

THE IMPACT OF LEADERSHIP PATTERNS, INCENTIVE PROVISION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT INSTITUT ASIA MALANG

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ABSTRACT

This study investigates the influence of leadership patterns, incentive provisions, and the work environment on employee performance at Institut Asia Malang. A supportive work environment both socially and psychologically plays a vital role in fostering employee productivity. Moreover, effective leadership is instrumental in boosting motivation and loyalty among staff. A quantitative approach with descriptive and causal designs was adopted in this research, using random sampling to gather data from both academic and administrative employees. Multiple linear regression analysis was then employed to examine the relationships between these variables. The findings indicate that leadership patterns and the work environment have a significant effect on employee performance, with p -values of 0.045 and 0.035 respectively ($p < 0.05$). In contrast, incentive provision does not demonstrate a statistically significant impact ($p = 0.541$). Consequently, focusing on leadership development and creating an optimal work environment proves more effective in enhancing employee performance at Institut Asia Malang than relying on incentives alone.

Keywords: *Leadership Patterns, Work Environment, Incentive Provision, Employee Performance, Institut Asia Malang.*

INTRODUCTION

A good campus is not only determined by its facilities and curriculum, but also by the strong synergy between lecturers and employees (Muhardi, 2000; Maha, 2024; Xanda et al., 2023; Ismanto, 2020). The Asian Institute of Technology and Business Malang is a university that places student services as its top priority by optimizing the active role of lecturers and employees. With high dedication to the quality of education, the Asian Institute ensures that every student receives maximum academic guidance, responsive administrative services, and student facilities that support the development of potential. The synergy between competent lecturers and dedicated employees creates a conducive, innovative, and progress-oriented learning environment for students, both in academic and non-academic aspects. This synergy is one of the determinants of the quality of performance of lecturers and employees.

The quality of lecturer and employee performance is greatly influenced by effective and forward-looking leadership (Tanjung, 2018; Anam, 2022; K., 2017; Rohiyah, 2020). A competent leader not only conveys clear directions, but also builds a comfortable work environment, encourages teamwork, and motivates all members to achieve common goals. Good leadership is able to manage resources efficiently, appreciate achievements, and encourage innovation and

professional development for lecturers and employees. With solid leadership, educational institutions can ensure that every individual in the organization works optimally to provide the best service to students and improve the overall quality of education.

This indicates that the leadership pattern applied in an institution has a direct influence on the performance of lecturers and employees (Sufiyati et al., 2022; Ardiansyah & Awaloedin, 2021; Sugiyono, 2019). In addition to strong leadership, providing fair incentives and a supportive work environment also play an important role in increasing the motivation and productivity of teaching staff and administrative staff. As a quality-oriented educational institution, the Malang Asia Institute needs to ensure that all these aspects run in harmony. Thus, the synergy between leadership, incentive systems, and a comfortable work environment can form a professional, innovative work culture that focuses on improving academic and non-academic services for students.

At the Asia Institute of Malang, leadership effectiveness, both at the structural and academic levels, greatly influences the performance of lecturers and administrative staff. Understanding ideal leadership patterns can help management implement leadership styles that can improve employee performance while creating a productive work environment. The role of leadership is crucial

in influencing the quality of work and productivity of all parts of the institution, both in structural and academic aspects (Daswati, 2012; Soliha & Hersugondo, 2008; Mu'alina et al., 2024). Leadership at the structural level involves institutional leaders, such as rectors, deans, and unit heads, who are responsible for formulating strategic policies, managing resources, and designing the institution's vision and mission. Meanwhile, academic leadership focuses on managing and directing academic activities, including the learning process, research, and community service carried out by lecturers and education staff.

Thus, understanding the ideal leadership pattern becomes a crucial aspect for the management of the Asia Institute of Malang. Through a good understanding of the characteristics of leadership that are in line with the organizational culture and employee needs, management can design a more optimal leadership strategy. This step not only contributes to improving individual and team performance, but also supports the creation of a more productive, harmonious, and conducive work environment for academic development and professionalism within the institution.

Not only leadership style, but providing incentives is also thought to improve employee performance at the Asia Institute. Previous studies (Rendi Fitriadi, 2015; Arfianti et al., 2024; Oktaria & Anwar, 2023) stated that there is a significant influence between providing incentives to lecturers and employees and their performance. This is supported by the policy of the Asia Institute which provides incentives for lecturers and employees who achieve performance targets and show good performance. The incentives are given as a form of appreciation for their dedication and contribution in improving the quality of education, administration, and services in the campus environment. In addition, this incentive policy aims to encourage employees to continue to increase productivity and maintain professionalism in carrying out their duties.

The Asian Institute provides various types of incentives, both financial and non-financial, such as performance bonuses, additional allowances, academic awards, opportunities to attend training or seminars, and improved work facilities. With a transparent and fair incentive system, it is hoped that lecturers and employees will be increasingly motivated to achieve more optimal work results, create a competitive work environment, and contribute positively to the progress of the institution as a whole (Mawardi & Mukrodi, 2025; Riyant et al., 2014; Richand

Oktovia Br Sihombing & Mariana Simanjuntak, 2024; Johannes et al., 2016).

Previous studies have examined the relationship between leadership style and incentives on employee performance (Sudarso, 2017; Agussalim & Dahlan, 2020; Kusuma et al., 2024; Mei Setiawan et al., 2021). The results of these studies indicate that these two factors have a significant influence on employee productivity and work effectiveness. However, there is one additional factor that is also thought to play a role in improving performance, namely the work environment. This factor is based on findings regarding behavioral patterns in each work division, which show that physical, social, and psychological conditions in the workplace can affect employee motivation and comfort levels.

This study was conducted to complement previous studies by adding work environment variables as factors that influence employee performance. A conducive work environment, both socially and psychologically, can support or hinder employee productivity. Understanding the influence of the work environment is becoming increasingly important, considering that educational institutions have unique work dynamics. Lecturers and administrative staff work in an environment that combines academic, administrative, and interaction aspects with students and colleagues. Therefore, this study aims to identify the extent to which the work environment plays a role in improving or hindering employee performance, and how this factor interacts with leadership style and incentives provided. Thus, the results of this study are expected to provide strategic recommendations for the management of the Malang Asia Institute in creating a more optimal work environment, increasing leadership effectiveness, and designing more appropriate incentive policies to support overall employee performance.

LITERATURE REVIEW

Leadership is the process of influencing others to achieve organizational goals. Robbins & Judge (2017) state that leadership style influences employee behavior, motivation, and productivity. Various leadership models, such as transformational leadership, transactional leadership, and democratic leadership, have varying impacts on performance. Transformational leadership, according to Bass & Avolio (1994), encourages employees to transcend personal interests for the benefit of the organization, increasing commitment and job satisfaction. In the context of a higher education institution like the Asia Institute of Malang, visionary and participatory leadership is crucial for creating a productive academic work culture.

Incentives are a form of additional compensation provided to motivate employees to increase productivity. According to Milkovich & Newman (2005), a fair and transparent incentive system can increase job satisfaction and employee loyalty. Incentives are not only financial (such as bonuses and benefits) but can also be non-financial (such as awards, promotions, or recognition). According to Herzberg's (1966) motivation theory, incentives are among the external factors that can drive increased performance when combined with intrinsic employee motivation.

The work environment encompasses the physical and psychological conditions in which a person works. According to Sedarmayanti (2009), a comfortable and conducive work environment can create a productive work atmosphere and support improved performance. Aspects of the work environment include lighting, cleanliness, social relationships between employees, managerial support, and security. According to Hackman & Oldham (1980), in the job characteristics theory, a good work environment will increase intrinsic motivation and employee performance. In a university setting, such as the Asia Institute of Malang, a supportive academic environment will strengthen the integrity, collaborative spirit, and professionalism of staff and faculty.

Employee performance refers to the level of achievement of tasks and responsibilities assigned by the organization. According to Mangkunegara (2017), performance is influenced by ability, motivation, and job opportunities.

Within the framework of Goal Setting Theory (Locke & Latham, 2002), employees with clear goals and organizational support will demonstrate higher performance. Previous research also shows that a combination of appropriate leadership style, a fair incentive system, and a positive work environment can significantly improve performance in the higher education sector (Wibowo, 2016; Sutrisno, 2019).

RESEARCH METHODS

This study applies quantitative methods with descriptive and causal approaches. The descriptive approach is used to present a structured picture of the impact of leadership style, incentives, and work environment on employee performance at the Asia Institute of Malang. Through quantitative data analysis, this study attempts to identify patterns of relationships between these variables based on information obtained from respondents.

Meanwhile, the causal approach is used to test the causal relationship between independent variables, namely leadership style, incentives, and work environment, to the dependent variable, namely employee performance. This approach aims to analyze the extent to which changes in these factors can affect the increase or decrease in employee performance. The results of the study are expected to provide empirical evidence that can be a reference in formulating more effective managerial policies to improve productivity and work quality at the Asia Institute of Malang.

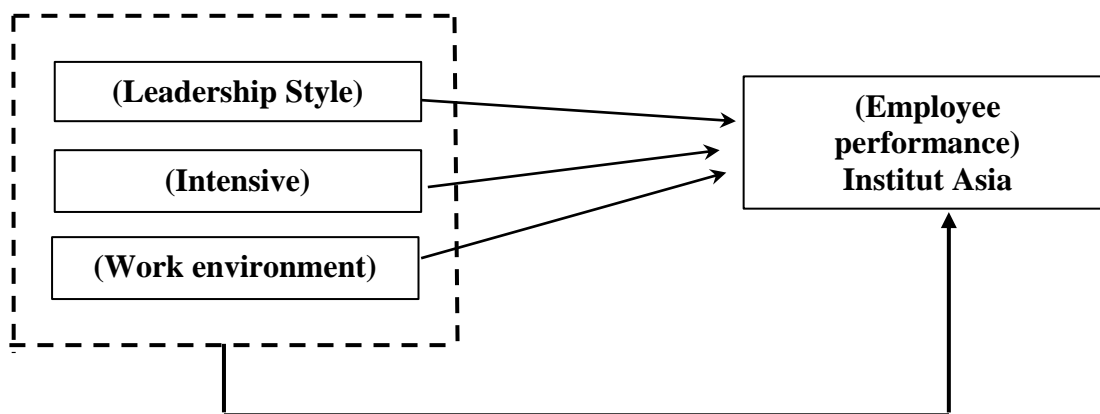


Figure 1. Conceptual Framework of Research

Information :

—————▶ : Partial Influence

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Population and Sample

The population in this study includes all employees working at the Asia Institute of Malang,

both educators (lecturers) and education staff. To obtain representative data, the study used a random *sampling technique* in determining the sample.

This method gives each member of the population an equal opportunity to be selected, so that the results of the study can reflect the actual conditions in the work environment of the Asia Institute of Malang. With this technique, it is expected that bias in selecting respondents can be reduced and the validity of the research results can be increased. The data obtained can provide a more accurate picture of the influence of leadership patterns, incentives, and work environment on employee performance.

Data source

This study relies on two types of data sources, namely primary data and secondary data, to gain a comprehensive understanding of the impact of leadership patterns, incentives, and work environment on employee performance at the Asia Institute of Malang. Primary data were collected through questionnaires distributed to employees, as well as interviews with management and related staff. This approach aims to gain direct insight from respondents regarding their work experiences, and how leadership, incentives, and work environment affect productivity.

In addition, the study also utilizes secondary data sourced from personnel reports, academic journals, and relevant literature at the Asia Institute of Malang. This secondary data is useful for enriching the analysis with theoretical references and factual information related to employment policies and conditions at the institution. By combining primary and secondary data, the study is expected to produce more valid findings while providing in-depth insights into the factors that influence employee performance.

Data collection technique

The data in this study were collected through two main methods, namely distributing questionnaires and in-depth interviews. The questionnaire method was used to collect quantitative data with a Likert scale, which allows respondents to provide assessments of various variables studied, such as leadership patterns, incentives, work environment, and employee performance. Questionnaires were distributed to employees of the Malang Asia Institute to understand their perceptions of these factors and their influence on work productivity.

In addition, the study also conducted in-depth interviews with Vice Rector 1, who handles

the curriculum, and Vice Rector 2, who is responsible for facilities and infrastructure. This interview aims to explore further the leadership policies, incentive systems, and work environment conditions at the Asia Institute of Malang. By combining quantitative and qualitative methods, this study is expected to provide a more comprehensive and accurate analysis of the factors that influence employee performance.

Data analysis

Data analysis in this study includes validity and reliability tests, as well as multiple linear regression analysis. Validity and reliability tests are applied to ensure that the research instrument (especially the questionnaire) can measure the variables studied accurately and consistently. Validity tests assess the extent to which each question in the questionnaire represents the concept being measured, while reliability tests test the consistency of the results if the instrument is used under different conditions.

After ensuring that the data meets the validity and reliability standards, multiple linear regression analysis was conducted to evaluate the influence of independent variables—leadership patterns, incentives, and work environment—on the dependent variable, namely employee performance. This approach allows the study to identify the extent to which changes in each independent variable affect employee performance, both simultaneously and partially. Thus, the study is expected to provide an in-depth picture of the factors that influence employee performance at the Asia Institute of Malang.

RESULTS AND DISCUSSION

RESULTS

All variables, both independent and dependent, undergo validity testing to ensure that the research instrument can actually measure the established concept. This test aims to assess whether each indicator in the questionnaire has a significant relationship with the total score of the variable. Thus, the results of the validity test determine whether the instrument used is reliable and appropriate to represent the phenomenon being studied.

The following are the results of the validity test of the employee performance variables of the Asia Institute.

Table 1. Employee Performance Variable Validity Test Table

		Y1	Y2	Y3	Y4	Y5	TOT
Y1	Pearson Correlation	1	.208	.463 **	.440 **	.096	.655 **
	Sig. (2-tailed)	0.655	.182	.002	.003	.540	.000
	N	100	100	100	100	100	100
Y2	Pearson Correlation	.208	1	.322 *	.368 *	.248	.675 **
	Sig. (2-tailed)	0.675		.035	.015	.109	.000
	N	100	43	43	43	43	43
Y3	Pearson Correlation	.463 **	.322 *	1	.338 *	-.012	.638 **
	Sig. (2-tailed)	0.638	.035		.027	.938	.000
	N	43	43	43	43	43	43
Y4	Pearson Correlation	.440 **	.368 *	.338 *	1	.241	.735 **
	Sig. (2-tailed)	0.735	.015	.027		.119	.000
	N	43	43	43	43	43	43
Y5	Pearson Correlation	.096	.248	-.012	.241	1	.513 **
	Sig. (2-tailed)	0.153	.109	.938	.119		.000
	N	43	43	43	43	43	43
TO	Pearson Correlation	.655 **	.675 **	.638 **	.735 **	.513 **	1
T	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	43	43	43	43	43	43

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Validity testing of employee performance variables shows that the majority of items in the questionnaire have a significant relationship with the total score of the variable (TOT). Validity is tested using the Pearson correlation method by comparing each question indicator (Y1, Y2, Y3, Y4, Y5) to the total score. The results of the analysis show that the correlation between each item and the total score is significant at a 1% confidence level ($p < 0.01$), with the following correlation values: Y1 of 0.655, Y2 of 0.675, Y3 of 0.638, Y4 of 0.735, and Y5 of 0.513, and a significance value of $p = 0.000$ for all indicators.

These findings indicate that each indicator plays an important role in measuring employee performance. In addition, several indicators also have significant correlations with each other at the 5% confidence level ($p < 0.05$), such as the relationship between Y2 and Y3 ($r = 0.322$, $p = 0.035$) and Y3 and Y4 ($r = 0.338$, $p = 0.027$). However, there are several pairs of indicators that do not show significant relationships, such as Y3

with Y5 ($r = -0.012$, $p = 0.938$) and Y1 with Y5 ($r = 0.096$, $p = 0.540$), which indicates that not all indicators have a strong relationship.

Validity testing was also carried out on all independent variables consisting of leadership style, incentive provision, and work environment. Overall, the results of this validity test confirm that the research instrument used to measure employee performance has good validity and is reliable. Data obtained through interviews and questionnaires provide consistent results, indicating that the variables tested are relevant in measuring employee performance.

Next, a series of classical assumption tests were conducted. The following are the results of data analysis that will be used as a benchmark in assessing the importance of leadership, incentives, and work environment in improving employee performance at the Malang Asia Institute. First, a data normality test was conducted as in Figure 2 below.

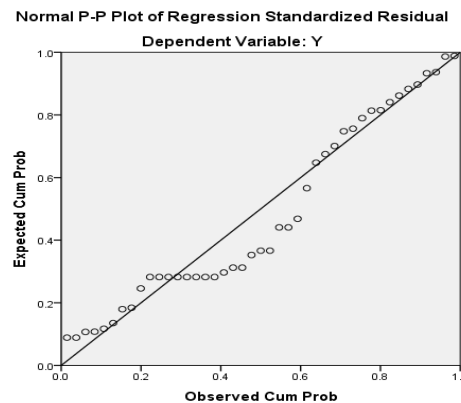


Figure 2. Normality of Employee Performance Data at the Asia Institute

The normality test of employee performance data at the Asia Institute of Malang was conducted using the PP (Probability-Probability) plot to evaluate the residual distribution in the regression model. This graph displays data points that are mostly parallel to the diagonal line, indicating a normal distribution. If the points in the plot approach a straight line, it can be concluded that the residuals are normally distributed. In this analysis, the data points appear quite close to the diagonal line, although there are slight deviations in some parts. This indicates that

in general, the residual distribution meets the normality assumption in regression. The existence of this residual normality is very important to ensure the validity of the regression results used in analyzing and measuring employee performance.

Next, a data multicollinearity test was conducted to ensure that the independent variables consisting of leadership style, incentive provision, and also the environment did not have too strong a relationship with each other. The following are the results of the data multicollinearity test.

Table 2. Results of Data Multicollinearity Test

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
		B	Std. Error					
1	(Constant)	11,187	2.603		4.296	.000		
	X1	.263	.127	.366	2,070	.045	.541	1,847
	X2	-.118	.192	-.114	-.616	.541	.491	2,038
	X3	.431	.197	.378	2.187	.035	.565	1,768

a. Dependent Variable: Y

Based on the results of the multicollinearity test in the regression coefficient table, the Variance Inflation Factor (VIF) values for all independent variables include X1 as the leadership style at the Asian Institute, X2 as the incentive variable, and X3 as the environmental variable. The three independent variables are below the maximum limit of 10, with values of 1,847, 2,038, and 1,768 respectively. In addition, the tolerance values for the three variables are more than 0.1, namely 0.541, 0.491, and 0.565. This indicates that there is no significant multicollinearity among the independent variables in the regression model. Therefore, the regression model used remains valid, so that the relationship between the independent variables and the dependent variable can be analyzed without

interference due to excessively high correlation between the independent variables.

The results of the multicollinearity test indicate that the relationship between independent variables in the regression model is not too strong, so it does not cause distortion in the analysis. The variables of leadership style, incentive provision, and environment can be evaluated individually in relation to the dependent variable without any excessive influence due to correlation between variables. With a low VIF value and a fairly high tolerance level, this regression model meets the assumption of being free from multicollinearity, which is very important to ensure the accuracy of the regression coefficient estimation. Therefore, the results of the analysis can be relied on and used as a basis for decision making related to factors

that influence employee performance at the Malang Asia Institute.

Next, a heteroscedasticity test is performed to ensure that the error variance (residual) in the

regression model remains constant and does not experience heteroscedasticity, or in other words, has a uniform distribution across the range of independent variable values.

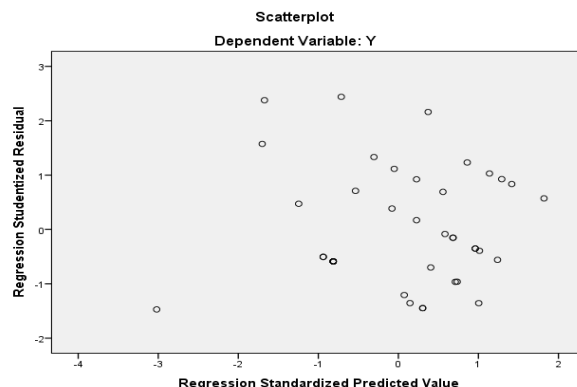


Figure 3. Data Heteroscedasticity Test

The scatterplot above shows the results of the heteroscedasticity test using a plot between *Regression Standardized Predicted Value* and *Regression Studentized Residual*. In this graph, the data points are randomly distributed and do not form a particular pattern such as a pattern spreading wide or narrowing at a certain value. This indicates that the residual variance tends to be constant, so that the homoscedasticity assumption is met. Thus, it can be concluded that the regression model used in this analysis does not experience heteroscedasticity problems, which

means that the model has good reliability in explaining the relationship between the independent variables and the dependent variable.

Furthermore, an autocorrelation test was conducted to ensure that the relationship between the independent variables (leadership patterns, incentive provision, and work environment) with the dependent variable (employee performance) was not influenced by the relationship patterns in the residual data. The following are the results as shown in Table 3 below.

Table 3. Data Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.583 _a	.340	.289	1.36824	.340	6,694	3	39	.001	1,877
a. Predictors: (Constant), X3, X1, X2										
b. Dependent Variable: Y										

Based on the results of the autocorrelation test using the Durbin-Watson (DW) method, a value of 1,877 was obtained. Because this value is close to 2, it can be indicated that the regression model used does not experience significant autocorrelation. Thus, the residuals in this study are independent, so that the regression model meets the classical assumptions and can be used for further analysis without any autocorrelation interference that has the potential to affect the accuracy of the estimate.

Based on the results of the four classical assumption tests, all assumptions have been met,

including the absence of multicollinearity, heteroscedasticity, and autocorrelation, as well as the fulfillment of the residual normality assumption. Thus, the regression model used is considered valid and reliable. This ensures that the regression analysis carried out is free from bias, efficient, and able to provide an accurate picture of the relationship between variables. Therefore, this model can be applied with confidence for the purposes of prediction and appropriate decision making in the study of *the Impact of Leadership Patterns, Incentives, and Work Environment on*

Employee Performance at the Asia Institute of Malang.

After completing the classical assumption test, the next step is to conduct a partial test. This t-test aims to analyze the influence of each independent variable individually on the dependent

variable. In this study, testing was conducted to assess the impact of Leadership Patterns, Incentives, and Work Environment on Employee Performance at the Malang Asia Institute.

Table 4. Partial Data Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,188	2,604		4.297	.000
	X1	.263	.127	.366	2,070	.045
	X2	-.118	.192	-.114	-.616	.541
	X3	.431	.197	.378	2.187	.035

a. Dependent Variable: Y

Based on the partial test results shown in Table 4, the influence of Leadership Pattern (X1), Incentive Provision (X2), and Work Environment (X3) on Employee Performance (Y) at the Asia Institute of Malang can be analyzed. The significance value (Sig.) shows that variable X1 (Leadership Pattern) has a value of 0.045, which is below the significance limit of 0.05, so it can be concluded that Leadership Pattern has a significant effect on Employee Performance. Meanwhile, variable X2 (Incentive Provision) has a significance value of 0.541, which is greater than 0.05, so that Incentive Provision does not have a significant effect on Employee Performance. Furthermore, variable X3 (Work Environment) has a significance value of 0.035, which is below 0.05, so that Work Environment also has a significant effect on Employee Performance. Thus, it can be concluded that Leadership Pattern and Work Environment have a significant impact on Employee Performance at the Asia Institute of Malang, while Incentive Provision does not show a significant effect.

DISCUSSION

The results of the study indicate that Leadership Pattern (X1) and Work Environment (X3) have a significant influence on Employee Performance (Y) at the Asia Institute of Malang. This finding confirms that the leadership style applied in an organization plays an important role in encouraging employee motivation, productivity, and achievement. Effective leadership especially that which emphasizes inspiration, clear direction, and harmonious working relationships has been shown to have a positive impact on overall performance.

Effective Leadership Patterns

Effective leadership can create a more comfortable work environment and increase employee loyalty to the institution. An inspiring leader, open in communication, and involving employees in the decision-making process, tends to trigger high work enthusiasm. Fairness and transparency of leadership also increase trust and job satisfaction, which ultimately leads to increased organizational productivity. At the Asia Institute of Malang, the leadership style tends to be transformational and participatory, which not only provides direction but also encourages employee development through an inspiring and collaborative approach. By conveying a clear vision and emphasizing the importance of open communication, the leadership at this institution encourages stronger work enthusiasm and loyalty.

Transformational: Emphasizes individual development by fostering intrinsic motivation. Leaders strive to help employees find meaning in their work, provide stimulating challenges, and support competency development through training and mentoring. In this way, employees feel valued and motivated to contribute optimally.

Participative: Reflected in the opportunity given to employees to express their opinions, be involved in decision-making, and participate in formulating policies that affect the work environment. This leadership style creates a democratic work atmosphere and makes each individual feel they have an important role, thus building an inclusive, innovative, and collaborative organizational culture.

Less Significant Incentives

Although incentives are still given as a form of appreciation for employee dedication and performance, research reveals that this variable does not have a significant effect on improving performance at the Asia Institute of Malang. Employees are more motivated by other factors such as a supportive work

environment, inspiring leadership, and intrinsic motivation that arises from a commitment to the institution's vision and mission.

Although incentives are not the main factor, institutions still maintain this policy to recognize employee contributions. With incentives, loyalty and job satisfaction can increase, potentially strengthening good relations between employees and the organization. Its existence also helps build a work culture that values the efforts and achievements of each individual.

A Work Environment That Encourages Productivity

A supportive work environment, both physically and non-physically, has been shown to have a significant impact on employee performance. Adequate facilities, harmonious working relationships, and a positive organizational culture directly increase motivation and performance. Employees who feel comfortable tend to be more focused and free from distractions that can reduce productivity. On the other hand, good interpersonal relationships—between fellow employees and superiors—encourage collaboration and mutual support, which ultimately builds a stronger emotional bond with the institution. In addition to physical factors, psychological aspects such as transparent communication, clear work systems, and appreciation for individual achievements also improve employee well-being. When institutions consistently support employee needs, motivation to achieve work targets increases. The results of this study emphasize the importance of maintaining a conducive work environment as a primary strategy in encouraging the best performance.

CONCLUSIONS

Based on the research results, leadership patterns and work environment have been proven to have a significant influence on employee performance at the Asia Institute of Malang. Transformational and participative leadership styles can increase motivation, effective communication, and employee loyalty. A conducive work environment—supported by a comfortable workplace, adequate facilities, and a positive organizational culture—also plays a crucial role in driving employee productivity and satisfaction. Meanwhile, the provision of incentives did not show a significant influence, although it is still useful as a form of appreciation and encouragement for employees.

Thus, efforts to improve employee performance at the Asia Institute of Malang should be focused on strengthening leadership and creating a supportive work environment. Institutions can continue to develop motivating leadership strategies, build a positive work culture, and ensure that each individual feels appreciated in carrying out their duties. Although incentives are not the main factor, their presence still needs to be maintained as a form of appreciation in creating a culture of appreciation and emotional attachment of employees to the organization.

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