



The Influence of Leadership Style and Work Ethic on KSP Employees' Performance. Kopdit Suru Pudi Koting

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Abstract. This research aims to (1) describe employee performance, leadership style, and work ethic; (2) analyze the influence of Leadership Style and Work Ethics on employee performance either partially or simultaneously. The population in this study were Suru Pudi Koting Credit Union's employees, totaling 30 people. Due to limited population, this research was conducted through census or saturated sampling. Data were collected through questionnaires and analyzed using descriptive methods and inferential statistics, namely multiple linear regression. Hypothesis testing is done through the F test and t test. The descriptive analysis showed that the variables of employee performance, leadership style, and work ethic were categorized as good. The results of the t-test statistics showed that partially, the leadership style and work ethic had a positive and significant influence on employee performance. The results of the F test statistics revealed that simultaneously, all independent variables had a significant influence on employee performance. The results of the determination analysis showed that the two independent variables in this study were able to explain the fluctuation of employee performance of the Suru Pudi Koting Credit Union as many as 912.7%.

Keywords: Employee Performance, Leadership Style, Work Ethics

1. BACKGROUND

The more human knowledge develops, the more needs they want to fulfill. The many necessities of life that must be fulfilled to encourage someone to work and earn income from the results of that work. The income obtained can be used to meet basic needs and other needs. Human resources are central figures in organizations and companies. Humans are a very important factor because humans are the main actors in organizations that need special attention compared to others. As the most important factor, humans with the abilities they have in carrying out their duties will affect the success or failure of the organization in achieving its goals. In order for the organization to develop and progress, a superior is needed who can unite the human factor with other factors in the organization.

Cooperatives etymologically come from the word cooperation, consisting of the word co which means together and operation which means working or trying. So the word cooperation can be interpreted as working together or joint efforts for the common interest. In general, cooperatives are understood as associations of people who voluntarily unite to fight for the improvement of their economic welfare, through the formation of a company that is managed democratically. A cooperative is an association of people, usually those with limited economic capacity, who through a form of company organization that is democratically supervised, each provide an equal contribution to the capital needed, and are willing to bear the risk and receive rewards in accordance with the efforts they make (ILO in Revrisond Baswir, 2000:2).

Cooperatives are economic organizations owned and operated by people for the common good. The role of cooperatives is very important in growing and developing the economic potential of the people and in realizing a democratic life that has the characteristics of democracy, togetherness, family and openness. In its role, cooperatives will emphasize more on serving the interests of members both as producers and consumers. Cooperatives have the same position as other business entities, so that in running their businesses, cooperatives follow rational laws and principles of corporate economics, including the principle of business efficiency, cooperative management is carried out openly, especially for its members.

Based on several definitions above, cooperatives can be interpreted as associations of people or business entities that have the same goal, namely achieving economic prosperity based on the principle of family. Cooperatives are referred to as the mainstay of the economy in Indonesia. Its existence is expected to be able to support the economy.

The role of cooperatives is very important in growing and developing the economic potential of the people and one of the goals of cooperatives is to achieve economic prosperity based on the principle of family. Thus

The KSP Kopdit Suru Pudi Koting cooperative organizes various businesses that are beneficial to its members both as producers and consumers.

KSP Kopdit Suru Pudi Koting joined in 2009 with 1,135 members, total assets of Rp 2,684,016,631 (Two Billion Six Hundred Eighty Four Million Sixteen Thousand Six Hundred Thirty One Rupiah), has a permanent building, Computer System and Manager so that it becomes one of the ideal Cooperatives in Sikka Regency. Each member collects Rp. 30,000 as initial capital and is lent to members at low interest. The loan money is used for Education costs, Welfare and Productive business capital including making/baking bricks and small-scale livestock businesses.

To facilitate the business of Kopdit Suru Pudi in collaboration with Yaspem Maumere in Empowering Farming Communities through the Terasering and Lamtoronisasi Programs, at that time 99% of the community were farmers. Along with the development of the times, it is necessary to have legality/legal entity from the Government, early in 1998 the Management proposed obtaining a Deed of Establishment. At the time of the proposal for the Deed of Establishment, Kopdit Suru Pudi had an initial capital of Rp. 1,248,880 (One Million Two Hundred Forty Eight Thousand Eight Hundred Eighty Rupiah) through the struggle of the Management and the completeness of the Documents, the Deed of Establishment was obtained with Decree No.: 83/BH/KWK/24/II/1998 dated February 16, 1998 with the status of a legal

entity, Kopdit Suru Pudi received government assistance in the form of BBM Subsidy Funds of Rp. 100,000,000 (One Hundred Million Rupiah), so that the business capital of Kopdit Suri Pudi increased and became an attraction for the community.

In order for management activities to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so as to maximize employee performance results. According to Mangkunegara (2000:67) "employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Dessler in Arif Ramdhani (2011:27) states that performance is one of the benchmarks used to determine whether a job is done well or not based on six indicators, namely, quality, quantity, time lines, cost effectiveness, need for supervision, interpersonal import.

Based on the previous explanation, to see the actual condition of Employee Performance at KSP. Kopdit Suru Pudi Koting, a pre-survey was conducted by distributing temporary questionnaires to 20 employees. Based on the distribution of the questionnaire, the data obtained were as shown in the following table:

Table 1. Results of the pre-survey questionnaire on employee performance

No	Indikator	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		Skor Aktual	Skor Ideal	Skor Total
		F	N	F	N	F	N	F	N	F	N			
1	Quality (Kualitas)	0	0	0	0	4	12	30	120	6	30	162	200	81,00
2	Quantity (Kuantitas)	0	0	0	0	6	18	28	112	6	30	160	200	80,00
3	Timelines (Ketepatan waktu)	0	0	1	2	10	30	22	88	6	30	150	200	75,00
4	Cost effectiveness (Efektivitas biaya)	0	0	0	0	4	12	29	116	7	35	163	200	81,50
5	Need for supervision (Kebutuhan untuk supervisi)	0	0	0	0	8	24	23	92	9	45	161	200	80,50
6	Interpersonal import (Dampak interpersonal)	1	1	0	0	10	30	23	92	6	30	153	200	76,50
Jumlah												949	1200	79,08
SS: Sangat Setuju (Skor 5), S: Setuju (Skor 4), KS: Kurang Setuju (Skor 3), TS: Tidak Setuju (Skor 2), STS: Sangat Tidak Setuju (Skor 1), F: Frekuensi, N= Frekuensi x Skor, Jumlah Responden: 20 Orang, Jumlah Pernyataan: 12, Skor Aktal = Jumlah jawaban seluruh responden (jumlah N), Skor Ideal = Skor tertinggi x Jumlah responden, Skor Total = (Skor Aktal/Skor Ideal) x 100%														

Based on table 1, it can be seen that the performance of Kopdit Suru Pudi employees is not optimal. This can be seen from the total score obtained of 949 from the ideal score of 1200 or with a percentage of 79.08%, thus there is a gap of 20.92% which is a problem of employee performance at Kopdit Suru Pudi. Furthermore, the employee performance variable of KSP. Kopdit Suru Pudi Koting consists of six indicators where the two lowest indicators are Planning (75.00%) and Communication (76.50%). The results of the interview and supported by existing data, Planning needs to identify resources to achieve organizational goals and objectives. The results of the interview also showed that some employees were still less effective in conveying information and ideas both verbally and in writing.

Employee performance problems do not occur by themselves but are determined by many factors. In this study, the first factor that greatly determines the high and low employee performance is leadership style. Leadership style is the basis for classifying leadership types. Style means attitude, movement, behavior, good attitude, good gestures, strength, ability to do good, leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. Hasibuan (2016:170) states that: "Leadership Style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals.

Hasibuan (2016:171) put forward 3 dimensions of leadership style, namely: Authoritarian Leadership, Delegative Leadership, Participative Leadership with each indicator owned. Based on the results of interviews with Managers at KSP. Kopdit Suru Pudi Koting shows conditions in accordance with the indicators, namely Decisions, absolute authority is centered on the leader, decisions are always made by the leader, where the Indicator is important to measure the Leadership Style itself. Some employees of KSP Kopdit Suru Pudi enjoy their work but find it very difficult to convey their suggestions and opinions to the Leader.

In addition to Leadership Style, another factor that greatly determines the performance of Employees at the KSP Kopdit Suru Pudi Koting office is Work Ethic. According to Sinamo (2011:55) states that: "Work ethic is the totality of one's personality and how to express, view, believe, and give meaning to something, which drives oneself to act and achieve optimal charity". According to Sinamo (2011:56) to find out whether the work ethic or work spirit of employees in a company is in a high or low condition can be seen from the dimensions and indicators, namely smart work, hard work, sincere work with each different indicator where the indicator is important to measure the commitment of the organization itself.

Based on interviews with the Manager at KSP.Kopdit Suru Pudi Koting, it shows the conditions as some employees of KSP.Kopdit Suru Pudi Koting enjoy their work but some of them do not complete their work completely and are not responsible in completing the work as a result of the desired aspects not being met.

Leadership Style and Work Ethic greatly influence employee performance, seen from previous research, there are differences in the results of research on Leadership Style on Employee Performance and Work Ethic on Employee Performance. From the theoretical study

and previous research results, summarized in Table 1.2 below, and will then empirically examine the extent of the relationship or influence of Leadership Style and Work Ethic on employee performance. Furthermore, to provide direction in this research, a research gap is formulated as shown in the following table:

Table 2. Summary of research gaps

No	RelationshipVariables	Research result	Researcher
1	The Influence of Leadership Style (X1) on employee performance	Influential positive And significant.	Dona Diananing Ratri (2013) & Y. Ruyatnasih <i>et al</i> (2013)
		Influential significant And positive.	Bryan Johannes Tampi (2004) & Ramli Dodi <i>et al</i> (2013)
		Insignificant effect	The Story of Babatunda (2015)
2	The Influence of Work Ethic (X2) on Employee Performance	Has no significant positive effect	Udin Rinaldi (2016)
		No partial effect	-
		Has a positive and significant impact.	Mauren Bawelle <i>et al</i> (2016)

Based on table 2 is there results study previous Which show that Leadership Style has an influence positive and significant on employee performance, has a significant and positive effect on performance and has no significant effect on employee performance. Furthermore, the results of previous research that shows that work ethic has a positive but insignificant effect on employee performance, but has a negative effect on employee performance. positive And significant on employee performance and has a negative and insignificant effect on employee performance. From results study previous Which different Already cause *researchgap* , by Because That difference results This research needs to be re-examined to determine the influence of leadership style and work ethic on employee performance.

2. THEORETICAL STUDY

Employee performance

According to Dessler in Arif Ramdhani (2011:18) "Performance is the willingness of a person or group of people to carry out activities and perfect them according to their responsibilities with the expected results. Wibowo (2011:48) states that the purpose of performance is to adjust individual performance expectations with organizational goals. The suitability between efforts to achieve individual goals and organizational goals will be able to realize good performance.

Leadership Style

Hasibuan (2016:170) stated that Leadership Style is a way for a leader to influence the behavior of subordinates that aims to encourage high work passion, job satisfaction and employee productivity, in order to achieve maximum organizational goals while Thoha (2012:49) stated that Leadership Style is a behavioral norm used by someone when the person tries to influence the behavior of others as seen. Robbins in Bryan Johannes Tampi (2014:6) identified four types of leadership styles, namely charismatic leadership style, transactional leadership style, transformational leadership style and visionary leadership style.

Work ethic

Sinamo (2011:55) states that: Work ethic is the totality of one's personality and the way of expressing, viewing, believing, and giving meaning to something, which drives oneself to act and achieve optimal deeds. Sinamo (2011:54) suggests creating an employee work ethic that synergizes with one another as a whole, namely interpersonal skills, initiative and reliability. According to Rusyan (2009:172) in general, work ethic functions as a driver of action, passion in activities, as a driving tool, so the size of the motivation will determine the speed of an action.

Research Hypothesis

- H1: There is an influence of leadership style on employee performance at KSP. Kopdit Suru Pudi Koting.
- H2: There is an influence of work ethic on employee performance at KSP. Kopdit Suru Pudi Koting.
- H3: There is an influence of leadership style and work ethic on employee performance at KSP. Kopdit Suru Pudi Koting.

3. RESEARCH METHODS

The population in this study were all employees of KSP. Kopdit Suru Pudi Koting totaling 30 people. The sampling technique in this study was saturated sampling (total sampling). Saturated sampling is a sample determination technique when all members of the population are used as samples. Data were collected through a questionnaire and to find out whether the questions in the questionnaire as a data collection tool were good and did not cause biased information, an instrument test was needed, namely a validity and reliability test . The results of the validity and reliability tests showed that all statement items were valid and reliable. Furthermore, the data were analyzed using descriptive methods and inferential

statistics, namely multiple linear regression. Hypothesis testing was carried out through the F test and t test.

4. RESULTS AND DISCUSSION

Descriptive Analysis

The results of the descriptive analysis show that: (1) the percentage of the total score for the leadership style variable is 66.52 % with a fairly good category; (2) the percentage of the total score for the work ethic variable is 69.74 % with a good category; (3) the percentage of the total score for the employee performance variable is 69.22% with a good category.

Partial Hypothesis Test (t-Test)

To test the significance of the influence of each independent variable, namely: Leadership style variable (X1) Work ethic (X2) on the dependent variable of work performance (Y), the t-test is used . The results of the t-test hypothesis test analysis using the SPSS.25 program can be shown in the following table:

Table 3. Partial hypothesis test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
	(Constant)	-1,202	5,351		-,225	,824	
	X1	1,388	0.280	0.728	4,951	,000	,407
	X2	0.361	0.297	0.179	1,217	,234	,407

Based on data analysis in table 3. above, the 448partial hypothesis test (t-test) for each independent variable against the dependent variable is as follows:

1. Leadership Style (X₁)

The results of the study were t count > t table 4.951 > 2.04, so the decision was to accept the alternative hypothesis (H_a) and reject the null hypothesis (H_o), that partially the leadership style variable (X1) has a significant effect on the employee performance variable (Y).

2. Work Ethic (X₂)

The results of the study were t count < t table 1.217 < 2.04, so the decision was to reject the alternative hypothesis (H_a) and accept the null hypothesis (H_o), that partially the work ethic variable (X2) has an insignificant influence on the employee performance variable (Y).

Simultaneous Hypothesis Testing (F Test)

The (F) test aims to simultaneously test the influence of the independent variables of Leadership Style (X1) and Employee Work Ethic (X2) together on the dependent variable of

employee performance (Y) . The results of the analysis of the F test hypothesis test using the SPSS.25 program can be shown in the following table:

Table 4. Simultaneous hypothesis test (F test)

Model		Sum of Squares	df	Mean Square	F	Sig.
11	Regression	1789,379	2	894,690	43,285	,000 ^b
	Residual	558,088	27	20,670		
	Total	2347,467	29			

The results of the statistical test based on the Anova calculation show an F count value of 43.285 with a significance value of 0.000. The significance value of 0.000 is smaller than the alpha level used, which is 5% or 0.05, so the 2 independent variables in this study have a positive and significant influence on employee performance (Y), meaning that the rise and fall of employee performance values is greatly determined by the rise and fall of the 2 independent variables in this study, namely: leadership style variables (X1) and work ethic (X2). It can be concluded that together the 2 independent variables, namely the leadership style variables (X1) and work ethic (X2) have a significant effect on employee performance (Y).

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used to measure how far the model's ability to explain the variation of the dependent variable. The results of the analysis using the SPSS program, obtained the R^2 results shown in the following table:

Table 5. Coefficient of determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.873 ^a	0.762	0.745	4.54642	0.873 ^a

Based on the results of data analysis in table 4.16 above, it can be seen that the coefficient of determination (R^2) value is 0.873, which means that the 2 independent variables in this study consisting of: Leadership Style and Work Ethic are able to explain the variation in the rise and fall of employee performance at KSP Kopdit Suru Pudi Koting by 76.2% (obtained from: $0.762 \times 100\%$).

Meanwhile, the remaining 912.7% (obtained from: $100\% - 8.73\%$) is explained by other variables that are not included in this research model.

The Influence of Leadership Style on Employee Performance

Hasibuan (2016:170) states that leadership style is the way a leader influences the behavior of subordinates with the aim of encouraging high work enthusiasm, job satisfaction and employee productivity, in order to achieve maximum organizational goals.

The results of the statistical test show that the t-value with a significant value of 0.000. The significance value is smaller than the alpha level used 5% (0.05), $t\text{-count} > t\text{-table } 4.951 > 2.04$, then the decision is to accept the alternative hypothesis (H_a) and reject the null hypothesis (H_o), that partially the leadership style variable (X_1) has a significant effect on the employee performance variable (Y).

Leadership style has a positive and significant influence on employee performance. The quality of a leader is not determined by the size of the results achieved, but is determined by a pattern of behavior that is designed in such a way as to influence his subordinates to maximize the performance of his subordinates so that organizational performance and organizational goals can be maximized.

The results of this study support previous research conducted by Dona Dianing Ratri (2013) in a study entitled the influence of leadership style, motivation and work ethic on employee performance in the Retail sector at PT. Propan Raya ICC Semarang Branch. Where the results of the study indicate that the leadership style variable partially has a significant effect on performance.

The Influence of Work Ethic on Employee Performance

Jansen in Ramli and Mukhlis (2013:101) stated that: Work Ethic is the typical behavior of a community or organization, including the motivation that drives it, main characteristics, basic spirit, basic thoughts, code of ethics, moral code, code of behavior, attitudes, aspirations, beliefs, principles, standards.

The results of the statistical test show that the t-value with a significant value of 0.234. The significance value is greater than the alpha level used 5% (0.05), the results of the study are $t\text{-count} < t\text{-table } 1.217 < 2.04$, then the decision is to reject the alternative hypothesis (H_a) and accept the null hypothesis (H_o), that partially the work ethic variable (X_2) has an insignificant effect on the employee performance variable (Y).

The importance of work ethic for employees causes this variable to be required as one of the important variables in motivating employees to work. A high work ethic is also one of the benchmarks for high-performing employees. Employees who have a good and positive work ethic will certainly also have good and positive work performance.

The results of this study do not support previous research conducted by Dona Dianing Ratri (2013) in a study entitled the influence of leadership style, motivation and work ethic on employee performance in the Retail division at PT. Propan Raya ICC Semarang Branch. Where

the results of the study showed that the work ethic variable partially had a significant effect on performance. .

The Influence of Leadership Style and Work Ethic on Employee Performance

Moehariono (2012:2) stated that performance *is* a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization that is outlined through the strategic planning of an organization. "While Suwatno & Donni (2013:196) stated that Performance is *performance* or work performance. The results of statistical tests based on Anova calculations show a calculated F value of 43.285 with a significance value of 0.000. $F_{\text{count}} > F_{\text{table}}$, $43.285 > 3.35$, then H_0 is rejected. It can be concluded that together the two independent variables, namely the leadership style variable (X_1) and work ethic (X_2) have a significant effect on employee performance (Y).

The success of an organization in achieving goals through efforts to move others in an organization cannot be separated from the leadership style with behavioral patterns designed to influence subordinates, a leader tries to maximize the performance of his subordinates so that organizational performance and organizational goals can be maximized. In addition to leadership style, work ethic can also improve employee performance. A leader must be able to motivate his subordinates to have a good work ethic. Employees who have a good and positive work ethic must also have good and positive work performance.

The results of this study support previous research conducted by Dona Dianing Ratri (2013) in a study entitled the influence of leadership style, motivation and work ethic on employee performance in the Retail division at PT. Propan Raya ICC Semarang Branch. Where the results of the study showed that the variables of leadership style and work ethic simultaneously had a significant effect on performance.

4. CONCLUSION

Based on the results of the analysis that have been discussed, it can be concluded that: first, the results of the descriptive analysis show that (1) the percentage of the total score for the Leadership Style variable of 80.08% is included in the very good category; (2) the percentage of the total score for the Work Ethic variable of 78.50% is included in the good category; and (3) the percentage of the total score for the Employee Performance variable of 76.94% is also included in the good category.

Second, the results of the partial t-test show that the Leadership Style variable (X1) has a positive and significant effect on the Employee Performance variable, as well as the Work Ethic variable (X2) which also has a positive and significant effect on the Employee Performance variable.

Third, the results of the F test show that simultaneously all independent variables consisting of Leadership Style (X1) and Work Ethic (X2) have a significant effect on Employee Performance. Thus, increasing both independent variables simultaneously will have an impact on increasing the Employee Performance variable at KSP Kopdit Suro Pudi Koting.

Fourth, the results of the determination analysis show that the variables of Leadership Style and Work Ethic are able to explain the variation in the rise and fall of employee performance at KSP Kopdit Suro Pudi Koting by 76.2% (obtained from $0.762 \times 100\%$). While the rest, which is 23.8% (obtained from $100\% - 76.2\%$), is explained by other variables that are not included in this research model.

5. SUGGESTION

Based on the conclusions of the results of this study, several suggestions can be made. First, KSP Kopdit Suro Pudi Koting is advised to improve employee performance by enhancing leadership style. Leaders are encouraged to further develop themselves in terms of leadership by learning new knowledge and leadership styles that they have not previously acquired, and by better understanding the importance of leadership as a factor that, if implemented properly, will positively influence employee motivation. Additionally, employee performance can also be improved by strengthening work ethic. Leaders need to set examples of good work ethic, such as respecting time, demonstrating perseverance and resilience, being independent, and adapting well to the work environment. Moreover, leaders should master the human resource aspects of their subordinates through persuasive leadership, which can facilitate the process of coaching and directing each individual. Second, future researchers who wish to conduct similar studies are advised to include other variables that may influence employee performance but were not examined in this study. This could serve as valuable reference material for KSP Kopdit Suro Pudi Koting in future decision-making processes.

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