

# ANALYSIS OF EMPLOYEE PERFORMANCE FACTORS OF MAMUJU REGENCY TRADE OFFICE

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Leadership Style, Discipline, Motivation, Employee Performance</p>	<p>This research conducted at the Office of Trade Department in Mamuju Regency aimed to analyze the factors influencing employee performance. The study spanned two months from March to June 2023, involving both qualitative and quantitative data sources. Findings indicate that leadership style, discipline, and motivation significantly impact employee performance. Effective leadership, high discipline levels, and strong work motivation enhance employee performance. Consequently, improving these factors should be a strategic focus for organizations seeking performance enhancement</p>
<p>E-mail: <a href="mailto:fajariani.tkci@gmail.com">fajariani.tkci@gmail.com</a></p>	<p>Copyright © 2023 Economic Journal. All rights reserved. is Licensed under a Creative Commons Attribution-Non Commercial 4.0 International License (CC BY-NC 4.0)</p>

## 1. INTRODUCTION

In the era of globalization and regional autonomy, the dimensions of organizational change are very fast and dynamic. If we cannot anticipate these changes, the organization will become stagnant or in a less developed or less effective condition. Changes in the organizational environment affect the leadership style of the leader in each organization. This leadership concept was first formulated by Burns in 1978 from descriptive research on political leaders. Transformational leadership as a process in which leaders and followers raise each other to a higher level of morality and motivation. Such leaders will try to raise the consciousness of followers by calling for higher ideals and moral values such as freedom, justice, and humanity rather than based on emotions such as greed, jealousy or hatred. Transformational leaders are leaders who have a forward vision for the organization and values with a new vision Yukl (2010: 35). Furthermore, according to Yukl (2010: 46) in transformational leadership there are three dimensions, namely: a) Charismatic (providing vision and mission, instilling pride, inspiration and trust in followers). b) Individual consideration (attention and support given by leaders to subordinates. c) Intellectual stimulation (broadening the horizons of subordinates by reviewing old problems in new ways). In an organization or agency, leadership is related to directing employees to do work, this is an important part of understanding work behavior.

Several studies have shown that there is no one best way to lead subordinates, it depends on the leader. A good leader will definitely get more work out of his subordinates with a good leader attitude. To find out the appropriate leadership style, they should not only look at their position as a leader who wants everything done, but they should also work within the existing structure effectively. Because this can be done for the purpose of regeneration or capturing in order to succeed in leadership, or for debriefing or strengthening the organization's administrators. Leadership is the central point and policy determinant of the activities to be carried out in the organization. The terms leader, leadership and leading originally come from the root word pimpin. However, the three are used in different contexts. A leader is a role in a particular system therefore someone in a formal role does not necessarily have leadership skills and is not necessarily able to lead. The term leadership is basically related to the skills, proficiency, and level of influence that a person has therefore leadership can be possessed by people who are not leaders. Where every behavior carried out by a leader will definitely affect the people under his supervision, in order to achieve the desired goal. Every leader will certainly influence the people around him, so that these people are able to comply with mechanical and routine directives in the organization. Based on the research gap described above, it can be used as a research problem regarding the effect of

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leadership style and communication style on employee performance at the Mamuju Regency Trade Office. In achieving this goal, an organization needs human resources of course.

According to Raharjo (2013: 22) the involvement of human resources is very important in the activities carried out in the organization to realize organizational goals. Without human resources in an organization, it will certainly affect performance, both on organizational performance and the performance of its employees or employees. There are several things that determine the success of an organization, including leadership style. Basically, leaders must plan and organize existing resources to achieve the goals of the organization, (Handoko, 2011: 17). Furthermore, according to Handoko (2011: 49), leadership style is a leader's style or leadership behavior of a leader in relation to subordinates. Meanwhile, according to Raharjo, (2013: 36) defines internal communication as communication between personnel in the organization must always be developed, both principals and teachers and other personnel. Well-developed internal communication will provide convenience and relief in carrying out school work which is a common task. Communication is a necessary means to coordinate and direct the activities of employee activities to the goals and objectives of the organization. In addition, communication is also a means to unite the direction and views and thoughts between leaders and subordinates, in this case the Head of the Mamuju Regency Trade Office. With communication, subordinates can obtain clear information and instructions so as not to cause doubts and misunderstandings that exist so that it will ultimately affect the effectiveness of the work of their subordinates, (Suprihatin, 2009: 99). The role of communication is very important not only as a means or tool for principals to convey information, for example about a policy or rule but also as a means of integrating activities in an organized manner in realizing cooperation.

Human resource development is basically an increase in employee performance improvement that reflects the ability of organizational members to work, meaning that the performance of each employee is assessed and measured according to criteria predetermined by the organization. On this side, individual achievement is a guarantee for the organization that the organization will still be able to answer every challenge of change and even reach every possible change in the future. Individual achievement is highly dependent on the achievement of each member of the organization. To have trained and skilled human resources, an organization can implement discipline for all employees, however, to produce high work performance an employee not only needs to have skills, but also must have the desire and enthusiasm and motivation that can encourage him to be active and diligent in working. Therefore, every organization needs to have various provisions that must be obeyed by its members, standards that must be met. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily want to come to work with a sense of discipline.

That an organization cannot carry out its functions without a good leadership style supported by the attitudes and behavior of disciplined employees and the existence of work motivation from employees. From the results of the author's preliminary survey by asking directly to several employees at the Mamuju Regency Trade Office, the author found that there was a transformational leadership style and internal communication style applied by the leader, and employees were still found who were not in the room during working hours, and several employees were seen to have passion and enthusiasm for work so that the author concluded that employees were motivated to work at the Mamuju Regency Trade Office.

### **Literature Review**

Good human resource management requires organizational members to achieve goals. Leaders must achieve tips to increase employee satisfaction, involvement in organizational life, improve the quality of the work environment and the efficiency of employee productivity. effective human resource management can increase the effectiveness of the company. Human resources are one of the resources that occur in the organization, including all people who carry out activities or activities. The definition of

human resource management according to Simamora (2012: 34) is the process of utilizing raw materials and human resources. This process involves the organization of direction, coordination, and evaluation of people who achieve various results. According to Simamora (2012: 35) human resource management is the utilization, development, assessment, reward and management of individual members of an organization or group of workers. Meanwhile, according to Handoko (2011: 42) human resource management is the attraction, selection, development, maintenance and use of human resources to achieve both individual and organizational goals. The definition of human resource management according to Husnan (2011: 15) is planning, organizing, directing and supervising the procurement, development, compensation, integration and maintenance of labor and the intention to help achieve company, individual and community goals. Human resource management is the utilization of human resources in order to achieve organizational goals, consequently managers at all levels pay attention to human resources. In essence, managers make things happen through the efforts of other people which requires effective human resource management.

In organizational practice, leader and leadership often mean the same thing. Though each has a different meaning. A leader is a person who has the duty to lead, while leadership is a trait possessed by a leader. Leadership is one of the elements that has a strong influence on the running of the organization. According to Mas'ud (2009: 23) leadership is indispensable for an organization in determining the progress and decline of the organization, and no organization can progress without good leadership. Without leadership, the organization is just a collection of irregular people. Thus leadership in organizations is very important in achieving organizational goals and progress. Meanwhile, according to Handoko (2011: 44) suggests that leadership is the ability a person has to influence others to work towards achieving goals and objectives. Then according to Umam (2010: 22) states that leadership is the power to influence someone to do or not do something. Based on the definitions of leadership above, it can be concluded that leadership is a part that is considered important in an organization, which is inherent in a leader in the form of the ability to influence other people or individual or group subordinates, so that individual or group subordinates want to behave as desired by the leader, and improve their culture, as well as motivate subordinate behavior and direct it into positive activities.

Leadership, as described by Stoner et al. (2009:49), has four important implications. First, leadership is closely related to human relationships. It involves individuals such as employees, subordinates, or followers, as well as the extent to which they are willing to accept direction from their leaders. In this context, group members also have a role in determining the position of a leader, so that the quality of one's leadership becomes relevant thanks to the cooperation with subordinates. Second, leadership involves an unequal division of power between leaders and subordinates. Leaders have the authority to direct the activities of subordinates, while subordinates do not have the direct ability to direct leaders. Third, leadership involves the use of influence. Leaders not only command subordinates on what to do, but also have the ability to influence how subordinates carry out these orders. Lastly, leadership deals with moral aspects. Leaders play a role in teaching values and ethics to their subordinates, reflecting the views they hold. Leadership style is a leadership theory regarding the behavior of how a leader approaches or patterns of leader behavior used to influence the activities of those led to achieve goals in an organizational situation that can change, while how the leader develops his organizational program enforces discipline in line with the rules that have been made, pays attention to his subordinates by improving his welfare and how the leader communicates with his subordinates, according to Juanda (2010: 358). Each leader has a different style in implementing leadership.

A leader in one organization does not necessarily apply the same leadership style as leaders in other organizations. According to Stoner et al (2009: 281) leadership styles are various patterns of behavior preferred by leaders in the process of directing and influencing workers. In essence, leadership theory or leadership style is a theory that seeks to explain the way leaders and the groups they lead behave in various leadership structures, cultures, and environments. There are two leadership styles,

namely through task orientation (Task Oriented) and style with employee orientation (Employee Oriented). According to Handoko (2011: 56) task-oriented leaders, direct and supervise subordinates in a closed manner to ensure that tasks are carried out as desired and pay more attention to the implementation of work than employee development and growth. While employee-oriented leaders try to motivate subordinates more than supervise them and also encourage group members to carry out tasks by providing subordinates with opportunities to participate in decision making, creating an atmosphere of friendship, and relationships of mutual trust and respect with group members. A leadership style that does not involve subordinates in making decisions, will result in subordinates feeling unnecessary, because the decision making is related to the daily tasks of subordinates. Subordinates generally prefer to receive superiors who nurture subordinates so that a feeling of pleasure in the task arises, which ultimately improves employee performance, a wise leader can usually be seen from the way he pays attention to the conditions of subordinates in order to achieve organizational goals.

Robbins (2013:86) identifies four main approaches to leadership. First, leadership attribution theory emphasizes that leadership is a judgment made by people about other individuals. In this context, leaders who are perceived as effective tend to make consistent decisions. Second, charismatic leadership theory focuses on attributions made by followers to the exceptional or heroic leadership abilities they observe. Third, visionary leadership involves the ability to create and communicate a compelling, believable, and realistic vision of the organization's evolving future. Lastly, there is the transactional leadership style, in which the leader guides and motivates followers towards predetermined goals by clarifying expected roles and tasks. Transformational leadership style is a leadership style where the leader provides individualized consideration and intellectual stimulation and who has charisma. According to Robbins (2013: 77) transformational leaders have the following characteristics Charisma, Inspiration, Intellectual stimulation and Personal consideration. In another sense, transformational leaders try to build the consciousness of their subordinates by calling for great ideals and high morality such as glory, togetherness and humanity. A transformational leader is measured by the level of trust, obedience, admiration, loyalty and respect of his followers. The followers of transformational leaders are always motivated to do better to achieve organizational goals. Transformational leadership is related to charismatic leadership.

Charisma is a very important part of transformational leadership, but charisma is not enough to carry out the transformation process. The most prominent difference is that transformational leaders try to give power according to the capacity of each authority and empower subordinates but in charismatic leadership it may be that the leader tries to keep his followers weak in order to always feel dependent and obedient to him. Transformational leadership is defined as leadership that involves change in the organization (as opposed to leadership designed to maintain status). It is also defined as leadership that requires motivating subordinates to work for "high-level" goals that are perceived to be beyond their personal interests at the time. Attention to leadership in the process of change (management of change) began to emerge when people began to realize that the mechanistic approach that had been used to explain the phenomenon of change, often contradicted people's assumption that change actually made the workplace more human. Transformational leadership according to Burns (2010: 72) is a process in which leaders and followers together improve and develop each other's morality and motivation.

According to Baron (2012: 104) views discipline through punishment. Work discipline can basically be interpreted as a form of obedience to one's behavior in complying with certain provisions or regulations related to work, and enforced in an organization or company, while according to Nitisemito (2011: 99), the problem of work discipline is a problem that needs attention, because with discipline, it can affect the effectiveness and efficiency of achieving organizational goals. Meanwhile, according to So work discipline is a form of obedience to employee attitudes and behavior that can affect the effectiveness of employee performance in the company. In managing work discipline, there are two main types of activities. First, preventive activities, which aim to encourage self-discipline among employees by

ensuring that they follow applicable standards and rules, so that work violations can be prevented. Second, corrective activities, which focus on addressing rule violations and efforts to prevent their recurrence. It is important to remember that to build work discipline in an agency or organization, the following things are needed. First, there needs to be clear rules or regulations. Second, the description of tasks must have clear enough authority. Third, work procedures must be simple and easily understood by all members in the organization.

According to Baron (2012: 349), there are several things that can be used as an indication of the high and low work discipline of employees, namely: punctuality, compliance with superiors, rules against prohibited behavior, order against rules that are directly related to work productivity. Work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authority given to him. Based on the above opinion, it can be said that work discipline is the attitude of employees to behave in accordance with the rules that have been set where they work. This disciplinary action does not include temporary dismissal or a decrease in the number of workers caused by specific behavioral events from employees that cause low productivity or violations of agency rules. Meanwhile, the disciplinary action itself is a reduction imposed by the leadership on the rewards provided by the organization because of a certain case (Handoko, 2011: 32). Good discipline will essentially grow and emanate from the results of human consciousness. Discipline that does not originate from human conscience will produce weak and short-lived discipline. Discipline will grow and can be fostered through educational training or instilling habits with certain exemplars, which must begin in the family environment, starting in childhood and continuing to grow and make it an increasingly strong form of discipline. Generally, work discipline can be seen if employees come to the office regularly and on time, if they dress neatly at work, if they use office equipment carefully, if they produce a satisfactory amount and quality of work by following the work methods determined by the office or agency.

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 (2010: 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.

Human resources are the central figure in organizations and agencies. 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. According to Handoko (2011: 74) employee performance is the result or achievement of work that is assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. A good organization is an organization that tries to improve the ability of its human resources, because this is a key factor in improving employee performance. According to Timple in (Mangkunegara 2012: 14), the factors that affect employee performance consist of internal factors and external factors. Internal factors, namely factors associated with a person's traits such as leadership style, discipline and work motivation and external factors, namely factors that affect a person's performance that come from the environment such as organizational climate. Performance can be interpreted as an achievement of work results in accordance with the rules and standards that apply to each organization. From the several definitions of performance above, it can be concluded that performance is the achievement or work of quality and quantity achieved by good employees in carrying out their duties in accordance with the responsibilities given to them.

## **2. METHOD**

This research was conducted at the Mamuju Regency Trade Office for two months, from March 2023 to early June 2023. The types of data used include qualitative data in the form of descriptions of the factors that influence employee performance, as well as quantitative data expressed in numbers and presented in the form of frequency distribution tables of respondents. Data sources come from primary data, such as respondent questionnaires and observation results, as well as secondary data obtained from report documents, related regulations, and interview results. The research population involved all employees at the Mamuju Regency Trade Office, including civil servants and contract employees, with a total of 34 employees. Data collection methods involved literature study, field study, and the use of questionnaires containing statements related to leadership style, discipline, and work motivation that can affect employee performance. Data analysis used multiple linear regression, F test, and t test, and validity and reliability tests were conducted. In addition, the study also checked classical assumptions, including normality, multicollinearity, and autocorrelation. The operational definitions in this study describe the meaning and measurement of variables such as leadership style, discipline, work motivation, and employee performance.

## **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	2,515	,386	,702
Leadership Style	,442	3,468	,003
Discipline	,332	2,985	,005
Work Motivation	,686	4,374	,000

Based on the results of calculations using the SPSS For Windows program described in the table above, the tcount value for the Leadership Style variable (X1) is 3.468. This value is then compared with the ttable value, which in this case is 2.0395. The comparison results show that the tcount (3.468) is greater than the ttable (2.0395). Therefore, based on the predetermined significance level ( $\alpha = 0.05$ ), we can conclude that the null hypothesis (H0) is rejected. This means that there is a significant influence between Leadership Style (X1) and Employee Performance at the Trade Office in Mamuju Regency. This result shows that leadership style plays an important role in influencing employee performance in the office. However, it is important to remember that these results only apply in the context of the data and analysis methods used in this study. In a broader context, other factors may also influence employee performance and need to be considered in a more in-depth analysis.

Based on the results of calculations using the SPSS For Windows program described in the table above, the tcount value for the Discipline variable (X2) is 2.985. This value is then compared with the ttable value, which in this case is 2.0395. The comparison results show that the tcount (2.985) is smaller than the ttable (2.0395). Therefore, based on the predetermined significance level ( $\alpha = 0.05$ ), we can conclude that the null hypothesis (H0) is accepted. This means that there is sufficient evidence to support the effect of Discipline (X2) on Employee Performance at the Trade Office in Mamuju Regency. This result shows that the level of employee discipline has a significant impact on their performance. Thus, efforts to improve employee discipline can be considered an important step in improving the performance of these organizations. However, keep in mind that these results only apply to the data and analysis methods used in this study, and other factors can also affect employee performance that need to be considered in a broader context.

Based on the results of calculations using the SPSS For Windows program, described in the table above, the tcount value for the Work Motivation variable (X3) is 4.374. Furthermore, this tcount value is compared with the ttable value, which in this case is 2.0395. The comparison results show that the tcount (4.374) is greater than the ttable (2.0395). Therefore, based on the predetermined significance level ( $\alpha = 0.05$ ), we can conclude that the null hypothesis (H0) is rejected. This means that there is strong evidence to support the effect of Work Motivation (X3) on Employee Performance at the Trade Office in Mamuju Regency. These results indicate that employees' work motivation level has a significant impact on their performance. Therefore, efforts to improve employee work motivation can be considered an important step in improving the performance of these organizations. However, keep in mind that these results only apply to the data and analysis methods used in this study, and other factors can also affect employee performance that need to be considered in a broader context.

#### 4. CONCLUSION

In this study, analysis using the SPSS For Windows program has provided important results related to the factors that influence employee performance at the Mamuju Regency Trade Office. Based on the results of statistical calculations, the following conclusions can be drawn: Leadership style (X1) has a significant influence on employee performance at the Mamuju Regency Trade Office. This shows that a good leadership style can improve employee performance. Discipline (X2) also has a significant influence on employee performance. A high level of discipline among employees tends to have a positive impact on their performance. Work motivation (X3) has a significant influence on employee performance. High motivation can spur employees to work better and more productively. These results indicate that these

factors have an important role in shaping employee performance at the Mamuju Regency Trade Office. Therefore, efforts to improve effective leadership styles, discipline, and employee work motivation can be a strategic step in improving organizational performance. However, it is important to remember that these results apply in the context of this study and may vary in different situations. In further management decision-making and planning, other factors should also be thoroughly considered.

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