



The Influence of Leadership Style, Organizational Culture and Supervision on Motivation and Their Impact on Employee Performance at the Regional Financial and Revenue Management Agency of Jambi Province

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Abstract: This study aims to analyze the influence of leadership style, organizational culture, and supervision on work motivation and its impact on employee performance at the Regional Financial and Revenue Management Agency of Jambi Province. This research employs a quantitative approach with independent variables (X) consisting of leadership style, organizational culture, and supervision; an intervening variable (Z) which is work motivation; and a dependent variable (Y) which is employee performance. Data were collected through questionnaires that were previously tested for validity and reliability to ensure the accuracy and consistency of the research instrument. Data analysis techniques include the coefficient of determination (R-Square) to determine the contribution of each variable, the F-test to examine the simultaneous effect, and the t-test to assess the partial effect of each variable. In addition, the Sobel test was applied to analyze the mediating effect of work motivation on the relationship between independent variables and employee performance. The results indicate that leadership style, organizational culture, and supervision have a significant influence on work motivation. Furthermore, work motivation is proven to act as a mediating variable that strengthens the effect of the independent variables on employee performance. Therefore, improving an effective leadership style, a conducive organizational culture, and optimal supervision can enhance work motivation, which in turn positively impacts employee performance at the Regional Financial and Revenue Management Agency of Jambi Province.

Keywords: Leadership Style, Organizational Culture, Supervision, Work Motivation, Employee Performance

INTRODUCTION

Human resources (HR) are a strategic factor determining the success of any organization, including public sector organizations, which are required to provide effective, transparent, and accountable services. From a human resource management (HRM) perspective, the quality of organizational performance is greatly influenced by the institution's ability to systematically

and sustainably manage the behavior, motivation, and performance of its employees (Dessler, 2017; Armstrong, 2014). In the context of government bureaucracy, HR management becomes increasingly crucial as public demand for professional and integrated regional financial governance increases.

Employee performance, as the primary outcome of HRM, is not solely determined by individual competency but is also influenced by organizational factors inherent in the work environment. Gibson et al. (2006) and Bernardin and Russell (1993) emphasize that performance is the result of the interaction between individual abilities, work motivation, and supportive organizational systems and environments. Therefore, efforts to improve employee performance need to be directed at strengthening organizational factors that can optimally drive work motivation.

One of the central organizational factors is leadership style. Leaders play a strategic role in directing behavior, building commitment, and creating a work climate conducive to improving employee motivation and performance (Yukl, 2010; Robbins, 2008). An effective leadership style, particularly transformational leadership, can inspire, foster a sense of ownership, and encourage employee involvement in achieving organizational goals. In public organizations, leadership that is oriented not only toward control but also toward empowerment is becoming an increasingly relevant need.

In addition to leadership, organizational culture also shapes employee values, norms, and work behavior patterns. Schein (2010) states that a strong organizational culture serves as an informal yet effective behavioral control mechanism and can increase social cohesion and intrinsic employee motivation. A culture that emphasizes integrity, professionalism, and cooperation is essential in regional financial management institutions, given the high risk of irregularities and the complexity of the tasks involved.

Another equally important factor is supervision. Supervision is a managerial function aimed at ensuring that all organizational activities are carried out in accordance with established plans, standards, and regulations (Handoko, 2011). In government bureaucracy, supervision serves not only as a control tool but also as a means of coaching and improving performance. Effective supervision can minimize deviations, increase accountability, and strengthen employee discipline and responsibility.

Various studies have shown that leadership style, organizational culture, and supervision have a significant influence on work motivation, which in turn impacts employee performance (Locke & Latham, 2002; Deci & Ryan, 2000). Work motivation acts as a psychological mechanism that bridges the influence of organizational factors on individual behavior and performance. Highly motivated employees tend to demonstrate better levels of performance, loyalty, and organizational commitment than low-motivated employees.

In an empirical context, Firdaus' (2024) research demonstrated that leadership style, organizational culture, and work discipline have both direct and indirect effects on employee motivation and performance within the Jambi Provincial Government. This finding indicates that work motivation plays a significant mediating role in explaining the relationship between organizational factors and employee performance. However, there are still limitations in studies that specifically examine the role of supervision as a strategic variable and position work motivation as an intervening variable in the context of regional financial management agencies.

The Jambi Province Regional Financial and Revenue Management Agency (BPKPD), as a public organization with a strategic role in managing regional finances and revenues, faces complex internal challenges, ranging from varying leadership styles, strengthening organizational culture, to the effectiveness of cross-regional oversight. These conditions have the potential to impact employee motivation and performance, ultimately impacting the organization's overall performance.

Based on this description, this research is important and relevant to conduct in order to empirically examine the influence of leadership style, organizational culture, and supervision on work motivation and their impact on employee performance at the BPKPD of Jambi Province. This research is expected to fill the gap in previous research and provide theoretical and practical contributions to the development of human resource management in the government sector.

METHOD

This study employed a quantitative approach with an explanatory research design, which aims to explain causal relationships between variables by testing previously formulated hypotheses. This quantitative approach was chosen because it allows researchers to objectively and systematically measure relationships between variables using numerical data and inferential statistical analysis (Creswell, 2014). The explanatory design was deemed appropriate for examining the influence of leadership style, organizational culture, and supervision on work motivation and their impact on employee performance.

The object of this research is the Regional Financial and Revenue Management Agency (BPKPD) of Jambi Province, while the research subjects are employees working at the agency. The research population includes all 262 employees of the BPKPD of Jambi Province, consisting of Civil Servants and Non-Permanent Employees. Due to time constraints and research efficiency, not the entire population was used as respondents, but rather a portion was selected as a research sample. The sample determination was carried out using a probability sampling technique with a simple random sampling approach, so that each member of the population has an equal opportunity to be selected as a respondent. The number of samples in this study was set at 72 employees, which was deemed to have met the criteria for population representation and was adequate for path analysis. According to Hair et al. (2014), a sample size of over 50 respondents is sufficient for simple structural relationship analysis with a limited number of variables.

Data analysis techniques were conducted in stages, including descriptive and verification analysis. Descriptive analysis was used to describe the characteristics of respondents and the tendencies of their responses to each research variable. Next, verification analysis was conducted to test the research hypotheses using path analysis. Path analysis was chosen because it can explain the direct and indirect influences between variables, particularly to test the role of work motivation as a mediating variable (Wright, 1934; Ghozali, 2018).

Hypothesis testing was conducted using the F-test to determine the simultaneous influence of independent variables, the t-test to examine the partial influence of each variable, and the Sobel test to test the significance of the mediating effect of work motivation. All statistical tests were conducted at a 5 percent significance level ($\alpha = 0.05$). With these analytical procedures, this study is expected to provide a comprehensive empirical picture of the relationship between leadership style, organizational culture, supervision, work motivation, and employee performance at the Jambi Province BPKPD.

RESULTS AND DISCUSSION

Respondent Characteristics

These characteristics provide an overview of the demographics and background of respondents based on gender, age group, and education of employees at the Jambi Province Regional Financial and Revenue Management Agency (BPKPD). Further information on the characteristics of respondents in this study can be seen in Table 1 below:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	33	45,83
2	Woman	39	54,17
Total		72	100
Age Group (Years)			
1	< 30	14	19,44
2	30 – 40	23	31,94
3	41 – 50	22	30,56
4	> 50	13	18,06
Total		72	100
Education			
1	D.III/Bachelor (S.1)	48	66,67
2	Master (S.2)	13	18,06
3	Others	11	15,28
Total		72	100

Source: Processed data (2025)

Description of Research Variables

Descriptive analysis of the research data was used to answer the first hypothesis. Through the description of the respondent response data, it can be seen how respondents responded to each indicator of the variable being studied. To facilitate interpretation, the results of the respondents' responses are presented in Table 2 as follows.

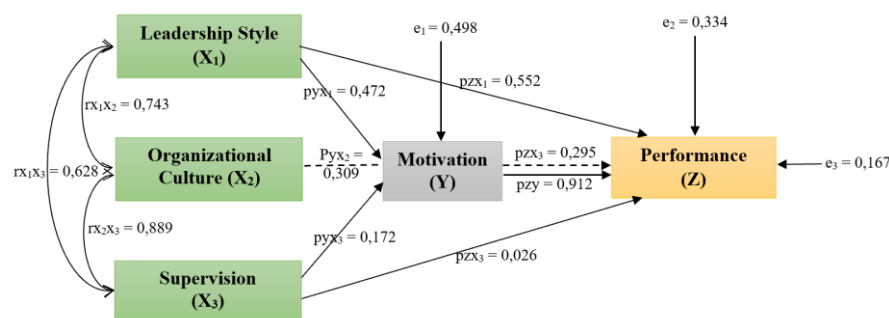
Table 2. Description of Research Variables

No	Variable	Item	Score	Description
1	Leadership Style	12	3.037	Good
2	Organizational Culture	14	3.826	Good
3	Supervision	9	2.446	Good
4	Motivation	14	3.820	Good
5	Performance	5	1.389	Good

Source: Processed data (2025)

Path Analysis Results

Path analysis is a statistical analysis method used to determine the cause-and-effect relationship between several variables, both direct and indirect, based on a relationship model determined by the researcher. The path analysis test itself was conducted using the Statistical Product and Service Solution (SPSS) Version 25 computer program. The results of the path analysis in this study are presented in Figure 1 below.


Figure 1. Causal Relationship of Path Coefficient Analysis

The path analysis in this study consists of three substructures, each of which addresses each hypothesis. The path analysis results for each structure will be described in detail below.

a. Structural Path Analysis 1

Structural path analysis I is used to answer objective 2 by testing Statistical Product and Service Solution (SPSS) Version 25. Thus, to be able to determine the amount of contribution and distribution between the path analysis coefficient values on the variables Leadership Style (X1), Organizational Culture (X2), and Supervision (X3) towards Motivation (Y), an analysis is carried out which is summarized in the following table.

Table 3. Recapitulation of the Influence of Leadership Style, Organizational Culture and Indirect Supervision on Motivation

Variable	Influence			Sub-Total	Total Influence
	Direct	Indirect			
		X ₁	X ₂		
Leadership Style (X1)	22,3	10,8	5,09	15,89	38,19
Organizational Culture (X2)	9,5	10,8	4,72	15,52	25,02
Supervision (X3)	2,95	5,1	4,72	9,82	12,77
The magnitude of the influence of X1, X2 and X3 on Y					76,048
Other Factors					24,02

Source: Data processed for research purposes (2025)

Based on the results of the path analysis calculations as presented in Table 3 above, it can be interpreted as follows.

1. The direct influence of Leadership Style (X1) on Motivation (Y) is 22.3%, the indirect influence is 10.8% and 5.09% combined to 15.89% and the total influence is 38.19%. The conclusion is that Leadership Style influences Motivation in the BPKPD of Jambi Province by 38.19%. The results of this study are also strengthened in the descriptive method where the Leadership Style variable (X1) is included in the "good" category with a total score of 3037. Thus, the existence of a good Leadership Style will ultimately be able to increase Employee Motivation at the BPKPD Office of Jambi Province.
2. The direct influence of Organizational Culture (X2) on Motivation (Y) is 9.5%, the indirect influence is 10.8% and 4.72% combined to 15.52% and the total influence is 25.02%. The conclusion is that Organizational Culture influences Motivation in the BPKPD of Jambi Province by 25.05%. The results of this study are also strengthened in the descriptive method where the Organizational Culture variable (X2) is included in the "agree" category with a total score of 3,826. Thus, the existence of a good Organizational Culture will ultimately be able to increase Employee Motivation at the BPKPD Office of Jambi Province.
3. The direct influence of Supervision (X3) on Motivation (Y) is 2.95%, the indirect influence is 5.1% and 4.72% combined to 9.82% and the total influence is 12.77%. The conclusion is that Supervision influences Motivation in the BPKPD of Jambi Province by 12.77%. The results of this study are also strengthened in the descriptive method where the Supervision variable (X3) is included in the "agree" category with a total score of 2,446. Thus, the existence of good Supervision will ultimately be able to increase Employee Motivation at the BPKPD Office of Jambi Province.

From the calculation, it appears that the total direct and indirect influence of Leadership Style (X1), Organizational Culture (X2), and Supervision (X3) together on Motivation (Y) is 75.98%. This figure explains that the indirect influence of Leadership Style, Organizational Culture, and Supervision on employee motivation at the Jambi Province BPKPD Office is greater than their direct influence.

b. Structural Path Analysis 2

Structural path analysis II is used to answer objective 3 by testing Statistical Product and Service Solution (SPSS) Version 25. Thus, to be able to find out the amount of contribution

and distribution between the path analysis coefficient values on the variables of Leadership Style (X1), Organizational Culture (X2), and Supervision (X3) on Employee Performance (Z), an analysis was carried out and summarized in the following table.

Table 4. Recapitulation of the Influence of Leadership Style, Organizational Culture, and Indirect Supervision on Employee Performance

Variable	Influence			Sub-Total	Total Influence
	Direct	Indirect			
		X ₁	X ₂	X ₃	
Leadership Style (X1)	30,4	12,1	0,9	13	43,4
Organizational Culture (X2)	8,7	12,1	0,7	12,8	21,5
Supervision (X3)	0,07	0,9	0,6	1,5	1,57
The magnitude of the influence of X1, X2 and X3 on Y					66,47
Other Factors					33,53

Source: Data processed for research purposes (2025)

Based on the results of the path analysis calculations as presented in Table 4 above, it can be interpreted as follows.

1. The magnitude of the influence of Leadership Style (X1) directly on Employee Performance (Z) is 30.4%, the indirect influence is 12.1% and 0.9% combined to 13% and the total influence is 43.4%. The conclusion is that Leadership Style influences Employee Performance at the BPKPD of Jambi Province by 43.4%.
2. The magnitude of the influence of Organizational Culture (X2) directly on Employee Performance (Z) is 8.7%, the indirect influence is 12.1% and 0.7% combined to 12.8% and the total influence is 21.5%. The conclusion is that Organizational Culture influences Employee Performance at the BPKPD of Jambi Province by 21.5%.
3. The magnitude of the direct influence of Supervision (X3) on Employee Performance (Z) is 0.07%, the indirect influence is 0.9% and 0.6% combined to 1.5% and the total influence is 1.57%. The conclusion is that Supervision influences Employee Performance at the BPKPD of Jambi Province by 1.57%.

From the calculation above, it can be seen that the total direct and indirect influence of Leadership Style (X1), Organizational Culture (X2), and Supervision (X3) together on Employee Performance (Z) is 66.47%. This figure explains that the direct influence of Leadership Style, Organizational Culture, and Supervision on Employee Performance at the Jambi Province BPKPD Office is greater than the indirect influence.

c. Structural Path Analysis 3

After knowing the calculation of substructure II, the next step can be analyzed substructure III in the path analysis coefficient. Where, the value obtained in the path analysis of structure III obtained the results of motivation influencing Employee Performance at the BPKPD Jambi Province by 83%. These results indicate that the Motivation variable has a positive and significant influence of 83% on employee performance at the BPKPD Jambi Province office and 17% is influenced by other variables outside the Motivation variable. This result is in accordance with the R square value of 0.830 or equal to 83% of its R square value.

Hypothesis Testing Results

Based on the results of data analysis from the three analysis structures carried out, they are summarized in the following table.

Table 5. SPSS Output of Three Sub Structures

Hypothesis	t	F	Sig.	Decision
Leadership, Organizational & Supervision → Motivation	-	72,273	0,000	Accepted

Leadership → Motivation	5,302	-	0,000	Accepted
Organizational culture → Motivation	2,045	-	0,045	Accepted
Supervision → Motivation	1,322	-	0,191	Rejected
Leadership, Organizational & Supervision → Performance	-	45,165	0,000	Accepted
Leadership → Performance	5,242	-	0,000	Accepted
Organizational culture → Performance	1,649	-	0,104	Rejected
Supervision → Performance	0,167	-	0,868	Rejected
Motivation → Performance	18,658	-	0,000	Accepted

Source: Data processed from SPSS output for Windows

In theory, the hypothesis is simultaneously carried out through the F test (simultaneous) with the decision-making criteria if the calculated F value obtained $> F$ table, then the hypothesis is accepted, which means there is an influence of the independent variables observed together on the dependent variable. Or it can also be seen from the significance value. If $\text{Sig} < 0.05$ (5%), then the hypothesis is accepted, conversely if $\text{Sig} > 0.05$ (5%), then the hypothesis is rejected, which means there is no influence of the independent variables observed together on the dependent variable (Ghozali, 2018).

Meanwhile, partial testing is carried out through a t-test (partial) with the decision-making criteria if the calculated t value obtained is $> t$ table, then the hypothesis is accepted, which means there is an influence of the observed independent variable partially on the dependent variable. Or it can also be seen from its significance value. If $\text{Sig} < 0.05$ (5%), then the hypothesis is accepted, conversely if $\text{Sig} > 0.05$ (5%), then the hypothesis is rejected, which means there is no influence of the observed independent variable partially on the dependent variable (Ghozali, 2018).

Based on the results of the hypothesis testing conducted on the three structures as shown in Table 5 above, it appears that of the nine hypotheses proposed, three were rejected, meaning there was no influence from the hypothesized constructs, namely the influence of supervision on motivation, organizational culture on performance, and supervision on performance. The remaining six hypotheses were confirmed to have a positive and significant influence.

Discussion

The results of this study indicate that leadership style, organizational culture, and supervision significantly influence the work motivation of employees at the Jambi Province Regional Development Planning Agency (BPKPD). This finding confirms that organizational factors play a strategic role in shaping employees' internal drive to perform optimally. Conceptually, these results align with the views of Robbins (2008) and Yukl (2010), who stated that leadership and the organizational environment are the primary determinants of employee behavior and work motivation, particularly in public organizations that are rife with regulations and accountability demands.

The significant influence of leadership style on work motivation indicates that the behavioral patterns of leaders at the Jambi Province BPKPD are able to build perceptions of support, clarity of direction, and a sense of appreciation among employees. Transformational leadership, as reflected in the practice of conveying vision, performance evaluation, and informal communication, contributes to fulfilling employees' psychological needs for work meaning and recognition. These findings support Self-Determination Theory, which asserts that fulfilling the needs for autonomy, competence, and social connectedness will increase an individual's intrinsic motivation (Deci & Ryan, 2000).

Organizational culture has also been shown to have a significant influence on work motivation. This indicates that the shared values, work norms, and organizational habits developed within the Jambi Province BPKPD are capable of creating a relatively conducive work climate. Theoretically, Schein (2010) asserts that organizational culture functions as a

social control mechanism that indirectly directs the work attitudes and behaviors of organizational members. A culture that emphasizes discipline, professionalism, and cross-sector coordination encourages employees to work in alignment with organizational goals, thereby strengthening their work motivation.

Furthermore, supervision was found to have a significant effect on employee work motivation. This finding indicates that the supervision system implemented at the Jambi Province BPKPD is not merely perceived as a control tool, but also as a form of organizational concern for employee work quality. Handoko (2011) stated that effective supervision can increase the clarity of work standards and reduce uncertainty in task execution, which ultimately has a positive impact on work motivation. However, empirical findings also indicate that the broad scope of cross-regional supervision has the potential to reduce the effectiveness of preventive supervision, thus becoming an important note for managerial improvement.

The analysis also shows that work motivation has a significant impact on employee performance. This finding confirms the role of motivation as a primary determinant of individual performance in public organizations. Conceptually, these results support Goal-Setting Theory, which states that individuals with clear and meaningful work goals will demonstrate higher levels of effort and performance (Locke & Latham, 2002). Motivated employees tend to have stronger commitment, greater persistence, and a readiness to work beyond the minimum job requirements.

Furthermore, this study demonstrates that work motivation acts as a mediating variable in the relationship between leadership style, organizational culture, and supervision on employee performance. These findings suggest that the influence of organizational factors on performance is not entirely direct, but rather operates through psychological mechanisms such as increased work motivation. In other words, effective leadership, a strong organizational culture, and optimal supervision will result in better performance if they are able to first stimulate employee work motivation.

Empirically, these findings are consistent with Firdaus' (2024) research, which found that leadership style, organizational culture, and work discipline have both direct and indirect effects on performance through work motivation in the Jambi Provincial government. This alignment of results strengthens the external validity of the study and confirms that work motivation is a key variable in bridging managerial policies and civil servant performance achievements.

In the context of the Jambi Province Regional Human Resources Development Agency (BPKPD), the results of this study have important implications for human resource management. Differences in compensation systems across employee statuses, the complexity of cross-regional oversight, and variations in leadership practices have the potential to unevenly impact employee motivation and performance. Therefore, performance improvement strategies should not focus solely on structural and procedural aspects but also focus on strengthening psychological and cultural factors that support sustainable work motivation.

Overall, this discussion confirms that employee performance is the result of a dynamic interaction between leadership, organizational culture, supervision, and work motivation. The findings of this study strengthen the conceptual framework of HRM, which positions people as a strategic organizational asset, and provide an empirical basis for developing managerial policies that are more oriented toward improving employee motivation and performance in the public sector.

CONCLUSION

Based on the analysis and discussion, this study concludes that leadership style, organizational culture, and supervision significantly influence the work motivation of employees of the Jambi Province Regional Financial Management Agency (BPKPD). This finding confirms that organizational factors play a strategic role in shaping employees' internal

drive to perform optimally in the context of a public organization that manages regional finances. This study also proves that work motivation significantly influences employee performance, indicating that the level of apparatus performance is largely determined by the strength of an employee's internal motivation. Employees with high work motivation tend to demonstrate better performance, both in terms of quality, quantity, and timeliness of task completion. Furthermore, the results of the study indicate that work motivation acts as a mediating variable in the relationship between leadership style, organizational culture, and supervision on employee performance. This indicates that the influence of organizational factors on performance is not entirely direct, but rather works through increasing work motivation. Thus, the effectiveness of managerial policies and practices is highly dependent on their ability to build and maintain employee work motivation on an ongoing basis. Overall, this study confirms that improving employee performance in the public sector requires a holistic managerial approach, which focuses not only on structural and procedural aspects, but also on strengthening psychological and cultural factors within the organization.

Although this research was conducted systematically, there are several limitations that need to be considered. First, this study used a cross-sectional design, so data collection was conducted at a specific point in time. This condition limits the study's ability to capture the dynamics of changes in employee motivation and performance over the long term. Second, the data used in this study were entirely sourced from respondents' perceptions through questionnaires, thus potentially containing subjective biases, such as social desirability bias and differences in interpretation of questionnaire statements. Third, the scope of this study was limited to the BPKPD (Regional Development Planning Agency) of Jambi Province, so the results cannot be broadly generalized to other government agencies with different organizational characteristics and work cultures. Fourth, the variables studied were still limited to leadership style, organizational culture, supervision, work motivation, and employee performance. Other factors that could potentially influence employee performance, such as the compensation system, job satisfaction, competence, and workload, were not accommodated in this research model.

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