

# The Impact of Motivation, Leadership Style, and Communication on Employee Performance: A Study at BPJS Ketenagakerjaan Darmo Surabaya Branch Office

Dela Kristiana <sup>1</sup>, Acep Samsudin <sup>2</sup>

<sup>1</sup> Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, [delakristiana9@gmail.com](mailto:delakristiana9@gmail.com)

<sup>2</sup> Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, [acep.samsudin.adbis@upnjatim.ac.id](mailto:acep.samsudin.adbis@upnjatim.ac.id)

Corresponding Author Email: [delakristiana9@gmail.com](mailto:delakristiana9@gmail.com)

## ABSTRACT

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*Motivation, Leadership Style, Communication, Employee Performance, BPJS Ketenagakerjaan*

This study aims to analyze the influence of motivation, leadership style, and communication on employee performance at the BPJS Ketenagakerjaan Darmo Surabaya Branch Office. Motivation, as the main driver of work enthusiasm, affects employee productivity. The applied leadership style plays a role in providing direction, inspiration, and supervision, while effective communication ensures good coordination within the organization. This research employs a quantitative approach using multiple linear regression methods to analyze data collected from employees of the BPJS Ketenagakerjaan Darmo Surabaya Branch Office with sample of 36. The results indicate that motivation, leadership style, and communication have a significant influence on employee performance, both partially and simultaneously. The implications of this study can serve as a reference for management in improving leadership effectiveness, communication systems, and motivational strategies to enhance employee performance.

## INTRODUCTION

Human resources (HR) play a very important role in the operations of a company or organization, as they are the main element in carrying out various business activities. This role includes aspects of planning, controlling, and supervision, making human resource management a key factor in the success of an organization. HR management encompasses various stages, such as recruitment, selection, development, maintenance, and optimization of the workforce, with the goal of ensuring the achievement of established targets (Handoko, 2024).

In an organization, employee performance is a crucial factor in determining the company's success. Optimal performance contributes to achieving goals and ensuring business sustainability. BPJS Ketenagakerjaan, as an institution that plays a strategic role in providing social security for workers in Indonesia, requires a highly performing workforce to ensure that public services continue to operate at

maximum capacity. One factor that influences performance is leadership. The core of leadership lies in the responsibility of a director or manager in managing the company, both toward employees and the owners. A good leader is someone who cares about their environment, is willing to sacrifice, and has a service-oriented spirit. However, in today's era, many new leaders fail to reflect leadership qualities or even lack empathy toward their subordinates. Arrogant and unempathetic leadership can lead to conflict, both within and outside the company.

According to Samosir (2021), several factors influence employee performance, such as motivation, leadership style, and communication. Motivation is the primary factor that drives employees to deliver their best performance. Without motivation, employees tend to work with less enthusiasm and lower productivity. Additionally, the leadership style applied also significantly affects how employees are

guided and directed. Good leadership can directly influence employee performance, especially in creating a supportive and productive work environment. Effective communication between superiors and subordinates is also very important to ensure messages are clearly conveyed, reduce miscommunication, and strengthen good working relationships.

According to Padmanaba (2024), work motivation is understood as a series of processes involving the ability, direction, and persistence of an individual in achieving goals. High motivation can result in optimal performance of human resources in realizing company objectives. One way companies can boost work motivation is by providing rewards, such as promotions, salary increases, or bonuses. Therefore, it is not surprising that employees with high work motivation tend to also have high performance. Thus, it is essential to foster employee motivation so they can give their best performance.

According to Pradiffa (2019), communication is the process of conveying ideas or information from one individual to another. In the organizational context, communication serves as a vital channel for managerial processes such as planning, organizing, leading, and controlling. Therefore, a lack of effective communication can be one of the factors hindering group performance. In today's era, many people ignore the importance of communication in organizations, focusing more on completing personal tasks than communicating with other members. In the workplace, employees cannot be separated from communication with colleagues, superiors, and subordinates. Good communication can be an effective tool for enhancing employee performance. Through communication, employees can ask for guidance from superiors regarding work implementation and also collaborate with their peers. Communication is a process of exchanging information between two or more people that ultimately leads to mutual understanding.

Factors causing a decline in work engagement, which impacts employee performance, include a lack of motivation from leaders and frequent leadership changes. Different leadership styles make it difficult for employees to adapt, especially if the new leader has a slower work rhythm. Moreover, communication processes hampered by intermediaries make information delivery from employees to superiors slower and less effective. Another issue that arises is

perceived inequality in promotions, as well as unclear information systems and promotion standards that are not yet fully socialized to employees.

According to the Ministry of Manpower of the Republic of Indonesia, BPJS Ketenagakerjaan is a legal product provided by the government to offer social protection to all workers in Indonesia against social and economic risks that may occur during their employment. This social protection applies not only to formal workers but also to informal workers. The benefits of protection provided by BPJS Ketenagakerjaan can create a sense of security for workers, enabling them to focus more on increasing their motivation and performance.

BPJS Ketenagakerjaan Darmo Branch Office faces the challenge of continuously improving service quality and employee performance to achieve the established targets. Therefore, research on the influence of motivation, leadership style, and communication on employee performance is needed. This study is expected to provide insights to management in identifying factors that affect performance and strategies that can be implemented to improve employee performance.

## **LITERATURE REVIEW**

### ***Motivation***

Motivation is the drive that encourages employees to work harder and more seriously to achieve desired goals. It also affects a manager's effectiveness, as the ability to motivate, influence, direct, and communicate well with employees determines how effectively a manager performs their duties.

According to Raharjo (2019), motivation relates to the extent of one's effort to achieve a goal. Chandra & Syardiansah (2021) state that work motivation is an internal force influenced by external factors, such as monetary and non-monetary rewards, which impact performance. Ismail (2020) defines motivation as a drive that influences behavior, stemming from internal (intrinsic) or external (extrinsic) factors—ranging from personal values to expectations of career advancement, salary, bonuses, and recognition.

In summary, work motivation is a psychological drive from within an individual that encourages persistent effort toward achieving work-related goals, including factors like compensation.

### **Leadership Style**

A leader is an individual who has subordinates or followers, with their success largely influenced by their leadership. Leadership is often defined as the ability to foster cooperation in achieving specific goals.

According to Munajat (2021), leadership is the effort made by a leader to achieve individual or organizational goals. A leader must be able to influence, support, and motivate followers to perform their duties enthusiastically while balancing follower needs with organizational objectives.

Apriyanto (2020) states that effective leadership occurs when a leader adapts their style to the situation and selectively considers input from subordinates, supported by sound knowledge and accountable analysis.

In summary, leadership style refers to a set of characteristics or behavior patterns used by a leader to influence subordinates in achieving goals.

### **Communication**

Communication is the interaction between two or more parties in conveying information, ideas, opinions, or messages, either verbally or in writing. As an essential part of daily life, communication is inseparable from human activity.

It is the process of delivering messages or information from one party to another to achieve mutual understanding. According to Hutapea and Nuriana in Siahaan et al. (2022), communication involves transferring understanding in the form of ideas or messages, not only through words but also through facial expressions, intonation, pauses, and other nonverbal elements.

Khaerul Umam in Laksono et al. (2021) defines communication as the process of speaking or exchanging views and opinions, which fosters togetherness and harmony in relationships.

In summary, communication is the process of delivering and exchanging information that is mutually understood to achieve specific goals.

### **Employee Performance**

According to Mangkunegara in Budiasa (2021), performance refers to both work achievements and the process of execution. It is closely related to organizational goals, customer satisfaction, and economic contribution. Organizational success can be

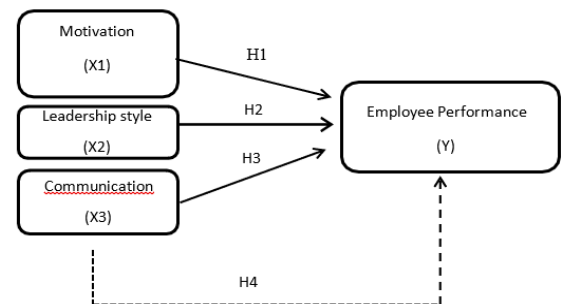
measured by the performance of its members. Unfortunately, managers often recognize performance decline only when it becomes critical, overlooking early warning signs.

Mangkunegara also defines performance as the achievement of work results, both in quality and quantity, by an employee in carrying out their duties. Putri (2020) states that performance is the outcome of tasks carried out by individuals or groups within an organization over a specific period, reflecting how well job requirements are met in achieving organizational goals.

### **Framework**

Based on the analysis of the main issues in this study, the independent variables include Motivation (X1), Leadership Style (X2), and Communication (X3), while the dependent variable being examined is Employee Performance (Y). The following is the conceptual framework:

**Figure 1.** Framework



### **METHOD**

This research employs a quantitative approach to obtain more accurate and measurable data based on empirical phenomena among company employees. This approach enables the researcher to analyze factors affecting employee performance in greater detail. According to Sugiyono in Tanjung (2021), quantitative research methods are based on positivism, emphasizing objective observation and measurement. This method is applied to a particular population or sample so that the results can be generalized.

Data collection was conducted using systematically designed research instruments, such as questionnaires or surveys. The obtained data were then analyzed quantitatively to identify patterns, relationships, and influences among variables. This approach aims to test the established hypotheses,

thereby making an important contribution to understanding the phenomena under investigation.

## RESULT

### Validity Test

Validity testing is useful for assessing accuracy by comparing the calculated  $r$  value (correlated item-total correlation) with the table  $r$  value. If the calculated  $r$  is greater than the table  $r$ , then the statement is considered valid. Below are the results of the validity test data.

Based on the validity test calculations, the table shows that the  $r$  count for all variables exceeds the  $r$  table by 0.329 ( $r$  table for  $n = 36$ ) at a 5% significance level. Therefore, it can be concluded that all variable indicators are considered valid.

### Reability Test

The reliability test is used to measure the consistency of the questionnaire's results. This research used the alpha coefficient formula for the reliability test. Below are the test data results:

**Table 1.** Reability Test

Variabel	Cronbach's Alpha	Batas Uji (0.6)	Keterangan
MOTIVATION	0.775	$\geq 0.6$	Reliabel
LEADERSHIP STYLE	0.740	$\geq 0.6$	Reliabel
COMMUNICATION	0.710	$\geq 0.6$	Reliabel
PERFORMANCE	0.717	$\geq 0.6$	Reliabel

Based on the reliability test calculations from the table, it is found that the indicators in this study have an alpha coefficient greater than 0.6. Therefore, it can be concluded that the questionnaire is reliable and has good accuracy, so it can be used in the subsequent analysis phase.

### Normality Test

The normality test is a test to prove whether the data from this study has a normally distributed value, to find out whether the value is normally distributed, this test uses the Kolmogorov Smirnov method. If the significance is  $>0.05$ , then the data is normally distributed. The following are the results of the normality test data:

**Figure 2.** Normality Test

**NPar Tests**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		36
Normal Parameters <sup>a,b</sup>	Mean	0
	Std. Deviation	1
Most Extreme Differences	Absolute	.174
	Positive	.173
	Negative	-.174
Kolmogorov-Smirnov Z		1.047
Asymp. Sig. (2-tailed)		.223

a. Test distribution is Normal.  
b. User-Specified

Based on the table, a significance value of 0.223 was obtained, which shows a number greater than 0.05. This indicates that the normality test using the Kolmogorov-Smirnov method shows a normal distribution. Thus, the research can be processed to the next testing stage.

### Multicollinearity Test

Multicollinearity test is a data test between regression models that have correlation with independent variables. This is stated through the VIF (Variance Inflation Factor) value. Multicollinearity is considered not to occur if the VIF value  $\leq 10$  and the tolerance value  $> 0.1$ . The following are the results of the multicollinearity test:

**Table 2.** Multicollinearity Test

Coefficients		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
MOTIVATION (X1)	.665	1.505
LEADERSHIP STYLE (X2)	.242	4.138
COMMUNICATION (X3)	.278	3.594

a. Dependent Variable: PERFORMANCE

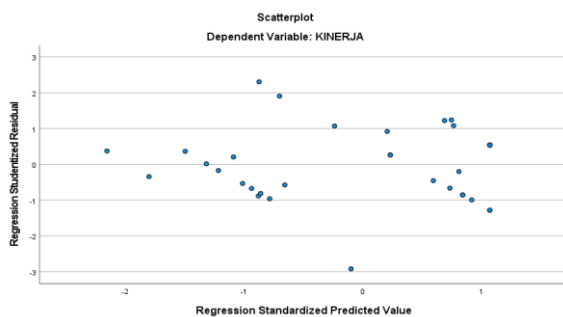
Based on the data in the table, the value of  $VIF \leq 10$  and tolerance  $> 0.1$ . The conclusion from the data is that there is no multicollinearity in the independent variables.

### Heteroscedasticity Test

The heteroscedasticity test is a test to find out whether there is a difference in residual variance in the regression model. In this test, there is an observation of the Scatterplot graph between SPRESID and ZPRED which is to determine whether there is a certain pattern in the graph. If the dot pattern on the Scatterplot graph spreads above and below the number 0 on the Y axis and there is no clear pattern, then it can

be concluded that there is no Heteroscedasticity. The following are the results of the Heteroscedasticity Test pattern graph:

**Figure 3.** Heteroscedasticity Test



Based on Figure, the Scatterplot graph shows that there is no particular pattern and it is clear that the dominant points are spread both above and below 0 on the Y axis, so it can be concluded that there is no indication of heteroscedasticity in this study.

**Linearity test**

Linearity test is a test to determine whether there is a linear relationship between the dependent variable and the independent variable. The following data are the results of the linearity test in this study.

**Table 3.** Linearity Test

No	Variabel	Sig. Deviation From Linierity	Sig.	Definition
1	Motivation (X1)	0,179	0,05	Linear
2	Leadership Style (X2)	0,736	0,05	Linear
3	Communication (X3)	0,085	0,05	Linear

Based on figure, it can be seen that the Sig. Deviation From Linierity value of each variable is greater than the Sig. value, which is 0.05. It can be concluded that there is linearity between the dependent variable, independent variable, and intervening variable.

**Multiple Linier Regression Analysis Test**

Multiple Linear Regression Analysis is a statistical method used to understand the relationship between one dependent variable (bound) with two or more independent variables (free). This model aims to determine the extent to which the independent variable can predict or influence the dependent variable. The following are the results of the multiple linear regression analysis test in this study:

**Table 4.** Multiple Linier Regression Analysis Test

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				
1	(Constant)	1.407	2.645		.532	.599
	MOTIVATION	.228	.090	.263	2.528	.017
	LEADERSHIP STYLE	.836	.274	.527	3.050	.005
	COMMUNICATION	.322	.266	.195	1.210	.235

a. Dependent Variable: PERFORMANCE

Based on Table, the multiple linear regression equation is as follows:  
 $Y = 1.407 + 0.228X_1 + 0.836X_2 + 0.322X_3 + e$

Based on this equation, the explanations are as follows:

1. If the values of the variables—leadership style, motivation, and work discipline—are zero, then the employee performance (Y) remains at 1.407, which is the constant value.
2. The regression coefficient for the motivation variable (X<sub>1</sub>) is 0.228, indicating a positive relationship between motivation and employee performance. This means that for every one unit increase in motivation (X<sub>1</sub>), employee performance (Y) will increase by 0.228, assuming all other variables remain constant.
3. The regression coefficient for the leadership style variable (X<sub>2</sub>) is 0.836, indicating a positive relationship between leadership style and employee performance. This implies that for every one unit increase in leadership style (X<sub>2</sub>), employee performance (Y) will increase by 0.836, with all other variables held constant.
4. The regression coefficient for the communication variable (X<sub>3</sub>) is 0.322, indicating a positive relationship between communication and employee performance. This means that for every one unit increase in communication (X<sub>3</sub>), employee performance (Y) will increase by 0.322, assuming the other variables remain constant.

**Coefficient of Determination Test R<sup>2</sup>**

The Determination Coefficient (R<sup>2</sup>) test is a test in regression analysis to measure how much the independent variable can explain the variation of the dependent variable. The following are the results of the determination coefficient test in this study:

**Table 5.** Coefficient of Determination Test R<sup>2</sup>

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 <sup>a</sup>	.769	.748	1.712
a. Predictors: (Constant), MOTIVATION, LEADERSHIP STYLE, COMMUNICATION				

The determination coefficient test was conducted to see the magnitude of Motivation (X1), Leadership Style (X2), and Communication (X3) having a significant simultaneous effect on Employee Performance (Y) at the BPJS Ketenagakerjaan Darmo Surabaya branch office.

The determinants obtained are as follows:

From the calculation above, it is obtained that the Adjusted R Square value = 0.748 or 74.8%. This means that the employee performance variable can be explained by the Motivation, Leadership Style, and Communication variables at the BPJS Ketenagakerjaan Darmo Surabaya branch office by 74.8%. The remaining 25.2% can be explained by other variables outside this study.

**F-Test**

**Figure 4.** F-Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	312.922	3	104.307	35.574	<.001 <sup>b</sup>
	Residual	93.828	32	2.932		
	Total	406.750	35			

a. Dependent Variable: KINERJA  
 b. Predictors: (Constant), KOM, MOTIVASI, GK

Based on the results of the F test in the ANOVA table, the F value = 35.574 was obtained with a significance value (Sig.) <0.000. This shows that the overall regression model is significant in explaining the dependent variable (Performance). In other words, the independent variables (Motivation, Leadership Style, and Communication) together have a significant effect on performance. The regression model used can be relied on to analyze the relationship between these variables.

**T-Test**

**Figure 5.** T-Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.407	2.645		.532	.599
	MOTIVASI	.228	.090	.263	2.528	.017
	GAYA KEPEMIMPINAN	.836	.274	.527	3.050	.005
	KOMUNIKASI	.322	.266	.195	1.210	.235

a. Dependent Variable: KINERJA

Motivation (X1)

H0: The Motivation variable does not affect the Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office. H1: The Motivation variable affects the Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office.

Based on the results of the t-test of the Motivation variable, the calculated t value is 2.528 with a significance level of 0.001. Because 2.528 > 2.036, Ho is rejected and H1 is accepted.

Conclusion: The Motivation variable (X1) affects the Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office.

Leadership Style (X2)

H0: Leadership Style variable does not affect Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office.

H1: Leadership Style variable affects Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office.

Based on the results of the T-test of the Leadership Style variable, the calculated t value is 2.528 with a significance level of 0.001. Because 3.051 > 2.036, Ho is rejected and H1 is accepted.

Conclusion: Leadership Style variable (X2) affects Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office.

Communication (X3)

H0: Communication variable does not affect Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office. H1: Communication variable affects Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office.

Based on the results of the t-test of the Communication variable, the calculated t value is 2.528 with a significance level of 0.001. Because 1.211 < 2.036, Ho is accepted and H1 is rejected.

Conclusion: Communication variable (X3) does not affect Employee Performance variable (Y) at BPJS Ketenagakerjaan Darmo Surabaya branch office.

## **DISCUSSION**

### **The Influence of Motivation (X1) on Employee Performance (Y) at BPJS Ketenagakerjaan Darmo Branch Office Surabaya**

The first hypothesis (H1) in this study is the effect of motivation on employee performance. The research findings show that motivation has a significant influence on employee performance. This is supported by the t-test result, where the t-value is 2.528 with a significance value of 0.017, which is less than 0.05. This indicates that motivation positively affects employee performance at BPJS Ketenagakerjaan Darmo Branch Office, thus H1 is accepted and H0 is rejected.

### **The Influence of Leadership Style (X2) on Employee Performance (Y) at BPJS Ketenagakerjaan Darmo Branch Office, Surabaya**

The second hypothesis (H2) in this study is the influence of leadership style on employee performance. The research results show that leadership style has a significant effect on employee performance. This is proven by the T-test result for the leadership style variable, where the t-value is 3.050 with a significance level of 0.005, which is less than 0.05. This indicates that leadership style significantly affects employee performance at BPJS Ketenagakerjaan Darmo Branch Office, Surabaya. Thus, H1 is accepted and H0 is rejected.

### **The Influence of Communication (X3) on Employee Performance (Y) at BPJS Ketenagakerjaan Darmo Surabaya Branch Office**

The third hypothesis (H3) in this study is the influence of Communication on Employee Performance. Based on the results of the study, it shows that there is no influence of Communication on employee performance. This is evidenced by the results of the hypothesis test by conducting a T test (Partial) for the Communication variable with a T count value of 1,210 with a significant value of 0.235 greater than 0.05, which means that the quality of Communication affects employee performance at BPJS Ketenagakerjaan Darmo Surabaya Branch Office. Thus, H0 is accepted and H1 is rejected.

### **The Influence of Motivation, Leadership Style and Communication on Employee Performance**

The fourth hypothesis (H4) in this study is the influence of motivation, leadership style and communication simultaneously on employee performance. The results of the study indicate that there is an influence of motivation, leadership style and communication simultaneously (together) on employee performance at BPJS Ketenagakerjaan Darmo Surabaya Branch Office. This is evidenced by the results of the F test,  $F_{count} > F_{table}$  of  $35,574 > 2,036$  and a significance level of  $0.000 < 0.05$ . The results of the R2 determinant test in this study obtained an R2 determinant value of 0.748 or 74.8%. The remaining 0.252 or 25.2%. can be explained by other variables outside this study such as work environment, work stress, burnout, and so on.

## **CONCLUSION**

The existence of good motivation, leadership style and communication in employees at BPJS Ketenagakerjaan Darmo Surabaya Branch Office can produce good feedback for employee performance. The better the leadership style, motivation and work discipline in the company, the more it can maximize employee performance. The results of this study are in line with the research conducted by Ana Srikaningsih (2022) The Influence of Leadership Style, Motivation and Work Discipline on Performance of Employees at the Lawang Kidul Village Office, Palembang City. Where the results of the study stated that based on the analysis there was an influence of leadership style, motivation and work discipline simultaneously on employee performance. Describes that the three variables (X) have a simultaneous effect on variable (Y)

The findings suggest that managers at BPJS Ketenagakerjaan Darmo Surabaya Branch Office should prioritize developing effective leadership styles that inspire and guide employees, while also implementing motivational strategies that align with individual and organizational goals. Additionally, cultivating a strong culture of work discipline and open communication can serve as a foundation for consistent and improved employee performance. Managers should also consider regular performance reviews and training programs that reinforce these key areas to ensure that improvements in leadership, motivation, and discipline are sustainable and impactful. By doing so, the organization can create a

productive work environment that supports employee growth and contributes to overall institutional success.

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