

# ANALYSIS OF THE EFFECT OF WORK MOTIVATION, LEADERSHIP STYLE, AND WORK FACILITIES ON EMPLOYEE PERFORMANCE AT THE TOBADAK DISTRICT OFFICE

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## ABSTRACT

This study investigates the influence of work motivation, leadership style, and workplace facilities on employee performance at Kantor Kecamatan Tobadak. The research employs quantitative methods, including regression analysis, to analyze data collected through questionnaires. The results reveal significant relationships between these variables and employee performance. Work motivation positively impacts employee commitment and effort, while effective leadership fosters a collaborative work environment. Adequate workplace facilities contribute to job satisfaction and productivity. The combined effect of these factors accounts for 39% of the variation in employee performance. These findings underline the importance of a motivated workforce, positive leadership practices, and conducive facilities for enhancing employee performance. Further research could consider additional factors that might influence performance outcomes.

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## 1. INTRODUCTION

In government organizations, human resources are the most important factor in achieving goals. Human resources are the main driving force in every activity of government agencies for the survival and death of a government agency. The management of government agencies must be able to pay attention to every condition of the personnel who work both individually and in groups. Every government agency must pay attention to the problem of low employee performance because employee performance affects the quality and quantity of government agencies. One of the reasons for the low performance of employees is the lack of motivation by government agencies. One form of motivation provided by government agencies for employees by providing appropriate and appropriate tasks and providing clear work discipline.

Employee performance is the level of work or achievement of a person from goals, tasks, or duties that must be achieved within a certain time limit according to their respective responsibilities. Motivation is a situation within a person who is responsible for his actions towards a certain goal. Therefore, motivation is one of the components that can help achieve maximum performance. In the absence of work motivation, a worker cannot perform tasks according to or exceeding standards because the drive to work is not fulfilled. Therefore, the positioning of an employee's expertise determines his capacity. The problem that occurs in employee performance decreases due to inadequate facilities (Suherman 2018: 5).

Leaders choose and use methods or actions to influence the thoughts, feelings, attitudes, and behaviors of their members or subordinates as leadership methods. Leadership style is the norm of other people's behavior, or you could say that leadership style is a pattern of behavior that shows a leader who continues to try to influence others. A leader understands the situation he faces and can adapt his leadership style to the situation, although this adjustment only lasts temporarily. All leaders have different characteristics, habits, character, and personality, which makes their behavior different from other leaders. Leaders are role models for their subordinates, even subordinates always follow the orders and directions of their leaders. Therefore, leaders must always set a good example to their subordinates, but not all orders must be obeyed, if the order is good then carry it out but if it is not good then try to leave or return to the right path. Leaders are responsible for ensuring that employees are satisfied with their jobs; workplace facilities also matter. If there are no adequate facilities, employees will feel bored and lack enthusiasm in performing their duties because they are not satisfied with their jobs. In other words, having adequate facilities will make employees feel comfortable in their workplace. Every sentence and preposition used to perform a particular task or activity is referred to as a work facility.

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more easily achieved. Institutions or businesses should provide comprehensive workspace facilities. The use of technology is the most important element in office work. Proper facilities will contribute significantly to the effectiveness of the office. Work facilities must also be improved to fulfill the function of the equipment, therefore it is not the equipment that provides satisfaction.

Based on observations, the motivation provided is still lacking, such as giving awards to employees who excel, and lack of motivation from coworkers in completing tasks. There are many solutions to performance problems. However, for the Tobadak sub-district office the root of the problem depends on how a leader treats and encourages employees. In encouraging employees to improve their competence. Meanwhile, employee motivation at the Tobadak sub-district office has not shown improvement. This is because employees at the Tobadak Sub-district office are less motivated than usual during organizational activities, this causes them to be somewhat dissatisfied with the achievement of organizational goals. This may be very detrimental to the way the organization works in achieving the objectives of the Tobadak Sub-district Office.

The quality of employee performance at the Tobadak Sub-district Office and a comfortable working environment will encourage employees to achieve the results expected by the company. Computers, office desks, parking lots, office buildings, and transportation are indicators of work facilities. Because the existence of work facilities that motivate and help employees complete office work quickly and precisely can encourage increased productivity. greatly affects the way the organization achieves its goals, namely to provide better service to the community, especially in terms of supervision and guidance on its needs. This needs serious attention from the leadership, because there are still problems in terms of employee performance, namely there are still many employees who do not arrive on time, there are still employees who are not in place during working hours, service is still slow, and there are still other complaints from the community. these descriptions cannot be separated from the influence of variables such as: motivation, work facilities and leadership pattern welfare.

#### **Literature Review**

One part of general management is human resource management, which includes aspects of planning, organizing, implementing, and controlling. The organization's overall strategic competition becomes the basis and strategy of human resources. For this reason, through effective human resource planning, it must be done by analyzing human resource needs in changing conditions, and developing activities that lead to meeting needs. According to Rivai (2014: 6) human resources are someone who is ready, and able to contribute to efforts to achieve organizational goals. "Human resource management is a strategic approach to skills, motivation, development, and resource organization management", Hamali (2018: 2). From the definition of the experts above, it can be concluded that human resource management is an effort to maximize human resources efficiently so as to achieve the vision and mission.

Performance, as explained by Wibowo (2014), includes the implementation of a plan that has been designed previously. This implementation process involves human resources who have the qualifications, competence, motivation, and interest in the end result. This performance concept measures the level of success of individuals and groups within a certain period of time. This performance evaluation refers to a number of predetermined work achievement criteria, goals, or standards to measure the extent to which these achievements are realized. In research conducted by Handayani (2019), there are five factors that have an influence on employee performance: First, the quantity factor shows the extent to which an employee is able to complete the assigned tasks by considering numbers, units, or other relevant parameters. Second, quality focuses on the level of perfection of the work done by employees, by comparing it with previously set standards. Third, timeliness refers to the ability of employees to complete tasks within a predetermined time limit. Fourth, attendance reflects employee discipline in attending on time according to schedule or even exceeding predetermined expectations. Fifth, capacity for cooperation describes the extent to which an employee is able to collaborate with other team members in completing tasks synergistically.

All these factors together form a picture of employee performance, reflecting the end result of the efforts and contributions made by individuals or groups in the work environment. According to Mangkunegara (2015: 67), performance is influenced by certain factors, including: First, the ability factor, which includes potential abilities based on IQ and actual abilities consisting of knowledge and skills. In this context, employees who have an IQ above average, education appropriate to their position, and skills skilled in daily work have a greater chance of achieving the expected performance. Therefore, the placement of employees in roles that match their expertise is very important. Second, motivational factors, where employees' attitudes towards their work environment become a source of motivation to achieve company goals. This motivation encourages them to give more effort and achieve better

performance, because they feel connected to the organization's goals and get satisfaction from the results of their work. Motivation comes from the Latin word *movere* which means drive or move, all human behavior is usually based on motivation or encouragement in many ways that cause them to behave this way. In management, motivation is what causes all members of the organization to work in completing work according to the motives or goals of the organization or company to be achieved. According to Kartika (2012: 102) the definition of motivation is the whole process of providing work motives to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently and economically. Meanwhile, according to Roesyadi (2012: 24) suggests that motivation is often interpreted as encouragement. This encouragement or energy is a mental and physical movement to do so that motivation is a driving force that moves humans to behave in their actions that have a certain purpose, as for motivation as a condition where a person's effort and willpower are directed towards achieving certain results or goals.

Motivation is increasingly important because managers distribute work to their subordinates to be done properly and integrated into the specified goals, (Kartika 2012: 49). Every activity carried out by a person is driven by a force from within a person, this driving force is called motivation, (Mas'ud 2009: 56). According to Robbins (2013: 73) motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. The inner or psychological atmosphere of a worker as an individual in an organizational society or company that is his work environment, has a very large influence on the implementation of his work. Motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the company's business goals. According to Mas'ud (2009: 63), motivation is a condition in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals.

The motivation that exists in a person will manifest a behavior directed at the goal of achieving satisfaction goals. Work motivation is something that creates a desire for a person or worker, both from within himself and from outside to carry out work or activities with a sense of responsibility in order to achieve the desired goals. So, motivation is not something that can be observed but is something that can be inferred because of something that appears. Based on the understanding of motivation from several opinions above, motivation is a driving factor that can create employee morale to achieve organizational goals. Thus, motivated people will make greater efforts than those who are not. Agencies or organizations not only expect capable, capable, and skilled employees, but most importantly want to work hard and want to achieve maximum work results, the ability and skills of employees are meaningless to the company if they do not want to work hard. In order for management activities to run well, the organization must have knowledgeable and highly skilled employees and efforts to manage the agency as optimally as possible so that employee performance increases.

Work motivation is a driving factor that arises both from within individuals and from outside themselves, which encourages them to carry out activities or actions. The concept of work motivation involves two main dimensions, namely internal and external dimensions, which reflect the sources of motivation that come from within the individual and the influence of the external environment. Individuals demonstrate work motivation through these two dimensions, and specific indicators are used to measure the extent to which a person meets the demands of the job. Uno (2010:73) outlines the two main dimensions of work motivation and their associated indicators: The internal motivation dimension, with indicators: Responsibility in completing work tasks. Achievement of tasks by reaching predetermined targets. Presence of clear and motivating goals. Personal satisfaction when doing work. Passion to outperform the performance of other individuals. Focus on achievement in work. External motivation dimension, with indicators: Motivation to fulfill life and work needs. Satisfaction from praise or recognition for work results. Work in the hope of getting incentives or rewards. Work in the hope of getting attention from coworkers and superiors. Through observation of these two dimensions and related indicators, we can measure the level of individual work motivation in carrying out the tasks he faces as an employee.

According to Zainal et al. (2017: 42), there are several descriptions of leadership styles. "Leadership style comes from the words leadership and leader. The leader is himself, and it is his duty. In an organizational context, leadership can be defined as the process of encouraging a number of people to work together to achieve certain goals". According to Hasibuan (2016: 117), "leadership style is a method used by a leader to influence his employees, so that they want to work together and work productively to achieve organizational goals. This definition emphasizes that leadership styles can work together to

achieve an organizational goal that is maximally possible and has good responsibility". Thus it can be synthesized that leadership style is a consistent pattern of behavior played by leaders when influencing others. Leadership style is the norm and behavior of the dreamer in order to influence employees. According to Busro (2018: 226) states that "leadership style is a consistent pattern of behavior that we show and is known by others when we try to influence the activities of others. The sentence above gives the meaning of leadership style is the behavior of a leader that is consistent and aimed at influencing all employee activities". By considering the definitions of leadership style mentioned above, it can be concluded that leadership style is a consistent behavioral habit aimed by a leader and known by others in an effort to influence the behavior and activities of others in accordance with their views.

According to Terry cited in Suwatno & Priansa (2016:156), there are six different types of leadership styles: First, Personal Leadership, where leaders build close personal relationships with their subordinates, creating strong personal bonds. Second, Non-Personal Leadership, where limited communication between leaders and subordinates results in minimal interaction between the two. Third, Authoritarian Leadership, where the leader carefully and structurally directs subordinates. This often involves control and sometimes coercion. Fourth, Paternal Leadership, where the leader treats subordinates like children, taking over many decisions and responsibilities. Fifth, Democratic Leadership, where the leader involves his subordinates in decision-making through deliberation. This approach rewards the opinions of subordinates and encourages a sense of responsibility. Sixth, Talent Leadership (Indigenous), where the leader has a natural talent for leading and inspiring his subordinates. In this style, subordinates are happy to follow the leader's direction. Each leadership style has a different influence on team dynamics and how goals are achieved, providing a unique approach to managing and motivating teams.

"Facilities are everything that is occupied and interested by employees both in direct relation to work and for the smooth running of the work of an employee cannot do the work assigned to him without being accompanied by work tools, work facilities are everything in the form of facilities or tools used to facilitate activities in the company, so that employees in the company can carry out their work properly" (Thomas, 2017: 2). According to (Sitompul, 2018: 32) "Work facilities are a means of supporting the company's physical activities and are used in the normal activities of the company, have a relatively fixed period of usefulness and provide benefits in the future. So it can be concluded that facilities are everything in the form of facilities and tools used to facilitate the work of employees in carrying out their duties ". According to Nirvana (2014:47), several factors influence facilities, including facility design, functionality value, aesthetic aspects, favorable conditions, and supporting equipment. Mudie and Cottam as mentioned in Tjiptono (2011: 139-140), also identify a number of factors that affect facilities.

These include space layout planning, space arrangement, the presence of equipment or furniture, lighting, use of color, and messages expressed in graphic form. Moenir (2016: 120) suggests the following indicators of work facilities: First, Work Tools (Office furniture), is an important element needed in carrying out tasks. Types of tasks can be grouped into managerial and operational. Labor arrangements are based on laws that regulate the participation of those who have the competence and willingness to carry out responsibilities. All materials or objects used in the production process are considered operational inputs. Second, Work Essentials (Work Support), refers to tools or objects created to make tasks more efficient, not in a complicated or deliberate way. Third, Social Facilities, refers to the social facilities and functions used by employees, such as messes, dormitories for bachelor employees, office houses, canteens, and transportation. Using these indicators, work facilities can be managed and improved to support smooth and efficient execution of tasks and activities in the work environment.

## 2. METHOD

This research was conducted at the Tobadak District Office in West Sulawesi. The types of data required are quantitative and qualitative data. Primary data was obtained through questionnaires and direct interviews with respondents, while secondary data was obtained from related documents. The study population included 33 people (12 employees and 21 contract workers) in the office. The collected data will be processed and analyzed using various techniques. Validity tests were conducted to ensure the questionnaire was valid, while reliability tests measured the reliability of the data. Multiple linear regression analysis was used to see the effect of the independent variables on the dependent variable. The t-test and F-test are conducted to test the influence of variables individually and jointly. The coefficient of determination (R<sup>2</sup>) will measure how well the model explains the dependent variable. The results will be interpreted using the operational definitions given to the research variables. All these steps aim to get accurate and objective results from this research.

### 3. RESULT AND DISCUSSION

The data analysis process in this study was carried out using IBM SPSS (Statistical Package for Social Science) software version 24. The following is an explanation of the results of data processing through multiple linear regression equations in this study:

**Table 1 - Hypothesis Testing Result**

Variable	Beta	T Value	Significant
Constant	15.856	1.981	.057
Work Motivation	.414	3.595	.001
Leadership Style	.528	3.392	.002
Work Facilities	.422	2.347	.026
F Square		6.149	.002 <sup>b</sup>
R Square		.389	

Based on the results of data testing, it can be seen that the tcount value (3.595) is greater than the ttable value (2.045) at the 0.05 significance level. In addition, the significance value obtained (0.001) is also smaller than 0.05. This indicates that the work motivation variable has a significant influence on employee performance at the Tobadak District Office. Work motivation is defined as the physical and mental effort made to complete a particular task. In this context, "work motivation" refers to how to motivate employees to give maximum effort and unleash their full potential in achieving organizational goals. The theory relevant to these findings is motivation theory, specifically motivator theory. This theory suggests that positive satisfaction and encouragement gained from work can be a factor that encourages employees to have good performance. For example, if supervisors are able to provide good motivation to their employees, this can have a positive impact on their performance. Positive motivation can encourage employees to work with passion and dedication, making organizational goals easier to achieve. Conversely, if motivation is lacking, employee performance may suffer. Thus, it is important for management at the Tobadak Sub-district Office to understand the importance of motivating employees properly. Encouragement, recognition, and development opportunities provided to employees can play an important role in maintaining and improving their performance. The positive relationship between work motivation and employee performance also suggests that investing in improving employee motivation can have a significant impact on overall organizational success.

Based on the results of the analysis, we see that the tcount value (3.392) is greater than the ttable value (2.045) at the 0.05 significance level. In addition, the significance value of t (0.002) is also lower than the threshold value of 0.05. These results indicate that the leadership style variable has a significant influence on employee performance at the Tobadak District Office. Leadership style refers to the way in which a leader interacts and influences his subordinates to achieve organizational goals. This leadership style involves the process and efforts made by the leader to guide, inspire, and direct his subordinates. This factor also relates to the dynamics of the work environment, including relationships between coworkers, superiors, and subordinates. A good leadership style can have a positive impact on employee performance. Leaders who are able to lead well can create a positive and productive work environment. With good relationships between leaders and subordinates, as well as between coworkers, communication becomes smoother, collaboration increases, and teams can work effectively together. In addition, leaders who are able to understand and support the needs and potential of their subordinates will encourage their motivation. Effective leadership also includes the ability to provide clear direction, overcome challenges, and provide support in the face of difficult situations. In the context of the Tobadak Sub-district Office, a good leadership style can be a determining factor in achieving organizational goals and improving employee performance. Leaders who are able to guide and motivate employees well will create a positive and collaborative work environment. Conversely, an ineffective leadership style can hamper productivity and hinder the achievement of organizational goals. In this case, it is important for management in the Tobadak Sub-district Office to understand the importance of developing an effective leadership style. Through leadership training and development, leaders can gain the skills and knowledge necessary to manage teams well, motivate employees, and direct efforts towards overall organizational success.

The analysis results show that the t-count value (2.347) is greater than the t-table value (2.045) at the 0.05 significance level. In addition, the significance value of t (0.026) is also lower than the threshold value of 0.05. This indicates that the work facility variable has a significant influence on employee performance at the Tobadak District Office. Work facilities play an important role in the implementation of operations in every organization, including the Tobadak Sub-district Office. Adequate facilities can provide support and convenience in carrying out daily tasks. The quality of work facilities can affect the

productivity, efficiency and quality of work of employees. If work facilities are provided properly, employees will have a supportive environment to work in. Adequate facilities, such as complete work tools, comfortable workspace, and well-functioning infrastructure, will assist employees in completing tasks better, more efficiently, and accurately. With adequate facilities, employees will feel more confident and have higher motivation to achieve good results. Conversely, if work facilities are inadequate, this can hinder employee performance. Poor or inadequate facilities can cause employees difficulty in carrying out their tasks. This can create frustration, lack of enthusiasm, and even a decrease in employee confidence. Inadequate facilities can also affect employee welfare and comfort at work. Therefore, management at the Tobadak Sub-district Office needs to pay attention to the importance of providing adequate work facilities for employees. Investment in good facilities can provide positive results in the form of improved employee performance and productivity. By providing adequate facilities, organizations will also create a positive work environment, where employees feel valued and supported in carrying out their tasks.

Based on the test results contained in the table above, the independent variables, namely work motivation (X1), leadership style (X2), and work facilities (X3), have a significant influence on employee performance (Y). The significance value found is 0.002, which is smaller than the significance threshold value of 0.05. In addition, the Fcount value (6.149) is also greater than the Ftable value (3.32). Therefore, it can be concluded that the proposed hypothesis is acceptable. This shows that together, the variables of work motivation, leadership style, and work facilities have a significant influence on employee performance at the Tobadak District Office. These results support the idea that these three factors have an important role in achieving organizational goals and supporting employees' activities. Work motivation influences the extent to which an employee is willing to expend extra effort and his or her best ability in performing his or her tasks. Leadership style plays an important role in shaping work culture and motivating subordinates to excel. Adequate work facilities create an environment that supports employee productivity and comfort. With these results, it is important for the management of Tobadak Sub-district Office to pay attention and manage these variables properly. Increasing work motivation, adopting an effective leadership style, and providing adequate work facilities can help improve overall employee performance. Measures to increase motivation, reinforce good leadership styles, and improve work facilities should be considered to create a productive, efficient, and motivating work environment for employees.

Based on the results of the table output presented, it can be seen that the R Square value (coefficient of determination) is 0.389 or equivalent to 39%. This coefficient of determination illustrates the extent to which variability or variation in the dependent variable (employee performance) can be explained by the combination of independent variables included in the model (work motivation, leadership style, and work facilities). This means that about 39% of the variation in employee performance at the Tobadak Sub-district Office can be explained by the joint influence of work motivation, leadership style, and work facilities. Although this percentage shows that the independent variables successfully explain most of the variation in employee performance, there is another 61% of the variation that has not been explained by these variables. Other variables not included in this research model or other factors that can affect employee performance may also have an important role in explaining the remaining variation. Therefore, although 39% is a significant contribution, the management of the Tobadak Sub-district Office should still pay attention to other factors that may also affect employee performance. In addition, making efforts to improve the variables identified in the study (work motivation, leadership style, and work facilities) may help increase the percentage of explainable variability in employee performance in the future.

#### 4. CONCLUSION

In conclusion, the findings of the study provide valuable insights into the factors influencing employee performance at Kantor Kecamatan Tobadak. The research examined the impact of three key variables: work motivation, leadership style, and workplace facilities, on employee performance. The results of the statistical analysis revealed significant relationships between these variables and employee performance. Firstly, the study demonstrated that work motivation plays a crucial role in influencing employee performance. When employees are motivated, they are more likely to put in extra effort, demonstrate higher commitment, and strive to achieve the goals of the organization. This aligns with theories that posit motivation as a key driver of employee engagement and productivity. Organizations that prioritize fostering a motivated workforce are likely to experience improved overall performance. Secondly, the study highlighted the importance of leadership style in shaping employee performance. A positive leadership style that emphasizes guidance, support, and effective communication can create a

conducive work environment. Such an environment encourages employees to work collaboratively and efficiently, contributing to enhanced performance outcomes. Effective leaders have the potential to inspire and guide their teams towards achieving organizational objectives. Additionally, the study underscored the significant impact of workplace facilities on employee performance. Adequate and well-maintained facilities create a comfortable and efficient work environment. When employees have the necessary tools and resources to perform their tasks effectively, their job satisfaction increases, which in turn positively influences their performance. Subpar facilities, on the other hand, may lead to frustration and hinder productivity. Collectively, the findings suggest that a combination of motivated employees, effective leadership, and supportive workplace facilities can substantially enhance employee performance. Organizations seeking to improve performance should consider implementing strategies to boost employee motivation, foster positive leadership practices, and provide optimal working conditions. However, it is essential to acknowledge that while the study provides valuable insights, there may be other factors beyond the scope of this research that can also influence employee performance. Therefore, future studies could explore additional variables to gain a more comprehensive understanding of the dynamics affecting employee performance in various contexts.

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