding employee finances, social life, employee environment, employee relations, and employee development in the workplace. HRMP provides arrangements to employees from the company in the form of compensation, training, and work environment that can be felt by these employees so that comfort can be felt. Compensation is the part of HRMP that takes the most reasons for employees to resign from a startup. Based on an article by Cahyadi (2022) regarding consultant performance states that HRMP has a positive influence on consultant performance. Meanwhile, based on the article by Kamel & Hassanin (2022) regarding the impact of HRMP on hotel organizational performance, it has a positive influence on organizational performance in hospitality.

Employee motivation is also one of the factors that affect employee performance and can cause an employee to resign. We can see from the results of a survey that the lack of job opportunities can account for 24% of the reasons someone resigns; because there are no open opportunities to develop, employee motivation decreases, which causes someone to resign. Employee motivation itself is an important thing for a company to do and cannot be ignored (Oboreh, 2020). Motivation is related to getting employees excited about doing work so that they want to improve their performance for the company. According to Sukmawati (2022), work motivation does not have a significant effect on employee performance.

Meanwhile, Istanaawati (2022) found that work motivation has a positive influence on employee performance.

Leadership is also one of the factors that cause someone to resign and reduce employee performance. A leader will influence the culture of an organization. Based on the results of an existing survey, 25% of employees resign due to a changing organizational culture. A leader will influence all decisions in the company. This decision will have an impact on employee performance. Leaders can cause an employee to become an independent person or a spoiled employee (Ahmed et al., 2022). A good leader should be able to set an example for the workers to make them have strong interpersonal, stable emotional intelligence, and adaptive to the company (Idris et al., 2022). According to Vipraprastha (2018), transformational leadership does not have a significant effect on employee performance. Meanwhile, according to the article by Mansor et al. (2021), states transformational leadership has a significant effect on employee performance.

Work commitment is also one of the factors that cause an employee to resign and cause work performance to decline. Based on survey data, what matches work commitment is the lack of flexibility so that they do not have commitment to work which reduces performance and causes employees to give up and resign quickly. Commitment is a form of love and loyalty from workers where they unite the company's values, desires, and the determination of all to the company (Rahmawati et al., 2019). Work commitment is one of the important elements that must be owned by an employee. This commitment is not infrequently used by companies in demanding someone to do work and occupy a strategic position in the company (Elisabeth, 2022). Based on

an article written by Hidayati et al. (2021), states that work commitment affects employee performance. Meanwhile, Pramono & Prahiawan (2021) state that work commitment has a positive but insignificant effect on employee performance.

Based on the background described, researchers will examine the factors that will affect employee performance in working at a startup. These factors include work commitment, work motivation, leadership, and the HRMP system at a startup. What makes this research different from other studies is that work commitment is an intervening variable on employee performance.

### **HRMP Relationship to Employee Performance**

Human Resource Management Practice contains the processes of recruitment, training, compensation, and employee relations. All of these are closely related to increasing or decreasing employee performance (Cruz & Cabaluna, 2022). Recruitment is related to the company's process of getting qualified individuals who can improve employee performance. Training is closely related to how the company trains these employees to improve employee performance. Compensation is related to the increase in giving money to employees, which can improve their performance. Employee relations also determine how an employee can grow and work comfortably. The better the relationship among employees, the more the employee's performance can increase. The performance of employees can be affected by the strategies implemented by the company, one of which is HRMP. HRMP has a positive effect on employee performance. This was researched by Da Silva et al. (2020) and supported by some researchers (Pramono & Prahiawan, 2021; Alharbi et al., 2022; Cahyadi et al., 2022a; Cahyadi

et al., 2022b; Kamel & Hassanin, 2022)

H1: HRMP has a positive effect on employee performance

### **Relationship between Work Motivation and Employee Performance**

Employees who have work motivation have the opportunity to improve their careers in the future. Motivation can grow to satisfy the employee's own self, physiological security, social security, responsibility satisfaction, and the existence of these opportunities (Cruz & Cabaluna, 2022). Motivation is related to employee performance. The more motivated an employee is, the higher the chance that someone will improve their performance in producing something good for the company. Highly motivated employees have more enthusiasm to improve their work proforma. Work motivation has a positive influence on employee performance. This is supported by previous research (Oboreh, 2020; Diana et al., 2021; Anik, 2022; Bakhroini et al., 2022; Istanawati, 2022; Nelson, 2022)

H2: Work motivation has a positive effect on employee performance

### **Relationship between Leadership and Employee Performance**

Leadership is something that everyone must have. Leadership serves to build the company for the better. A leader can control all existing human resources to develop the company. Leadership can be an abyss for the company if it has the wrong leader. Leaders must be able to focus on employee needs and individual development and motivate employees to prioritize company interests over personal needs (Buil et al., 2019). Good leadership can improve the performance of employees. This performance can grow in a better direction because reliable leaders can direct them in a better direction. Leadership has a positive effect on employee performance.

ce supported by several studies (Ahmed et al., 2022; Andri, 2022; Idris et al., 2022; Insan et al., 2021; Muid & Setiadi, 2022; Nelson & Angellius, 2023; Prakarsa Widi Ari, 2022; Wijaya & Malinda, 2021).

H3: Leadership has a positive effect on employee performance

### **Relationship between Work Commitment and Employee Performance**

Work commitment is something that a company wants for its employees. With work commitment, employees are expected to be able to develop themselves into a better person for the company. The company environment can be a barrier to employees increasing their work commitment. The company must improve this environment to ensure employee commitment grows (Teo et al., 2020). Work commitment can affect employee performance. The higher the work commitment, the greater the employee performance will increase. The following research supports this hypothesis (Ardiyansah & Mon, 2023; Elisabeth, 2022; Fahriana & Sopiah, 2022; Gulzar, 2020; Hidayati et al., 2021; Rahmawati et al., 2019; Sukmawati et al., 2022; Vipraprastha et al., 2018).

H4: Work commitment has a positive effect on employee performance

### **Relationship between HRMP and Work Commitment**

HRMP is a strategy for companies to improve employee performance. This improvement must be accompanied by increased employee commitment. HRMP must be able to make employees committed to work. Commitment is a form of an employee caring about the company so that they will work according to what they have in mind for the company. HRMP will affect work commitment. The better the HRMP system in a company, the employee's work commitment will continue to increase, so the company gets good

work results. The following is a supporter of this research hypothesis (Bashir & Venkatakrishnan, 2022; Mao et al., 2022)

H5: HRMP has a positive effect on work commitment

### **Relationship between Work Motivation and Work Commitment**

Work motivation is the attitude that arises from a worker to be able to continue working enthusiastically. This motivation is needed so that the spirit continues to burn. A burning sense of enthusiasm allows workers to do better work. This better work is what gives rise to work commitment. Work commitment arising from good motivation shows that the company has loyal employees. Loyal employees show good work commitment and are good at supporting the performance of these employees. Work motivation can affect worker commitment to producing better work. This hypothesis is supported by previous research (Hakim et al., 2023; Novanda, 2022).

H6: Motivation positively influences work commitment

### **Relationship between Leadership and Job Commitment**

The leadership of a leader will affect all conditions of the company. One that will have an impact is work commitment. Employees who have work commitments can depend on the company environment. The leadership style of the company leader influences this company environment. Company leaders who can make the work environment conducive, make workers commit to work. The impact of this work commitment is expected for the company to grow. Leadership has a positive impact on work commitment. This is supported by previous research (Nanjundeswaraswamy et al., 2020; Fauziah et al., 2021; Mansor et al., 2021).

H7: Leadership has a significant impact on work commitment

### The Relationship between Human Resource Management Practices and Employee Performance with Work Commitment as a Mediator

The mediation role of work commitment on employee performance can also influence factors such as human resource management practices. This is due to the impact of high work commitment. Implementing human resource management practices has led to improved employee performance due to the growing commitment to continuously develop within a company. Human resources have a positive impact on employee performance, with work commitment as a mediator. This hypothesis is supported by previous research (Riyadi et al., 2016; Mahfouz et al., 2021).  
H8: Human resources have a positive effect on employee performance with work commitment as a mediator

### The Relationship between Employee Motivation and Employee Performance with Work Commitment as a Mediator

The role of work commitment mediation on employee performance can also

influence factors such as employee motivation. This is because, along with the increasing work motivation followed by employee commitment, it can lead to improved performance among employees in a company. This improvement serves as the foundation for what the company will provide, which enhances employee motivation and, when followed by commitment, enables employees to complete tasks well. Employee motivation positively affects employee performance with work commitment as a mediator. This hypothesis is supported by previous research (Dewi et al., 2021; Chaidir & Zulfikar, 2023).

H9: Employee motivation has a positive effect on employee performance with work commitment as a mediator.

### The Relationship between Leadership and Employee Performance with Work Commitment as Mediation

The role of work commitment mediation on employee performance can also make factors such as leadership influential. This is because good leadership can improve an employee's performan-

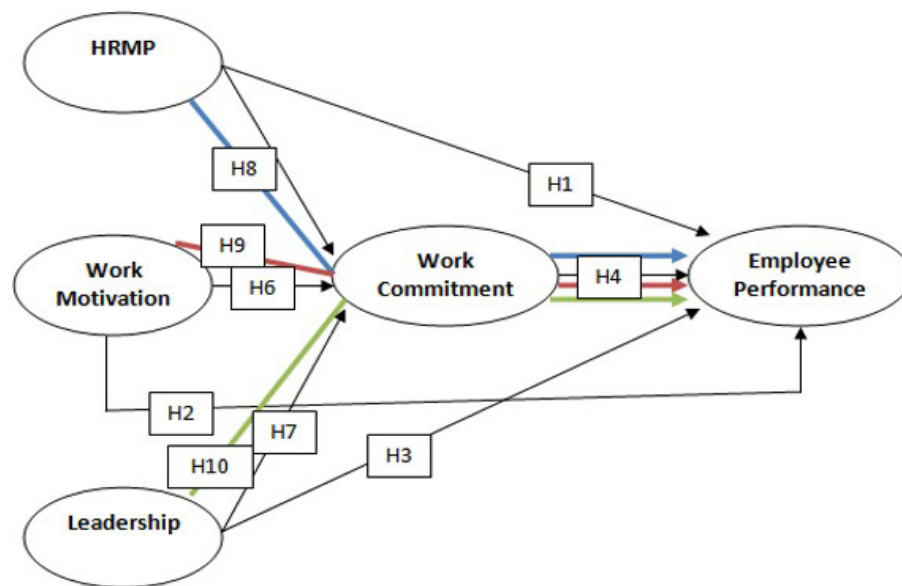


Figure 2. Research Model



ce. If accompanied by an increase in the employee's work commitment, it can further enhance performance and lead to improvements for the company itself. Leadership positively influences employee performance with work commitment as a mediator. This hypothesis is supported by Hendry & Asri (2022)

H10: Leadership has a positive influence on employee performance, with work commitment as a mediator.

Based on the existing hypothesis, Figure 2 is the research model of the following article.

## METHOD

This research uses descriptive quantitative research methods. Quantitative research is research that shows variables that are supported by data in the form of numbers obtained from field conditions that occur when the research is conducted (Ardiyansah & Mon, 2023). This study uses 3 independent variables, 1 dependent variable, and 1 intervening variable. Independent variables are represented by HRMP (X1), work motivation (X2) and leadership (X3). The dependent variable

is represented by employee performance (Y1), and the intervening variable is represented by work commitment (Z1).

Figure 3 and Table 1 represent the outer model and the indicator of the research that can illustrate the measurement variables in this study. The model obtained then uses a questionnaire to collect data. The questionnaire was made using a Likert scale. The Likert scale contains a scale of 1 to 5, which starts from strongly agree to strongly disagree, which contains statements that the respondent must choose.

The research was conducted on a population of all startup employees in Indonesia. The number of startups in Indonesia is 2.562 companies whose data comes from Databoks (Cindy, 2024). The number of employees of these companies is unknown because of the wide range of employees throughout Indonesia. Due to the unknown number of employees, the technique for determining the required samples uses the number of samples taken is at least multiplied by 5 to 10 of the number of indicators used in the study (Hair et al., 2021). In this study, there are 5 variables with 40 questions that must be answered by respondents so that the mi-

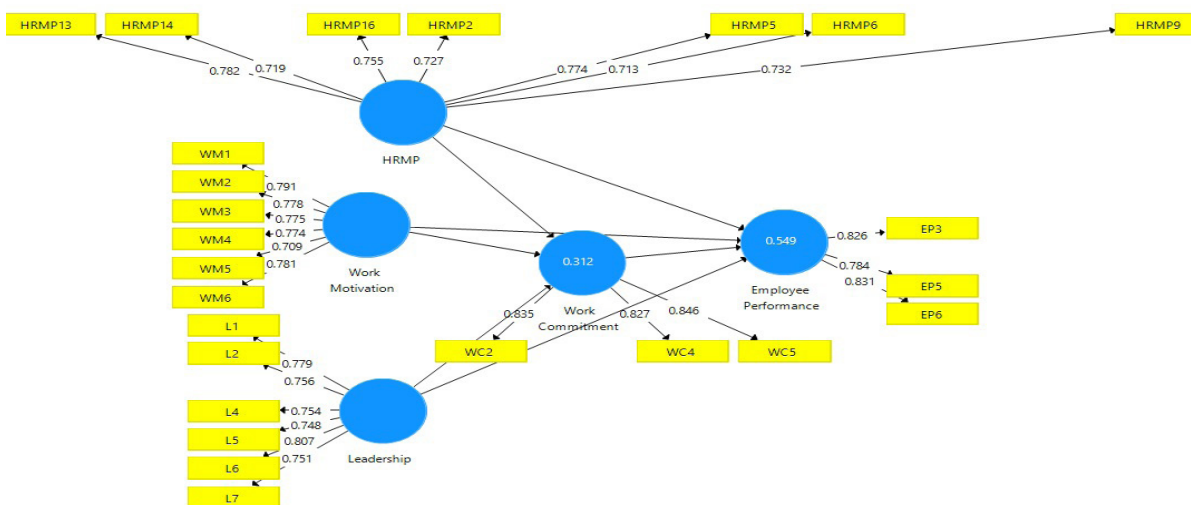


Figure 3 Outer Model

**Table 1.** Indicator Variable

Variable	Indicator
Human Resource Management Practice	HRMP 2: I perform better because I believe the company has a selective recruitment program.
	HRMP 5: I received training, both technical and non-technical.
	HRMP 6: I was given guidance on career opportunities.
	HRMP 9: I am inspired to do my best because of the existing systems and practices.
	HRMP 13: I receive a competitive salary.
	HRMP 14: I receive financial rewards/incentives because Management recognizes my good performance.
Work Motivation	HRMP 16: The compensation and benefits from the company inspire me to work better
	WM 1: Employee motivation in an organization is very important.
	WM 2: Employee motivation enhances job performance.
	WM 3: Motivation influences organizational performance.
	WM 4: Employee motivation leads to organizational performance outcomes.
	WM 5: Increasing employee engagement will boost productivity and profitability.
Leadership	WM 6: Motivation leads to good labor management relationships.
	L 1: Leaders must communicate a clear and positive vision for the future.
	L 2: Treat staff as individuals, supporting and encouraging their development
	L 4: A leader fosters trust, engagement, and cooperation among team members
	L 5: A leader encourages thinking about problems in new ways and questions assumptions
	L 6: A leader can articulate values and practice what they preach. Instilling pride and respect in others that can inspire me by becoming highly competent.
Work Commitment	L 7: Instilling pride and respect in others that can inspire me by becoming highly competent.
	WC 2: My boss has a lot of personal meaning for me.
	WC 4: I feel a strong sense of belonging towards my superior.
Employee Performance	WC5: I feel a strong bond with my superior.
	EP 3: The duration of work is influenced by the atmosphere and culture of the workplace.
	EP 5: The quality of workers is influenced by the additional learning gained from the company's training programs.
	EP 6: The quality of workers is influenced by the atmosphere and culture of the workplace.



**Table 2.** Demographic Respondents

Variable	Category	Total	Percentage
Age	Under 20 Years Old	26	5.98%
	21-30 Years Old	332	76.32%
	31-40 Years Old	69	15.86%
	Over 40 Years Old	8	1.84%
Education	Elementary School		0.00%
	Junior High School	4	0.92%
	Senior High School	146	33.56%
	Bachelor's Degree	246	56.55%
Gender.	Associate's Degree	39	8.97%
	Man	247	56.78%
	Woman	188	43.22%
Status	Unmarried	306	70.34%
	Married	129	29.66%
Salary	Under 2 Million	25	5.75%
	2.1 to 4 Million	151	34.71%
	4.1 to 7 Million	211	48.51%
	Above 7 Million	48	11.03%
Length Of Service	Under 1 Year	69	15.86%
	2-4 Years	282	64.83%
	5-8 Years	75	17.24%
	Above 8 Years	9	2.07%
Employment Status	Affiliate	97	22.30%
	Past Daily Officer	83	19.08%
	Contracting Officer	143	32.87%
	Permanent Officer	112	25.75%
Position	Staff	281	64.60%
	Supervisor (Lead)	110	25.29%
	Manager (Head)	44	10.11%
	Director		0.00%
Division	Finance Accounting	94	21.61%
	HR/Legal/GA	89	20.46%
	Sales	124	28.51%
	Developer	77	17.70%
	Marketing	17	3.91%
	Administration	8	1.84%
	After Sales	11	2.53%
	Customer Care	7	1.61%
	Technical Support	8	1.84%

Source: Data Processed (2024)

nimum number of respondents to be collected is 400 respondents (Mon, 2022). The sample collection technique was purposive sampling. This technique is a way of collecting respondents based on criteria that the researcher has determined. The criteria for filling out respondents in this study are working in startups and technology companies still in the unicorn class.

Table 2 shows the demographics of respondents who have been collected in this study.

Based on the respondent demographic table, there are 435 respondents whose data is used in this study. The dominant person who filled out this questionnaire was male, with the dominant age range, and the person who answered was aged 21 to 30 years. The division that filled out this questionnaire was the sales division, with the most positions being staff and the working status being permanent officers.

This study will use PLS as a tool to test because there are intervening variab-

les in this study. The research model was carried out to test data bias using VIF. Furthermore, it will conduct data validation and reliability. Validity is tested using convergent validity using the loading factor and testing the AVE value. Furthermore, testing discriminant validity using cross loading and fornell-lacker criterion. After the data is valid, reliability testing is carried out by looking at the Cronbach's Alpha and composite reliability values. After that, test the significant data using path coefficients and indirect effects.

## RESULT AND DISCUSSION

This research was conducted by starting from CMV testing and continuing with the measurement model evaluation (outer model) and structural model evaluation (inner model). This test needs to be carried out in accordance with the appropriate steps to answer the hypothesis that has been described previously.

**Table 3.** VIF Test

Variables	VIF	Variables	VIF
EP3	1.611	L5	1.582
EP5	1.346	L6	1.986
EP6	1.616	L7	1.633
HRMP13	1.933	WC2	1.518
HRMP14	1.586	WC4	1.688
HRMP16	1.78	WC5	1.827
HRMP2	1.636	WM1	1.978
HRMP5	1.813	WM2	1.869
HRMP6	1.579	WM3	1.759
HRMP9	1.695	WM4	1.812
L1	1.886	WM5	1.552
L2	1.713	WM6	1.794
L4	1.76		

Source: Data Processed (2024)

**CMV Testing**

This test uses VIF. This test aims to avoid data bias in the results of the questionnaire that has been obtained. The following are the results of the tests that have been carried out. Table 3 shows the result of the VIF test. This test is carried out using the PLS application with the aim of testing data free from bias where the expected results are less than 5.00. The results obtained are all in the range of 1 so that this data is free from bias and passes CMV testing.

**Evaluation of the Measurement Model (Outer Model)**

After passing the CMV test, the next step is to evaluate the measurement model, which includes testing convergent validity, discriminant validity, and reliability. Convergent validity will be carried out using the outer loading test, whose value must be greater than 0.6, and the AVE test, whose value must be greater than 0.5. If it can pass this number, the next step is to test discriminant validity, where in this study using cross loading, which has a va-

**Table 4.** Outer Loading

<b>Variables</b>	<b>Employee Performance</b>	<b>HRMP</b>	<b>Leadership</b>	<b>Work Commitment</b>	<b>Work Motivation</b>
EP3	0.826				
EP5	0.784				
EP6	0.831				
HRMP13		0.782			
HRMP14		0.719			
HRMP16		0.755			
HRMP2		0.727			
HRMP5		0.774			
HRMP6		0.713			
HRMP9		0.732			
L1			0.779		
L2			0.756		
L4			0.754		
L5			0.748		
L6			0.807		
L7			0.751		
WC2				0.835	
WC4				0.827	
WC5				0.846	
WM1					0.791
WM2					0.778
WM3					0.775
WM4					0.774
WM5					0.709
WM6					0.781

Source: Data Processed (2024)

**Table 5.** Cross Loading

Variables	Employee Performance	HRMP	Leadership	Work Commitment	Work Motivation
EP3	0.826	0.487	0.549	0.438	0.526
EP5	0.784	0.502	0.564	0.458	0.569
EP6	0.831	0.485	0.582	0.405	0.557
HRMP13	0.472	0.782	0.623	0.384	0.614
HRMP14	0.432	0.719	0.522	0.414	0.538
HRMP16	0.441	0.755	0.570	0.403	0.583
HRMP2	0.462	0.727	0.602	0.403	0.613
HRMP5	0.506	0.774	0.599	0.446	0.611
HRMP6	0.417	0.713	0.509	0.440	0.491
HRMP9	0.403	0.732	0.526	0.372	0.524
L1	0.465	0.598	0.779	0.335	0.663
L2	0.520	0.553	0.756	0.329	0.675
L4	0.485	0.593	0.754	0.318	0.687
L5	0.583	0.560	0.748	0.412	0.634
L6	0.560	0.602	0.807	0.376	0.686
L7	0.556	0.590	0.751	0.371	0.684
WC2	0.471	0.531	0.438	0.835	0.454
WC4	0.439	0.423	0.378	0.827	0.389
WC5	0.422	0.416	0.353	0.846	0.347
WM1	0.507	0.615	0.733	0.362	0.791
WM2	0.487	0.642	0.715	0.388	0.778
WM3	0.544	0.574	0.646	0.417	0.775
WM4	0.536	0.532	0.654	0.338	0.774
WM5	0.470	0.558	0.626	0.320	0.709
WM6	0.569	0.608	0.668	0.375	0.781

Source: Data Processed (2024)

lue greater than 0.7. After that, conduct a reliability test using the method, namely Cronbach's Alpha Reliability and composite reliability, whose value must be greater than 0.6. The following are the results of the tests carried out.

Table 4 shows the results of testing outer loading. The requirement for outer loading is to have a value above 0.7. All questions used in this study have a value above 0.7, stating that the existing data is

valid and meets the criteria of convergent validity testing.

Table 5 shows the test result data from cross-loading. This test requires that at least the indicators must converge on their variables with a value above 0.7. In the table above, all indicators are above 0.7, which means that they are highly correlated with their variables.

Table 6 above shows the results of AVE testing. The requirement for AVE

**Table 6.** AVE. Cronbach's Alpha and Composite Reliability

Variables	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability
Employee Performance	0.745	0.663	0.855
HRMP	0.865	0.553	0.896
Leadership	0.859	0.587	0.895
Work Commitment	0.786	0.699	0.875
Work Motivation	0.861	0.590	0.896

Source: Data Processed (2024)

testing is to have a value above 0.5. All variables have a value above 0.5, so the existing data meets the convergent validity criteria, and it can be stated that the data used is valid. In addition to AVE, the table above shows data on the reliability testing results represented by Cronbach alpha and composite reliability. The requirement for this test is to have a minimum value higher than 0.6. The results show that all values have a value above 0.6 which indicates that the test results are reliable and meet the requirements for validity and reliability that must be met by a study.

#### Evaluation of Structural Model (Inner Model)

After going through the measurement model evaluation, the next step is to evaluate the structural model, which is

used to see the effect on the tested variables and the suitability of the resulting model. This test tests the existing hypothesis using path coefficients and indirect effects. In addition to testing the hypothesis, the Fit model also needs to be tested using R square, SRMR, and GoF Index.

The following are the results of the path coefficient test. The requirement for path coefficient testing is to look at the results of t-statistics and p-value. The hypothesis shows affected results if it has a t statistic above 1.96 and a p-value below 0.05. Based on these requirements, the following are the results of the hypothesis testing that has been carried out, shown in Table 8.

The following are the results of the indirect effect, which is used to test the intervening influence in this study. The re-

**Table 7.** Path Coefficients

Hypothesis	Sample Mean (M)	T Statistics ( O/STDEV )	P Values
HRMP -> Employee Performance	0.018	0.274	0.785
HRMP -> Work Commitment	0.440	5.491	0.000
Leadership -> Employee Performance	0.372	4.622	0.000
Leadership -> Work Commitment	0.047	0.459	0.646
Work Commitment -> Employee Performance	0.241	5.984	0.000
Work Motivation -> Employee Performance	0.224	2.454	0.014
Work Motivation -> Work Commitment	0.104	1.109	0.268

Source: Data Processed (2024)

**Table 8.** Hypothesis Result

Hypothesis	Conclusion
H1: HRMP has a significant effect on Employee Performance	Not Proven
H2: HRMP has a significant effect on Work Commitment	Proven
H3: Leadership has a significant effect on Employee Performance	Proven
H4: Leadership has a significant effect on Work Commitment	Not Proven
H5: Work Commitment has a significant effect on Employee Performance	Proven
H6: Work Motivation has a significant effect on Employee Performance	Proven
H7: Work Motivation has a significant effect on Work Commitment	Not Proven

Source: Data Processed (2024)

quirement that intervening is proven is to have a t statistic above 1.96 and a p-value below 0.05. Based on the results above. The following are the results of the hypothesis testing carried out, as shown in Table 10.

The following is a table 11 that shows the results of the r square table. According to Hair et al., the mean in the table above shows the weak or strong influence of the variable being influenced. If the value is above 0.75, it shows strong results. If the value is above 0.50, it shows moderate results. If the value is 0.25, it shows that the influence is weak. Based on the table above, employee performance has an r square value of 55.5%, which indicates that the existing independent variables can influence 55.5% of the employee performance variable. This influence is a moderate influence. The other variable,

work commitment, has an r square value of 32.1%. This indicates that the existing independent variables can only influence 32.1% of the work commitment variable. This influence is a weak influence.

Table 12 shows the results of SRMR. The result of SRMR defines a difference between the observed correlation and the inferred correlation matrix model. The requirement to qualify for SRMR is a value below 0.1. The results above show that the SRMR value is 0.041. This result shows that the model produced in this study is in accordance with the data. The results of this study met the required research criteria because they showed the suitability of the data.

Based on the requirements, GoF is weak if it is above 0.10, GoF is moderate if it is above 0.25, and GoF is strong if it is above 0.36. The result obtained is 0.5202,

**Table 9.** Indirect Effects

Hypothesis	Sample Mean (M)	T Statistics ( O/STDEV )	P Values
HRMP -> Work Commitment -> Employee Performance	0.105	4.275	0.000
Leadership -> Work Commitment -> Employee Performance	0.011	0.453	0.650
Work Motivation -> Work Commitment -> Employee Performance	0.025	1.064	0.288

Source: Data Processed (2024)



**Table 10.** Hypothesis Results

Hypothesis	Conclusion
H8: HRMP has a significant effect on Employee Performance through Work Commitment.	Proven
H9: Leadership has a significant effect on Employee Performance through Work Commitment.	Not Proven
H10: Work Motivation has a significant effect on Employee Performance through Work Commitment.	Not Proven

Source: Data Processed (2024)

**Table 11.** R Square

Variables	Sample Mean (M)
Employee Performance	0.555
Work Commitment	0.321

Source: Data Processed (2024)

**Table 12.** SRMR

Model	Sample Mean (M)
Saturated Model	0.041
Estimated Model	0.041

Source: Data Processed (2024)

which indicates that the GoF obtained is strong. Therefore, the model produced by this study is strong.

### HRMP on Employee Performance

HRMP has no significant effect on employee performance. This is indicated by the results of the T Statistic, which shows the number 0.274 and the P value is 0.785, where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Looking at the phenomenon that occurs, HRMP contains how a company conducts the recruitment, training, and compensation process for employees, which is associated with improving employee performance. In a startup, HRMP does not impact improving employee performance. This can happen because, in a startup, employees who work have a young age

need someone who has knowledge that is always updated with the times so that the outflow can be classified as high. This is a factor that HRMP does not affect the performance of employees in a startup because the flow of employees is quite high. For example, an IT developer works as a front end at a technology-based startup A. This employee sees the same competitors who can do the same. This employee sees the same competitor who can pay his ability higher with the same performance at company A, thus attracting the employee to leave PT A and move to a competitor. This often happens to a startup that loses its employees because it moves to a competing company that can pay more for the employee's abilities. For this reason, the rapid flow of employees in and out does not impact improving employee performance.

### **HRMP on Work Commitment**

HRMP has a significant effect on work commitment. This is indicated by the results of the T statistic, which shows 5.491, and the P value, which shows 0.000, where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Looking at the phenomenon that occurs, HRMP is a way for HR to implement the recruitment, compensation, and training process for employees with the aim of improving company performance. In a startup, HRMP can support an increase in the work commitment of an employee. This can take place in the early stages of hiring. The process of offering salary, compensation, and training obtained by the employee at the initial stage after the interview can increase the employee's work commitment because the employee has what he wants in the company.

### **Leadership on Employee Performance**

Leadership has a significant effect on employee performance. This is indicated by the T statistic value showing 4.622 and the P value showing 0.000 where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Seeing from the phenomenon that is happening, leadership is the ability of a person to lead a team. Based on the test results, the more someone has strong leadership, the more the performance of an employee increases. This positive influence can improve employee performance, especially at a startup. A startup needs people with strong leadership to encourage the growth and development of the company itself because startups are companies that have only been growing for about 1 to 3 years. Hence, they need strong leadership to make employee performance grow in a better direction. Leadership can affect employee performance because a person who has leadership can guide his employ-

ees to do something right. Someone who has high leadership becomes an example for other employees to be able to grow together and advance the company. Someone with high leadership encourages the employee to produce good results for the company.

### **Leadership on Work Commitment**

Leadership has no significant effect on work commitment. This is indicated by the T statistic value showing 0.459 and the P value showing 0.646 where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. From the phenomena that occur, leadership is the ability of a person to build a team to achieve the success of a company. Leadership in a company is very important because it can improve the performance of a person to make more things for the company but not increase the work commitment of the worker. In a startup, it generally contains workers in the gen z group, which based on the test results do not have more work commitment even though they have a boss with more leadership. Factors that influence this are (1) not making salary increases for these workers (2) not necessarily adding experience from other workers because they will follow the direction of the boss, (3) lack of appreciation for workers because the boss will appreciate the leader who guides (4) leadership does not affect organizational culture which does not necessarily make other workers comfortable.

### **Work Commitment to Employee Performance**

Work commitment has a significant influence on employee performance. This is indicated by the T statistic value showing 5.894 and the P value showing 0.000, where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Seeing from the

phenomena that occur, work commitment is the feeling of a worker to continue to be able to work according to his own will in order to advance the company. Someone who has a work commitment is able to do anything to improve their performance at work. The purpose of improving work performance is to improve the performance of the company. Someone who has high commitment is caused by (1) having a high sense of responsibility, (2) having personal goals in the company, (3) maintaining professionalism in working for the company, (4) feeling satisfied with what the company provides. All of these things encourage employee performance to increase because the work commitment of these employees increases.

### **Work Motivation on Employee Performance**

Work motivation has a significant effect on employee performance. This is indicated by the T statistic value showing 2.454 and the P value showing 0.014 where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Seeing the phenomenon that occurs, work motivation is something that is a passion for workers to improve company performance. Employee motivation in a company can be in the form of (1) a salary increases, (2) a pleasant new work experience, (3) getting an award from the company, (4) and many more. The motivation obtained by employees increases their performance. This is a natural thing because the employee has gotten what the worker needs, such as awards, new experiences, and others. Increased employee motivation makes employees work harder which makes the performance of employees and companies also increase.

### **Work Motivation on Work Commitment**

Work motivation has no influence on work commitment. This is indicated

by the T statistic value which shows 0.104 and the P value which shows 0.268 where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Seeing from the phenomena that occur, work motivation is how an employee becomes encouraged to work. Encouragement is very important to improve employee performance. However, work motivation has not been able to increase work commitment. This happens because (1) work commitment is a feeling of being able to work according to the employee's wishes, with motivation alone not enough to make an employee want to work by himself for the sake of the employee (2) motivation is given because there is something that a company wants to achieve, because of this the employee's commitment is to get awards from the company, not for the worker himself.

### **HRMP on Employee Performance mediated by Work Commitment**

HRMP has a significant effect on employee performance when mediated by work commitment. This is indicated by the T statistic value showing 4.275 and the P value showing 0.000 where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Seeing the phenomenon that occurs, HRMP based on this research has no influence on employee performance. However, because there is a bridging work commitment that makes HRMP have a significant influence on employee performance. HRMP contains how an employee is recruited, gets training, compensation and much more. By getting what is desired at an early stage, such as appropriate salary and training, the employee's work commitment increases. The increase in work commitment makes the performance of the employee increase as well because the employee has gotten what he wants. Therefore, the employee must be able to

have a work performance that continues to increase every month in order to meet the expectations of the company for the company's performance to increase as well.

#### **Leadership on Employee Performance mediated by Work Commitment**

Leadership has no influence on employee performance when mediated by work commitment. This is indicated by the T statistic value showing 0.453 and the P value showing 0.650 where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Seeing the phenomenon that occurs, leadership does not affect employee performance when bridged by work commitment because when an employee has a work commitment, they will fight hard to improve their work performance to advance the company. Leadership that does not influence work commitment makes leadership also not affect workers who already have work commitment to improve the employee's work performance. Leadership will only influence workers who do not have work commitment to follow the leader in improving the performance of the company.

#### **Work Motivation on Employee Performance mediated by Work Commitment**

Work motivation has no influence on employee performance when mediated by work commitment. This is indicated by the T statistic value showing 1.064 and the P value showing 0.288 where the limit for getting significant results is if the T statistic is above 1.96 and the P value is below 0.05. Seeing the phenomenon that occurs, worker motivation does not affect employee performance when bridged by work commitment because when an employee has a work commitment, they will try to improve work performance to improve company performance. Motivation also

has no influence on workers who already have work commitment because these employees without motivation will strive to give their best for the company. Work motivation is generally given to employees who have potential but calculations for the company. Therefore, the company tries to improve the performance of these employees in a way that can improve performance. However, if the employee has committed to the company, generally motivation is no longer needed by the employee because he has been given to the company in order to advance the company.

#### **CONCLUSION AND RECOMMENDATION**

According to the results of the research, it is possible to conclude that there are some hypotheses that have a positive and negative influence. Such positive influence has a real impact on startup employees such as the influence of HRMP on employee work commitment, where greater HRMP applied will affect the greater employee commitment in the work. Besides, the impact of leadership, motivation, and commitment to work on the performance of employees where greater leadership can lead the employee direction. The greater motivation to work better and the greater commitment of an employee will have a major impact on the growth of better work performance. The impact of the mediation of employment commitment also affects the activities of the HRMP conducted by the Human Resource division in improving employee performance because HRMP has succeeded in boosting employee engagement in the improved performance of the startup employee working. The negative influence found in this study means that the hypothesis being tested does not have an impact in real life, such as HRMP on employee performance, Leadership and motivation that do not influence work commitment.

Based on the results of existing research, it is necessary to conduct further research that can be carried out by future researchers on other sectors other than the technology industry because this sector is quite different from other sectors. This research is also very important because in a company, HRMP, employee motivation, leadership and work commitment play an important role in the company's performance, which is represented by the performance of employees in the company.

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