



## **The Effect of Leadership Style and Human Resource Quality on Work Performance: Motivation As A Mediation Variable**

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### **Abstract**

This study examines the influence of leadership style and human resources on work performance and employee motivation as a mediation variable at PT. Teluk Luas Padang. Primary data was obtained by administering questionnaires directly to respondents who are PT Teluk Luas Padang employees. Data analysis in this study used validity, reliability, classical assumption test (data normality test, multicollinearity test, and heteroscedasticity test), multiple linear regression analysis, Path Analysis, determinant coefficient (R<sup>2</sup>), partial regression coefficient (t-test), the regression coefficients together (F-test), while the overall data analysis uses SPSS statistic 16 software. The results of this study conclude that (1) leadership style significantly affects work performance. (2) human resources have a significant effect on work performance. (3) work motivation has no significant effect on work performance. (4) leadership style has no significant effect on work performance through work motivation. (5) human resources significantly affect work performance through work motivation. (6) leadership style and human resources simultaneously significantly affect work performance. (7) leadership style and human resources simultaneously significantly affect work performance through work motivation.

**Keywords:** Leadership Style, Human Resources, Work Performance, and Work Motivation

### **1. Introduction**

Human Resource Management (HRM) is a part of management science that specifically manages knowledge of human resources in organisational activities. Therefore, human resources, particularly education, require good management and development to improve performance and contribute to achieving goals as expected. Improving human resource performance will positively impact an institution's performance. Improving human resource performance is not something that can happen by itself but requires planned, systematic, and directed management so that the process of achieving organisational goals can be carried out effectively and efficiently. This means that HRM is essential in managing human resources to form professional personnel to benefit the process and results of education in schools.

Human resource management emerged as a new problem in the 1960s. Before that, more or less in the 1940s, personnel management dominated. Of course, there are differences between the two. Human Resource Management covers human resource development, use, and protection issues. While personnel management is more related to human resources in companies, commonly known as the modern sector. Human

Resource Management is the science and art of managing the relationship and role of the workforce to effectively and efficiently help realise the goals of the company, employees, and society. Human resource management consists of planning, organising, leading, and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment to achieve the goals set. Human Resource Management is a resource that has many advantages compared to other resources in an organisation or company. Without human resources, the company will have no value. Even though the company has many different resources such as new machines, lots of capital, energy, lots of raw materials, all will be in vain if human resources (HR) and competition are the main obstacles to the growth of the banking industry (Affini & Surip, 2018).

The term performance/work achievement comes from the word job performance or actual performance (work achievement or real behavior displayed as work achievement achieved by someone). Employee performance is essential to the company's efforts to achieve its goals. One way that can be used to see the company's development is by looking at the results of the work performance assessment. Work performance

acts as feedback from various things such as ability, fatigue, shortcomings, and potential, which help determine goals, paths, plans, and career development. Employee work performance is significant in meaning and role in decision-making, such as identifying the need for education and training programs, recruitment, selection, introduction programs, placement, promotion, reward systems, and various other aspects of effective human resource management. With employee work performance, you can find out more clearly about the employee's abilities and can be used to determine management policies in the future regarding promotion, transfer of duties, transfer of territory, and others.

Motivation is a need that drives actions towards a certain goal (Werdhiastutie et al., 2020). Work motivation is something that creates enthusiasm or work drive. Therefore, work motivation in work psychology is usually called a work spirit driver. Work motivation occurs in work situations and environments in an organisation or institution. Educational success and failure are often related to teacher work motivation. Humans always want good things, so the driving force that motivates their work enthusiasm depends on the hope that will be obtained. If that hope comes true, someone will increase their work motivation.

Leadership style is how a leader carries out his leadership function and how he is seen by those he is trying to lead or those who may be observing from the outside (Koster, 2008). Leadership is the backbone of organisational development. This is because, without good leadership, it will be challenging to achieve the company's goals that have been set. If a leader is trying to influence the behaviour of others, then that person needs to think about the leadership style he will use.

According to (Hermiyanti et al., 2017), The quality of human resources consists of two syllables, including the word quality, which is generally the level of good or bad or level or 20 degrees of something. Sedarmayanti says quality is "A measure that states how far various requirements, specifications, and expectations have been met." In contrast, the definition of Human Resources in general is power that comes from humans. Power that comes from humans can also be called energy or power. In essence, HR is the human being employed in an organisation as a driver to achieve the organisation's goals.

Based on the objectives and theoretical basis above, the hypothesis proposed in this research is as follows:

H1: Leadership style has a positive and significant influence on employee performance at PT. Teluk Luas Padang.

H2: Human Resources have a positive and significant influence on employee performance at PT. Teluk Luas Padang.

H3: Leadership Style and Human Resources have a positive and significant influence on employee performance at PT. Teluk Luas Padang.

H4: Leadership style has a positive and significant effect on work performance through employee motivation at PT. Teluk Luas Padang.

H5: Human Resources have a positive and significant influence on employee performance through employee motivation at PT. Teluk Luas Padang.

H6: Leadership style and Human Resources have a positive and significant influence on work performance through employee motivation of PT. Teluk Luas Padang employees.

H7: Leadership style and Human Resources have a positive and significant influence on employee motivation through employee motivation of PT. Teluk Luas Padang employees.

## 2. Methods

This study will measure the answers to closed questions using a Likert scale. According to (Abu-Bader & Jones, 2021), in the Likert scale, the variables to be measured are described as variable indicators, and these indicators are used as a starting point for compiling instrument items that can be in the form of statements or questions.

In this study, the dependent variable is Work Performance (Y). Work performance refers to how effectively an employee carries out their duties and responsibilities. It reflects the level of contribution an individual makes to achieving organisational goals. Independent variables in this study are Leadership Style (X1) and Human Resource Quality (X2). Leadership style is the amount of money (plus some goods if possible) needed to obtain a particular combination of goods and services. Human Resource Quality (X2) refers to the employees' overall competence, skills, and capabilities. The mediating variable is Work Motivation (Z).

According to (Mulyadi, 2015), a population is a complete set of entities consisting of people, events, or objects with some common characteristics. The population in this study were employees of PT. Teluk Luas Padang totaling 50 people. All members of the population were sampled in this study. Therefore, the sampling technique used was total sampling.

The tests used consist of the classical assumption test, F The reliability test is presented in Table 1 below: test, determination coefficient test and path analysis.

### 3. Result and Discussion

**Table 1. Reliability Test Result**

| Variables             | N= 50                    |                  | Rule Of Thumb | Decision |
|-----------------------|--------------------------|------------------|---------------|----------|
|                       | Number of Question Items | Cronbach's Alpha |               |          |
| Leadership Style (X1) | 10                       | 0.894            | 0.6           | Reliable |
| Human Resources (X2)  | 10                       | 0.813            | 0.6           | Reliable |
| Work Motivation (Z)   | 10                       | 0.847            | 0.6           | Reliable |
| Work Performance (Y)  | 15                       | 0.927            | 0.6           | Reliable |

Source: Data Processed by authors, 2024

From Table 1 above, it can be seen that in all instruments based on the reliability analysis above, the research variables show that the value (Cronbach's alpha) for all variables is > 0.6, for that all variables can be said to be reliable. From these results, this study will produce the same data even though it is used several times to measure the same object. Descriptive statistical test results are presented in Table 2 below:

**Table 2. Descriptive Statistical Test Results**

| Variables             | N  | Minimum | Maximum | Mean  | Std. Deviation |
|-----------------------|----|---------|---------|-------|----------------|
| Leadership Style (X1) | 50 | 27      | 50      | 44.26 | 6,464          |
| Human Resources (X2)  | 50 | 26      | 50      | 36.84 | 7.201          |
| Work Motivation (Z)   | 50 | 24      | 91      | 38.76 | 10,547         |
| Work Performance (Y)  | 50 | 43      | 75      | 66.56 | 9,569          |
| Valid N (listwise)    | 50 |         |         |       |                |

Source: Data Processed by authors, 2024

Table 2 above shows that in the Leadership Style Work Achievement variable (Y) has a minimum value variable (X1), the minimum value is 27, the maximum of 43, a maximum value of 75, a mean value of 66.56, value is 50, the mean value is 44.26, and the standard and the standard deviation value of 9.569. It can be deviation value is 6.464. The human resources variable concluded that in the leadership style variable (X1), (X2) has a minimum value of 26, a maximum value of human resources (X2), work motivation (Z), and Work 50, a mean value of 36.84, and a standard deviation value performance (Y), the average value respondents' of 7.201. The Work Motivation variable (Z) has a answers were on a scale of 4. This shows that for all minimum value of 24, a maximum value of 91, a mean variables, the average answer was yes. The normality value of 38.76, and a standard deviation of 10.547. The test is presented in Table 3 below:

**Table 3. Normality Test Result**

|                          |                | Unstandardised Residual |
|--------------------------|----------------|-------------------------|
| N                        |                | 50                      |
| Normal Parameters        | Mean           | .0000000                |
|                          | Std. Deviation | 3.56228328              |
| Most Extreme Differences | Absolute       | .158                    |
|                          | Positive       | .158                    |
|                          | Negative       | -.086                   |
| Kolmogorov-Smirnov Z     |                | 1.120                   |
| Asymp. Sig. (2-tailed)   |                | .162                    |

Source: Data Processed by authors, 2024

Based on Table 3 above, the normality test shows that Asymp.Sig (2-tailed) is more than 0.05, which is 0.162. This indicates that the data is normally distributed, which is suitable for multiple regression analysis. The next test is the multicollinearity test. The test is presented in Table 4 below:

**Table 4. Multicollinearity Test Result**

| Model                 | Collinearity Statistics |       |
|-----------------------|-------------------------|-------|
|                       | Tolerance               | VIF   |
| 1 (Constant)          |                         |       |
| Leadership Style_(X1) | .822                    | 1.216 |
| Human Resources_(X2)  | .664                    | 1,507 |
| Work Motivation_(Z)   | .683                    | 1,464 |

Source: Data Processed by authors, 2024

Table 4 shows the results of the multicollinearity test, it can see the tolerance value produced by each independent variable, namely leadership style (X1) of 0.822, human resources (X2) of 0.664, and work motivation (Z) of 0.683, where the three independent variables have a Tolerance value greater than 0.10.

Meanwhile, the VIF value of each independent variable, namely leadership style (X1), is 1.216, human resources (X2) is 1.507, and work motivation (Z) is 1.464, where the three independent variables have a VIF value smaller than 10. Based on the results of the multicollinearity test, it can be concluded that leadership style, human resources, and work motivation do not show symptoms of multicollinearity. The result of the heteroskedasticity test is presented in table 5 below:

**Table 5. Heteroskedasticity Test Result**

| Model                 | Unstandardised Coefficients |            | Standardised Coefficient | t      | Sig. |
|-----------------------|-----------------------------|------------|--------------------------|--------|------|
|                       | B                           | Std. Error | Beta                     |        |      |
| 1 (Constant)          | 6,379                       | 2,711      |                          | 2.353  | .023 |
| Leadership Style (X1) | -.063                       | .062       | -.159                    | -1.011 | .317 |
| Human Resources_(X2)  | .009                        | .062       | .026                     | .150   | .882 |
| Work Motivation_(Z)   | -.038                       | .042       | -.157                    | -.910  | .368 |

Source: Data processed by authors, 2024

Table 5 shows the results of heteroscedasticity, we can see that the significance value of leadership style (X1) is  $0.317 > 0.05$ , and the significance value of human resources (X2) is  $0.882 > 0.05$ , and work motivation (Z) is  $0.368 < 0.05$ . So it can be concluded that the variables of leadership style, human resources, and work motivation do not show symptoms of heteroscedasticity. The next test is the coefficient determination test for model I. The result is presented in table 6 below:

**Table 6. Result of the Determination Coefficient Test for Model I**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .922a | .850     | .844              | 3,780                      |

Source: Data processed by authors, 2024

From the table above, it can be seen that the contribution of variable independent to dependent is 84.4%. Other variables outside the model influence the rest. The result of regression analysis model I is presented in Table 7 below

**Table 7. Result of Regression Analysis Model I**

| Model                 | Unstandardised Coefficients |            | Standardised Coefficients | T      | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|--------|------|
|                       | B                           | Std. Error | Beta                      |        |      |
| (Constant)            | 5.926                       | 4.007      |                           | 1,479  | .146 |
| 1 Leadership Style_X1 | 1,359                       | .091       | .918                      | 15,014 | .000 |
| Human Resources_X2    | .013                        | .081       | .009                      | .155   | .877 |

a. Dependent Variable: Work Motivation\_Z

Source: Data Processed by authors, 2024

The result of coefficient determination test II is presented in Table 8 below:

**Table 8. Result of the Determination Coefficient Test for Model II**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .606a | .368     | .326              | 8,657                      |

Source: Data Processed by authors, 2024

From the table above, it can be seen that the contribution of variable independent to dependent is 32.6%. Other variables outside the model influence the rest.

The result of Regression Analysis Model II is presented in Table 9 below:

**Table 9. Result of Regression Analysis Model II**

| Model                 | Unstandardised Coefficients |            | Standardised Coefficients | t      | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|--------|------|
|                       | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant)          | -2,890                      | 9,387      |                           | -.308  | .760 |
| Leadership Style (X1) | -.597                       | .499       | -.366                     | -1.195 | .238 |
| Human Resources (X2)  | .690                        | .186       | .471                      | 3.703  | .001 |
| Work Achievement (Z)  | .641                        | .334       | .581                      | 1,919  | .061 |

a. Dependent Variable: Work Performance Y

Source: Data Processed by authors, 2024

## Discussion

### The Influence of Leadership Style on Work Motivation

Based on the results obtained from the partial *t-test*, the value obtained is where the *t*-statistic is more than the *t*-table ( $4.888 > 2.011$ ) or a less significant level of alpha ( $0.000 < 0.05$ ). This shows that the leadership style variable (X1) partially significantly affects work motivation at PT. Teluk Luas Padang.

The data processing results indicate the leadership style applied at PT. Teluk Luas Padang has a democratic leadership style. In the hypothesis test, it shows that leadership style has a significant effect on work motivation. This leadership style is characterised by being happy to accept suggestions, opinions, and criticism from subordinates. The leadership style that needs to be maintained is mainly involving employees in

decision-making, and it needs to improve in aspects where leaders must pay attention to the interests of employees and the company. These results are following the understanding of leadership style, namely the way a leader can influence the behaviour of subordinates so that they are willing to work together and work productively to achieve company goals.

The characteristics of democratic leadership are as follows: first, decisions and policies are made together between leaders and subordinates. Second, communication takes place reciprocally, both between leaders and subordinates and between subordinates and third, there are many opportunities for subordinates to convey suggestions, considerations or opinions. This research aligns with (Gusmanto & Hasibuan, 2016), who found that leadership style significantly influences work motivation. This research also aligns with (Amilia, 2017) which states that leadership style significantly influence motivation.

### **The Influence of Human Resources on Work Motivation**

Based on the results obtained from the partial t-test, the value obtained is where the t-statistic is greater than the t-table ( $4.095 > 2.011$ ) or the level of significance is less than alpha ( $0.000 < 0.05$ ). This shows that the human resource variable (X2) partially has a positive and significant effect on work motivation at PT. Teluk Luas Padang.

With the support of good quality human resources, it will affect the performance of the organisation and its management. Human resources of PT. Teluk Luas Padang refers to the resources, potential, strengths, or abilities within the human beings of PT. Teluk Luas Padang determines the attitude and quality of PT human beings. Teluk Luas Padang is someone who can be motivated and make PT. Teluk Luas Padang is effective, efficient, and independent. In this case, human resources play a role in improving work performance. Good management will always try to improve its efforts, which ultimately leads to increasing business development. This research does not align with (Maslakhah, 2017), which found that human resources significantly influence work motivation. This research is in line with (Suherlan, 2018), which found that human resources did not considerably affect work motivation.

### **The Influence of Leadership Style on Work Performance**

Based on the results obtained from the partial t-test, the value obtained is where the t-statistic is greater than the t-table ( $2.400 > 2.011$ ) or the level of significance is less than alpha ( $0.021 < 0.05$ ). This shows that the leadership style variable (X1) partially significantly affects work performance at PT. Teluk Luas Padang.

The data processing results indicate the leadership style applied at PT. Teluk Luas Padang has a democratic leadership style. In the hypothesis test, it shows that the leadership style has a significant effect on work performance. This leadership style is characterized by being happy to accept suggestions, opinions, and criticism from subordinates. The leadership style that needs to be maintained is mainly involving employees in decision-making, and it needs to improve in aspects where leaders must pay attention to the interests of employees and the company. These results follow the understanding of leadership style, namely the way a leader can influence the behavior of subordinates so that they are willing to work together and work productively to achieve company goals.

The characteristics of democratic leadership are as follows: first, decisions and policies are made together between leaders and subordinates. Second, communication takes place reciprocally, both between leaders and subordinates and between subordinates and third, there are many opportunities for subordinates to convey suggestions, considerations, or opinions.

This research aligns with (Gusmanto & Hasibuan, 2016), who found that leadership style significantly influences work performance. This research also aligns with (Amilia, 2017), which states that leadership significantly influences achievement.

### **The Influence of Human resources on work performance at PT. Teluak Luas Padang**

Based on the results obtained from the partial t-test, the value obtained is where the t-statistic is greater than the t-table ( $2.988 > 2.011$ ) or the level of significance is less than alpha ( $0.004 < 0.05$ ). This shows that the human resource variable (X2) partially has a positive and significant effect on work performance at PT. Teluk Luas Padang.

With the support of good quality human resources, it will affect the performance of the organisation and its management. Human resources of PT. Teluk Luas Padang are resources, potential, strength, or ability that exist within the human being of PT. Teluk Luas Padang determines the attitude and quality of PT human beings. Teluk Luas Padang, who can achieve and make PT. Teluk Luas Padang effective and efficient and independent. In this case, human resources play a role in improving PT's work performance. Teluk Luas Padang, where the work performance can function as a measure of the extent to which the organisational goals that the management of the organisation has set have been achieved. Good management will always try to improve its efforts, which ultimately leads to increasing business development.

This research does not align with (Maslakhah, 2017) which found that human resources significantly influence work performance. And this research is in line with (Suherlan, 2018) which found that human resources did not considerably affect work performance.

### **The Influence of Motivation on the Work Performance of PT. Teluk Luas Padang**

Based on the results obtained from the partial t-test, the value obtained is where the t-statistic is greater than the t-table ( $3.242 > 2.011$ ) or the level of significance is smaller than alpha ( $0.002 < 0.05$ ). This shows that the motivation variable (Z) partially has a significant effect

on the work performance of PT. Teluk Luas Padang employees.

From here it can be concluded that from the results of the motivation study has not been able to create employee work performance at PT. Teluk Luas Padang as has been tested in the hypothesis test, the test in this study simultaneously has no effect. Motivation in general is a policy by the company's leadership as a driver of employee work so that they can work more productively to achieve the company's expected goals (Schunk & DiBenedetto, 2021).

This research aligns with (Gusmanto & Hasibuan, 2016) who found the results significant motivation towards work performance. This research also aligns with (Amilia, 2017) which states that motivation significantly influences work performance.

### **The Influence of Leadership Style on Work Performance Through Employee Work Motivation**

The indirect effect is smaller than the direct effect ( $0.205 < 0.262$ ). Then, it can be determined that it is not mediated. This means that Work Motivation does not mediate Leadership Style on Work Performance. Leadership style plays a vital role in determining the success of an organization. Effective leadership is not only about how a leader leads, but also how they are able to motivate employees to achieve their best performance. In this case, the right leadership style can be a major catalyst in increasing employee work motivation, which ultimately positively impacts their performance.

Leaders who are able to create a supportive work environment, provide appreciation for work results, and involve employees in decision-making, will increase their sense of belonging and work enthusiasm. Employees who feel appreciated and motivated tend to show greater dedication in carrying out their duties.

Conversely, less effective leadership styles, such as authoritarian or less communicative, can reduce employee work enthusiasm and lead to decreased productivity. Therefore, a deep understanding of how certain leadership styles affect employee motivation is important in efforts to improve overall work performance.

### **The Influence of Human Resources on Work Performance Through Work Motivation at PT. Teluk Luas Padang.**

Where the indirect effect is smaller than the direct effect ( $0.172 < 0.310$ ). Then, it can be determined that it is not

mediated. Work Motivation does not mediate the Quality of Human Resources on Work Performance.

Human resources (HR) are the main asset in an organization. Good quality HR is often considered as a determining factor in achieving optimal work performance (Mugungo et al., 2015). In addition, work motivation is often seen as an important element that can strengthen the relationship between quality HR and work performance. However, the results of the study indicate that work motivation does not mediate the relationship between HR quality and work performance.

This finding provides new insights into the direct relationship between HR and work performance. HR quality, which includes competence, skills, and experience, directly contributes to the achievement of work performance, without being influenced by the level of employee work motivation. This shows that the success of HR in producing high work performance is more determined by intrinsic factors, such as individual abilities and capacities, than by motivational factors.

The results of this study also indicate that although work motivation remains important, its role in this context is more as a supporting factor, not as the main link. Organizations should focus on developing HR competencies through training, career management, and empowerment, rather than relying solely on efforts to increase work motivation to improve performance.

Thus, this study provides strategic guidance for management to prioritize investment in developing HR quality, because its impact on work performance is proven to be directly significant, regardless of employees' level of work motivation.

## **4. Conclusion**

Based on the research and discussion on the influence of leadership style and human resources on work performance with employee work motivation as an intervening variable at PT. Teluk Luas Padang, the following conclusions can be drawn:

1. Leadership style partially has a significant effect on work motivation at PT. Teluk Luas Padang.
2. Human resources have a significant effect on work motivation at PT. Teluk Luas Padang.
3. Leadership style partially has a significant effect on work performance at PT. Teluk Luas Padang.
4. Human resources have a significant effect on work performance at PT. Teluk Luas Padang.
5. Motivation has a significant effect on work performance at PT. Teluk Luas Padang.
6. Work Motivation does not mediate Leadership Style on Work Performance.
7. Work Motivation does not mediate Human Resource Quality on Work Performance.

Based on the conclusions above, this study still has several shortcomings, so the suggestion in this study is that PT. Teluk Luas Padang must improve the leadership style applied so that employee work performance can grow to be better. PT. Teluk Luas Padang must be able to improve the quality of human resources in order to increase employee work performance. For further researchers, it is expected to be able to add variables related to the variables that are influenced.

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