

# ANALYZING THE IMPACT OF COMPENSATION AND LEADERSHIP ON EMPLOYEE PRODUCTIVITY AT CV RAJAWALI MAMASA

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## ABSTRACT

This research, conducted at CV. Rajawali Mamasa, aimed to investigate the impact of compensation and leadership styles on employee productivity. The study utilized both primary and secondary data sources, including surveys and direct observations. The findings reveal significant positive effects of compensation and leadership on employee productivity. Specifically, adequate compensation, including salaries, allowances, and incentives, was found to boost employee performance. Moreover, effective leadership styles, such as authoritative, democratic, and participative leadership, were shown to motivate employees to work more efficiently.

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## 1. INTRODUCTION

One of the important assets owned by a company is human resources, which are considered as the party that determines whether or not the company realizes its goals. A company is considered good if it is able to control and manage all the resources in it well. This is certainly something that is quite challenging for management to manage its human resources so that they are willing to work together to achieve the company's vision and mission. One of the things that is still an obstacle for a company is the work productivity of its employees which is still not optimal so that the target cannot be achieved.

CV Rajawali Mamasa is the only mineral water factory in Mamasa Regency, where this factory takes a big part in meeting the needs of the community, especially in Mamasa Regency. The purpose of this factory is none other than to complement the needs of the community as well as possible. Therefore, along with the passage of time for the needs of the community, reliable employees are needed in order to achieve the desired goals. However, in reality, the current employees of CV. Rajawali Mamasa actually feel uncomfortable. This is caused by unequal compensation compensation, and leadership that tends to be delegative but less structured, so that employee productivity has not been fully achieved effectively and efficiently. Riyanto in Elbandiansyah (2019) states that, "Technically, productivity is considered as a comparison of the results that can be obtained (output) against all the resources needed (input)". Broadly speaking, the meaning of productivity is the comparison of the results obtained against the role of employees in a certain period of time. In connection with this opinion, researchers can draw conclusions if the mental behavior of the workforce that describes their ability to carry out their duties and the results achieved through the utilization of existing resources is referred to as productivity. Then, Hasibuan (2019) also argues that, "Compensation is all income in the form of money, direct or indirect goods received by labor as a form of reward for contributions / services to the company". Meanwhile, Sutikno (2014) states, "Leadership is a mechanism in influencing all activities of a group of people organized in an effort to realize organizational goals".

The author is interested in studying this issue because the main thing related to employee productivity is work productivity. As according to Mulyono (2015) that, "Productivity does not lie in the methods and systems in management, but in a comprehensive matter which is related to the governance of government assets, labor unions and social organizations that have different purposes so that the objectives in improving employee productivity are also different". Productivity is related to the way or culture of employees at work or in other words a good work ethic and it certainly comes from good

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leadership. Therefore, leaders must have a special method or style to manage their employees, even though employee involvement in work is still minimal but must be endeavored to remain effective, especially in productivity in accordance with their abilities and company regulations.

The productivity of each employee can actually be seen from the workload given and the work targets set by the company. In addition, the involvement of leaders as role models for their employees is also needed. This study intends to look at the relationship between work productivity achieved and the leadership style used. Keep in mind that, employee productivity can be improved if the compensation received in accordance with the provisions of the existing company, thus will give birth to encouragement or enthusiasm within the employee to work better because in addition to obtaining a basic salary, employees also get the opportunity to obtain additional salary in the form of bonuses and so on. Things like this are often not thought of by leaders in the company in an effort to increase employee productivity where compensation is considered a very effective thing to increase employee productivity at work. In connection with this, the author wants to conduct research from the description above which indicates that compensation and leadership are able to affect employee productivity in the company, so the author raises the research title "The Effect of Compensation and Leadership on Employee Productivity at CV. Rajawali Mamasa".

### **Literature Review**

In general, productivity means a linkage of input factors such as employees, raw materials and capital with output factors such as goods or services. Inputs in this case are often limited to labor, then outputs are only measured through something physical. Productivity has various definitions as stated by Hasibuan (2019) that, "The comparison of something that is owned either individually or in groups within the company is referred to as work productivity". Then, Tohardi in Sutrisno (2017) states, "Productivity is also referred to as a mental attitude where a mental attitude that often evaluates or improves everything that is obtained, with the belief that if a person can carry out his duties better than what is done today and in the past and can be even better in the future". According to Busro (2018), "Productivity is the ratio of results (output) to input resources (input). If productivity increases, the efficiency at work also increases and the work mechanism and employee skills also increase. Meanwhile, according to Hanaysha (2016), "The ability of labor to achieve certain jobs based on standards, capital costs and speed so that the work of the employees is carried out in a timely manner. based on standards, cost capital and speed so that the use of labor can be effective and efficient in a company is important in increasing the overall effective and efficient activities". According to Ruauw et al (2015), "If employees are able to carry out their duties productively, the company is considered successful in achieving its goals.

An employee must have an optimistic behavior and attitude that comes from the belief that the day to come will be better than today and must be based on competencies and abilities supported by high training ". Then according to Goal (2014), "Employee work productivity is the work performance obtained in the environment where he works". Productivity is a measure to see how far employees are able to do and complete their duties in accordance with the quality and targets set by the company. Kussrianto in Sutrisno (2017) states, "work productivity is a comparison of the results obtained against employee contributions in a certain period of time, the contribution referred to in this case is the efficient and effective utilization of available resources". According to Sinungan in Busro (2018), "The ability of an individual or group of individuals to create a product either goods or services in a certain period of time that has been determined based on a planned work program is referred to as work productivity". In connection with this, the author argues that the ability in question is physical ability and skills such as proficiency in completing their duties. Law of the Republic of Indonesia No. 13 of 2003 concerning manpower Article 29 increased productivity as referred to in paragraph (2) is implemented from: (1) developing a productive culture, (2) work ethic, (3) technology, (4) efficiency in economic activity, in the realization of national productivity. In an organization, increasing employee productivity can be done through giving attention and improvement to aspects that can affect productivity. If these aspects are improved, work productivity will also increase. According to Ravianto in research conducted by Yniarsih

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in 2011, there are several factors that have a significant influence on employee work productivity. These factors include education, skills, discipline, motivation, work ethic, salary, health, technology, management, and achievement opportunities. Education plays an important role in improving productivity, as highly educated employees tend to have a better understanding of the importance of productivity in the organization. Skills are also highly relevant, as the abilities and proficiency possessed by employees will affect how effective they are in carrying out their tasks. Work discipline is another crucial aspect. The level of employee discipline is directly related to the resulting performance. Employees who have a high level of discipline tend to be more responsible for their work. In addition, opportunities for achievement also play an important role. Employees who feel supported in their career development and abilities will be more motivated to increase productivity. This can be achieved through promotions, training, and employee involvement in the company. Taken together, these factors interact and contribute to employee productivity. The more a company is able to manage these factors well, the higher productivity can be achieved in the organization.

Employee productivity is a key factor in the success of a company because it affects the effectiveness and efficiency of the tasks performed. Some indicators used to measure work productivity include ability, improvement of results, work enthusiasm, self-development, quantity and quality of work, punctuality, and employee absenteeism. The ability of employees to carry out tasks is influenced by their professional skills and attitudes. Improved results reflect efforts to achieve better results than before. Work morale is reflected in work ethic and results produced. Self-development is important in facing future challenges and opportunities. Quantity and quality of work involve company standards and rules. Punctuality refers to the efficient use of time, while employee absenteeism directly affects productivity as high absenteeism can hinder the achievement of production targets. All of these indicators play an important role in measuring and improving employee productivity. Increased productivity provides several important benefits. First, income and social security increase, which in turn increases purchasing power for products and daily needs. Second, employees feel recognized and more motivated, increasing the desire to excel. Third, general motivation increases, encouraging better achievement. Fourth, high levels of productivity reflect economic efficiency, both in the context of countries and individuals. All these benefits promote growth and progress.

Compensation is a term related to a reward in the form of money or goods given to parties or members of the organization. Handoko in Septawan (2014), "Compensation is the whole that is obtained by labor as a form of return for services for their work in the organization". Generally, the type of compensation is financial due to the monetary expenditure of a company. compensation can be directly or indirectly in the form of goods or non-monetary. Salary is a form of compensation in the form of money where a certain amount of money is paid to the workforce while compensation in kind is a salary paid in kind. Flippo (Principle of Personal Management) states that compensation is the price for services obtained or provided by other parties for the needs of other people or a legal institution. Compensation is all income in the form of money or goods obtained by employees as a form of reward from the company where they work. The amount of compensation has been arranged and notified in advance to employees so that employees already know the amount they will receive. Compensation is used by employees and their families to fulfill their daily needs. In addition, the amount of compensation illustrates the status and position of a person in the company. If the status and fulfillment of needs become more and more, ultimately job satisfaction will be higher. This reflects how important compensation is for employees. Compensation has several main purposes. First, to fulfill employees' daily economic needs, such as salaries and other benefits. Second, to increase work productivity, so a good compensation system can encourage employees to work more productively. Third, high compensation can reflect the company's success, because it is usually related to the company's large revenue. Fourth, compensation can create a sense of fairness and balance if it is adjusted to the requirements that must be met by employees. In conclusion, compensation is a reward for employee contributions in achieving company goals.

Compensation in organizations can be grouped into several dimensions according to Suparyadi (2015). First, there is salary, which is a fixed payment given to employees in return for their responsibilities and length of service. Salaries can vary based on work experience. Second, there are wages, which are given based on the hours worked or production produced by employees. These wages often change depending on productivity and overtime worked. Third, allowances are a form of compensation to reward the sacrifices of employees who have a greater workload, whether in terms of energy, thought, or psychology. These allowances can be of various types, such as position, functional, or family allowances. Fourth, there are incentives, which are financial compensation given to employees who achieve or exceed set performance standards. Incentives are also given to employees who work in risky conditions, such as in the health sector. Indicators to measure good compensation for employees can be divided into several aspects. First, salary is a monetary reward given periodically to employees, showing appreciation for their contribution in achieving company goals. This salary is given even if the employee is absent from work. Secondly, overtime pay refers to the compensation given to employees who work overtime, beyond the working time stipulated in the regulations. It is important to organize overtime properly so as not to cause losses to the company, as the cost of overtime can be greater than the cost of regular work. Third, incentives are payments that are linked to employee performance and serve as profit sharing as a form of reward for the productivity improvements and budget savings they have achieved. This encourages employees to work better for the success of the company. Compensation can be divided into three main types. First, there is direct financial compensation, which includes salaries, wages, incentives, and profit sharing. This type is a monetary reward given to employees.

Secondly, indirect financial compensation includes health insurance, life insurance, annual leave, and facilities such as official vehicles. These are forms of protection and benefits provided to employees beyond the basic salary. Third, non-financial compensation includes interesting tasks or responsibilities, a comfortable work environment, healthy rules, and pleasant coworkers. This type does not involve money, but focuses on non-material aspects that affect employee job satisfaction. There are several factors that influence the determination of employee compensation. Internal organizational factors include organizational funds, which depend on employee performance, and the influence of trade unions in determining compensation. Employees' personal factors include their work performance which affects the amount of compensation, and their job title and position in the organizational hierarchy which also has an impact on compensation. Employee education and experience also play an important role in determining compensation, with more experienced and more educated employees tending to receive greater compensation. The nature and type of work is also influential, where field work and technical work can carry different compensation. External factors include the labor market, where the demand and supply of labor affect the amount of compensation.

The cost of living is also taken into account, as compensation must cover the minimum cost of living. Government policies, such as the minimum wage, also play a role in determining compensation. Finally, the national economic situation affects the amount of compensation, with developed countries tending to provide higher compensation than developing or poor countries. All of these factors have an impact on determining fair and appropriate compensation. Siagian (in Septawan, 2014) outlines important steps in developing a compensation system. First, it is necessary to analyze the job by compiling a description of the position and related tasks, as well as setting job standards in the company. Secondly, job assessment should be done by ranking the different types of jobs, determining the value for each job, and calculating points or values for each type of job. The third step is to conduct a survey to see the various compensation systems used by similar organizations, including government organizations involved in human resource management. Fourth, the price or amount of compensation for each job is determined by comparing the value of the job in the company with the prevailing value in the job market. Finally, direct financial compensation includes base pay such as salary or wages, merit pay, incentives such as bonuses and commissions, and deferred payments such as savings and stock. All these steps are important in developing a fair and effective compensation system.

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According to Gill, "Leadership is the ability to influence the leader to be able to direct his subordinates to be obedient, respectful, loyal, and can easily cooperate". While Thoha said, "The mechanism in influencing others so that they can be arranged and directed in realizing certain goals is called leadership". From these opinions it can be concluded that when someone begins to have the desire to influence others, then at that time leadership has also begun. In general, leadership can be interpreted as an ability to obtain a position or position as a leader in order to influence its members, especially subordinates, to work and think with positive thinking in order to contribute high performance to the company. In connection with this description, the author concludes that leadership is considered as a person's ability to organize and mobilize individuals and groups of individuals in an effort to achieve previously planned goals through activities to influence behavior and provide a number of directions and orders and guidance to its members.

In the concept of leadership presented by Hasibuan (2019), there are three main dimensions. First, is authoritarian leadership which is often considered as a leader who acts as the main ruler in the organization. Second, there is delegative leadership where the leader rarely gives directions or makes decisions, as he or she trusts the members of the organization to solve problems by themselves. Lastly, there is participative leadership which involves subordinates in decision-making, creating strong cooperation between the leader and the members of the organization. The leadership function involves a number of actions that a leader must perform in directing and influencing his subordinates. First, the instruction function involves one-way communication where the leader gives orders that must be followed. Second, the consultation function involves two-way communication, where the leader gathers the opinions of his subordinates before making a decision. Third, the participation function involves the active role of subordinates in decision-making and task execution, but always under the control of the leader. Fourth, the delegation function is when the leader gives authority and decisions to subordinates with or without approval. Finally, the control function involves the leader's ability to organize and control the activities of his subordinates, so that common goals can be achieved effectively. All of these are part of the duties of a leader. In the leadership mechanism, many aspects influence the leadership style applied in the organization.

These dynamics vary greatly due to various factors such as the background, experience, values, and expectations of the leader as well as the influence of employee characteristics, expectations, and attitudes. In addition, factors such as company tasks and rules, as well as coworkers' expectations and attitudes, also have an impact on the leadership style adopted by a leader. All these elements are interrelated and influence how a leader leads in an organization. Terry suggests several requirements that a leader must have. First, leaders must have both physical and mental strength. Second, they need to have emotional balance to deal with various situations. Third, knowledge of human relations is very important. Fourth, a strong intrinsic drive or motivation must exist within the leader. Fifth, good communication skills are needed to build effective cooperation. Sixth, they must have the ability to teach and provide guidance to subordinates. Seventh, the ability to get along and adapt to subordinates is very important. Finally, technical skills in managing the company must also be possessed by a leader, because they have an important role in organizing and moving the company in a better direction. All of these requirements are things that a leader must have. Leadership style is the way a leader influences and provides direction to his subordinates to achieve goals.

Nawawi describes leadership as a method to influence the feelings, thoughts, and attitudes of his team members. Kartono emphasizes that leadership style is a combination of traits, emotions, and personal characteristics that distinguish a leader from others in their interactions. Sundriamunawar identified three main leadership styles. First, the autocratic style, in which the leader makes decisions independently and orders his subordinates firmly. Second, the participative or democratic style, in which the leader shares decision-making responsibilities with members, assigns responsibility to the group, and uses criticism and praise. Third, the free-control style, in which the leader assigns tasks to team members and lets them determine the techniques to be used to achieve goals. This style is effective in highly

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motivated professional environments. All leadership styles have different characteristics and approaches to leading and motivating teams.

## 2. METHOD

This research focuses on CV Rajawali Mamasa, a company located in Tamalantik Village, Tanduk Kalua District, Mamasa Regency. In an effort to compile this thesis, collecting relevant data is a crucial first step. There are two main data sources used in this research: First, Primary Data, which refers to data obtained directly by researchers from relevant sources. In this case, the primary data collection method includes interviews with relevant resource persons and distributing questionnaires to research respondents, who are active employees at CV Rajawali Mamasa. Second, is Secondary Data, which is data obtained by researchers indirectly, usually from existing first sources. This data includes information from books, previous research, articles, and other secondary sources relevant to the research topic. The population of this study were all employees who worked at CV Rajawali Mamasa, totaling 81 people. The sample used in this study was also 81 people, with the total sampling method, which means that the entire population was sampled. In collecting data, several techniques were used, including a questionnaire with a Likert scale which has five levels of answers. In addition, data collection was also carried out through direct observation of conditions at CV. Rajawali Mamasa and by collecting relevant data through documents, notes, and transcriptions. Furthermore, in the data processing and analysis stage, validity and reliability tests were conducted on the questionnaire. The validity test is conducted to assess the extent to which the questionnaire can measure what should be measured, while the reliability test is to measure the extent to which the questionnaire is reliable. Data analysis was conducted using multiple linear regression to test the research hypothesis. This allowed to see the relationship between the variables Employee Productivity (Y), Compensation (X1), and Leadership (X2). There is also a t-test to assess the effect of each independent variable (X1 and X2) individually on the dependent variable (Y), as well as an F-test to assess the joint effect of the two independent variables on the dependent variable. In this study, the variables studied were Employee Productivity (Y), Compensation (X1), and Leadership (X2). Employee Productivity is measured based on the ability, work results, and work enthusiasm of employees. Compensation includes salary, benefits, and other incentives. Leadership refers to various leadership styles, including authoritarian, delegative, and participative. All of these operational definitions are used as guidelines in data collection and analysis in this study.

## 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	23.426	6.431	.000
Compensation	.266	3.251	.002
Leadership	.148	2.124	.037
F Square		9.140	.000 <sup>b</sup>

The results of your statistical analysis show that the compensation variable (X1) has a positive and significant effect on employee productivity at CV. Rajawali Mamasa. This can be interpreted as follows: The value of tcount and ttable: The tcount value of 3.251 is greater than the ttable value of 1.990. This means that the compensation variable has a significant effect on employee productivity. The t-test value exceeding the t-table value indicates that the difference between the group receiving high compensation and the group receiving low compensation is not just due to chance, but has a statistically significant meaning. Significance value: The significance value of 0.002 is less than the commonly used significance level (0.05). This indicates that there is strong evidence to support your first hypothesis, which is that

compensation has a positive effect on employee productivity. The low significance value indicates that the relationship between the compensation variable and employee productivity does not occur by chance. Thus, this result supports your first hypothesis which states that compensation has a positive effect on employee productivity at CV. Rajawali Mamasa. In a practical context, this could mean that employees who receive better or higher compensation tend to have higher levels of productivity in their work.

The results of your statistical analysis show that the leadership variable (X2) has a positive and significant influence on employee productivity at CV. Rajawali Mamasa. The following is a discussion related to these results: The tcount and ttable values: The tcount value of 2.124 is greater than the ttable value of 1.990. This indicates that the leadership variable has a significant influence on employee productivity. As in the previous case, the tcount value exceeding the ttable value indicates that the difference in the leadership variable is not just a coincidence but has a statistically significant meaning. Significance value: The significance value of 0.037 is less than the commonly used significance level (0.05). This suggests that there is strong evidence in favor of your second hypothesis, which is that leadership has a positive effect on employee productivity. The low significance value indicates that the relationship between the leadership variable and employee productivity does not occur by chance. Thus, this result supports your second hypothesis which states that leadership has a positive effect on employee productivity at CV. Rajawali Mamasa. This suggests that good leadership roles and styles can increase employee productivity in organizations.

The results of your statistical analysis show that all independent variables, namely compensation (X1) and leadership (X2), jointly affect employee productivity at CV Rajawali Mamasa. The following is a discussion related to these results: The value of fcount and ftable: The fcount value of 9.140 is greater than the ftable value of 3.11. This indicates that there is a statistically significant effect of the combined compensation and leadership variables on employee productivity. In other words, these variables not only have an effect individually, but also have an effect when combined. Significance value: The significance value of 0.000 is less than the commonly used significance level (0.05). This indicates that there is strong evidence to support your third hypothesis, which is that compensation and leadership have a simultaneous effect on employee productivity. The very low significance value confirms that this relationship does not occur by chance. Thus, this result shows that both compensation (X1) and leadership (X2), when combined, have a positive and significant impact on employee productivity at CV. Rajawali Mamasa. This is an important finding as it shows that the importance of an effective combination of decent compensation and good leadership in improving employee productivity.

#### 4. CONCLUSION

Based on the results of the analysis that has been carried out, several important conclusions can be drawn regarding the effect of compensation and leadership on employee productivity at CV. Rajawali Mamasa: Compensation has a positive effect: The results of statistical analysis show that compensation (X1) has a positive and significant effect on employee productivity. This indicates that when employees receive adequate compensation, including salary, benefits, and incentives, they tend to be more productive in their work. Leadership has a positive effect: The analysis also shows that leadership (X2) has a positive and significant effect on employee productivity. This indicates that a good leadership style, which includes aspects such as authoritative, democratic, and participative, can motivate employees to work more efficiently. Joint effect: In addition, the simultaneous analysis results show that the combination of compensation and leadership together has a positive and significant influence on employee productivity. This emphasizes the importance of organizations in managing these two aspects in a balanced manner to achieve optimal productivity. In this context, CV. Rajawali Mamasa is advised to consider better compensation strategies and develop effective leadership. Improving employee compensation and paying attention to leadership styles that suit individual needs can improve productivity and overall organizational performance. This conclusion provides a clear view of the

importance of understanding and managing these factors in the context of human resource development and productivity improvement in an organization.

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