

Analysis of the Influence of Spiritual Leadership, Work Motivation, and Non-Physical Work Environment on the Performance of Regional Office Employees of the Ministry of Religion, Maluku Province.

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Article Info	ABSTRACT
Keywords: Spiritual Leadership Work Motivation Non-Physical Work Environment	<p>This research is based on the influence of leadership which aims to test and analyze the influence of spiritual leadership, work motivation and non-physical work environment on the performance of regional office employees of the Ministry of Religion of Maluku Province. This research is causal associative research. which is intended to reveal problems that are causal relationships between two or more variables. In this research there are independent variables (which influence) and dependent variables (which are influenced). This research only discusses the influence of Leadership, Motivation, Work Environment on this research which has been determined, so this type of research is quantitative research. spiritual leadership on the performance of employees of the Maluku Province Regional Office of Religion. The spiritual leadership variable has a calculated t value of 4.563. This value is greater than the t table. In addition, the Sig value is $0.000 < 0.05$. Based on the results of statistical tests, spiritual leadership has a significant influence on the performance of employees of the Maluku Province Religious Regional Office, so Hypothesis 1 «It is suspected that there is a partial influence of spiritual leadership on the performance of employees of the Maluku Province Religious Regional Office» is empirically accepted and proven in this research. Also in line with Silalahi and Lubis' research, they conducted research entitled the influence of spiritual leadership on employee performance through Islamic spirituality. With the research results, leaders with good spirituality who form Islamic spirituality in the workplace improve the performance of lecturers and staff. The application of this research will be carried out at Medan City Universities. In addition, the Sig value is $0.002 < 0.05$. Based on the results of statistical tests, work motivation has a positive and significant influence on the performance of employees at the Religious Regional Office of Maluku Province, thus Hypothesis 2 «It is suspected that there is a partial influence between work motivation on the performance of employees at the Religious Regional Office of Maluku Province» is accepted. empirical and proven in this research. Yogyakarta in 2021, numbering 140.</p>
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INTRODUCTION

Human resources are one of the elements that really determine the success of an organization, on the other hand they are also creatures who have certain thoughts, feelings, needs and hopes. This situation makes human resources an asset whose efficiency and productivity must be increased. To achieve this, important things that should be considered in maintaining these relationships include employee job satisfaction. Low job satisfaction can of course have various negative impacts on the development of overall organizational performance in the long term, even though agencies with more satisfied employees tend to be more effective than organizations with dissatisfied employees.

Analysis of the Influence of Spiritual Leadership, Work Motivation, and Non-Physical Work Environment on the Performance of Regional Office Employees of the Ministry of Religion, Maluku Province - Pujo Wismono et al

Employee performance is influenced by many factors including leadership, work motivation, work environment, job satisfaction. Leadership is a process of carrying out a leader's duties, flowing from top to bottom, which functions to discipline the activities of employees through a communication process to achieve predetermined goals.

Work motivation means conditions that encourage or cause someone to do a job or activity, which occurs consciously. According to Torang (2013) work motivation is the energy that moves individuals to try to achieve the expected goals in carrying out their work. Based on the definitions above, work motivation is a process that moves or encourages someone to do work to achieve the expected goals. Work motivation is something that creates encouragement or enthusiasm for work or encourages work enthusiasm.

Motive is a driving force or driving force that encourages humans to act or a force within humans that causes humans to act. The organizational environment is an internal environment that is perceived and has an influence on the behavior of organizational members, therefore, organizational members' perceptions of the organizational environment that they experience and feel will influence their behavior in carrying out their work. Employees always demand a comfortable working environment, so that employee work optimization can be achieved properly. A comfortable working environment, both physical and non-physical, is the hope of every employee.

In its development through the persistent and selfless struggle of our predecessors, the history of the Ministry of Religion merged with the history of the Republic of Indonesia. Then in May 1946 the address of the Ministry of Religion moved to Jalan Malioboro No. 10 Yogyakarta. During this time, the Minister of Religion's duties were facultative and still had access to Jakarta. The story of the birth of this vertical institution in Maluku Province began in 1950, through a central government policy which initiated the establishment of level I religious ministry representative offices in eight provinces which were established after the independence of the Republic of Indonesia. Indonesia is included in Maluku Province.

Initially, the Maluku Province level I planning office was established, operating in a hotel. In order to guarantee the activities and services of the Ministry of Religion, Team Eight prepared and established a temporary structure for executors of the Maluku campaign, respectively Rasyid Podomosudir, I Siswoyo, I Madjid Ambon, and Helena Rehatta. The Indonesian Ministry of Religion, Raden Muhammad Kafrawi, visited Maluku to see the activities and services of the Ministry of Religion. Maluku Province Level I Scheme. and appointed Murtadji Bisri and Arhatta to lead the Maluku Province Level I Perkema office in accordance with the decree of the Minister of Religion of the Republic of Indonesia no. 24 of 1953.

On February 10, 1953 at the Anggrek Ambon Hotel, Murtadji Bisri together with Arhatta prepared the structure of the Maluku Pirovinsi level 1 civil service departments according to the instructions and decree of the Minister of Religion. The religious education department was entrusted to R. Yusuf, who held concurrent positions as head of the religious education department, religious information department, occupied by Abd. City/district Ministry of Religion offices.

METHODS

Understanding Spiritual Leadership

Thoha (2010) states that leadership is a process that influences the behavior of other people or followers to carry out activities and motivates subordinates to work together so that the goals set by the group or organization can be achieved. This leadership posits that leader-subordinate interactions are an important component of an organizational culture of shared values that enable subordinates to achieve a sense of well-being and purpose in the workplace. Employees who spend a lot of time

separating spirituality and religion in the workplace are ineffective. Even successful leaders must create an environment where employees can express their religion and respect the beliefs and religion of others.

Functions of Spiritual Leadership

This success is greatly influenced by the presence of leaders who can manage the human resources in the organization. Leaders as effective communicators. Leaders are reliable mediators, especially in internal relations, especially in handling conflict situations. Leaders as effective, rational, objective and neutral integrators.

Spiritual Leadership Indicators

The ability to analyze the situation faced carefully, maturely and steadily is a prerequisite for a person's successful leadership. The higher a person's position in the organization, he needs to have greater courage in carrying out his duties. From the several indicators above, it can be concluded that leadership must take into account the feelings of its subordinates and take into account the job satisfaction of subordinates in completing the tasks entrusted to their subordinates. Work motivation is basically obtained from the word motiv.

Maslow (2009) argues, Maslow's model is often referred to as a model regarding human needs, so this theory is used to show a person's needs that must be met in order for an individual to work. The needs that a person wants are tiered. This means that if the first need has been fulfilled, the second level need will emerge as the main one.

Positive motivation means that leaders motivate subordinates by giving prizes to those who achieve above standard performance. With positive motivation, subordinates' work morale will increase because generally people like to receive good things.

Motivational Indicator

According to Maslow, quoted by Hasibuan (2003), employee work motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and the need for self-actualization. This is demonstrated by providing decent salaries to employees, providing bonuses, food allowance, transportation allowance, housing facilities and so on. Demonstrated by interacting with other people, including establishing harmonious working relationships, the need to be accepted in the group. Demonstrated by the interesting and challenging nature of the work, where the employee will exert his skills, abilities, abilities and potential.

According to Wursanto (2009), there are 3 types of non-physical work environments, namely

- a. Feeling safe from dangers that may arise when carrying out their duties
- b. A sense of security from termination of employment which could threaten the livelihood of oneself and one's family.
- c. A sense of security from forms of intimidation or accusations resulting from employee suspicion.

Performance Criteria

Together these dimensions are performance expectations that individuals and teams strive to fulfill in order to achieve organizational strategy.

According to Schuler and Jackson 2004 that there is

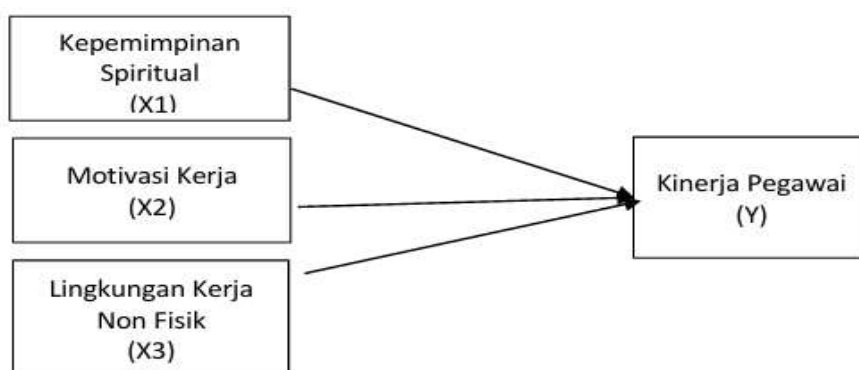
Loyalty, reliability, communication skills, and leadership skills are traits that are often assessed during the assessment process. This type of criterion focuses on how a person is, not what a person achieves or does not achieve in their work. This kind of criteria is very important for jobs that require

interpersonal relationships. This criterion focuses on what has been achieved or produced rather than how something was achieved or produced.

Factors Affecting Performance

The level of employee motivation, namely the energy that drives, directs and maintains behavior. According to McCormick and Tiffin, there are two variables that influence performance, namely individual variables consisting of experience, education, gender, age, motivation, physical condition, personality.

This is a network of relationships between variables that are logically explained, developed and elaborated from the problem formulation that has been identified through the process of interviews, observations and literature surveys.



RESULTS AND DISCUSSION

The influence of spiritual leadership on the performance of employees of the Maluku Province Regional Office of Religion. The spiritual leadership variable (X1) has a calculated t value of 4.563. This value is greater than the t table ($4.563 > 1.697$). In addition, the Sig value is $0.000 < 0.05$. Based on the results of statistical tests, spiritual leadership has a significant influence on the performance of employees (Y) of the Maluku Province Religious Regional Office, so Hypothesis 1 "It is suspected that there is a partial influence of spiritual leadership on the performance of employees of the Maluku Provincial Religious Regional Office" is accepted. empirically proven in this research. This shows that spiritual leadership can improve the performance of Maluku Province Religious Affairs Regional Office employees. This research uses five indicators to measure the spiritual leadership variable.

These indicators are the leader works based on God (Spiritual), the leader provides a vision and mission and behaves based on divine values, the leader directs work with trust, honesty and responsibility, the leader has work direction well and sincerely, the leader gives hope for rewards in the form of material and spiritual. 117 The survey results show that the perception of Maluku Province Religion Regional Office employees regarding the spiritual leadership variable is in the good range with a mean of 4.05. The indicator with the highest mean value is indicator complete the work according to the specified time", with a mean value of 4.42 and also the indicator with the lowest mean value in spiritual leadership is in indicator Y2 about "taking the initiative to achieve the set targets". So, based on the highest and lowest indicators, it can be explained that the implications of the influence of spiritual leadership on the highest indicators with employee performance on the highest indicators can be explained that by leaders increasing the provision of vision and mission and behavior based on divine values, employee performance will increase in completing work according to with the specified time. From this statement it can be interpreted that leaders who wish to improve the performance of their employees, leaders must apply spiritual leadership in the form of implementing vision and

mission and behavior 118 based on divine values, so that employees at work will complete the work in accordance with the specified time. Meanwhile, for employee statements on the lowest indicators, it can be explained that leaders work based on divinity (spirituality), This can be explained by the influence of spiritual leadership and employee performance, because based on reality or facts in the field it can be seen that leaders who work based on divinity (spirituality) have very little influence on the initiative to achieve the targets set. This research supports the research results from This research supports the research results from Kasmawati (2023) conducting research entitled strategies for improving performance through spiritual leadership and competence, certified teachers at SMA N 1 and 2 Bantul Yogyakarta.

The number of samples taken was 40, referring to the minimum number of samples taken using the SEM-PLS approach, which is ten times the largest indicator used to measure one construct. The research results show the influence of spiritual leadership on employee performance. Also in line with research by Silalahi and Lubis (2022), they conducted research entitled the influence of spiritual leadership on employee performance through Islamic spirituality. With the research results, leaders with good spirituality who form Islamic spirituality in the workplace improve the performance of lecturers and staff. The application of this research will be carried out at Medan City Universities. 119 The difference between this research and previous research is that this research was conducted at the Maluku Province Religion Regional Office with a sample of 62 employees, while the previous research was conducted at schools in Yogyakarta and universities in Medan with research samples of 40 and 68 employees. Meanwhile, previous research was conducted at schools in Yogyakarta and universities in Medan with research samples of 40 and 68 employees.

The Influence of Work Motivation on the Performance of Maluku Province Religious Regional Office Employees. The work motivation variable (X2) has a calculated t value of 3,192. This value is greater than the t table (3,192 > 1,697). In addition, the Sig value is 0.002 < 0.05. Based on the results of statistical tests, work motivation has a positive and significant influence on the performance (Y) of employees of the Maluku Province Religious Regional Office, thus Hypothesis 2 "It is suspected that there is a partial influence between work motivation on the performance of Maluku Province Religious Regional Office employees. " is empirically accepted and proven in this study. This shows that if work motivation increases, it will improve the performance of employees at the Maluku Province Religion Regional Office. This research uses five indicators to measure work motivation variables. These indicators are feeling satisfied if you are able to complete difficult work, thereby achieving targets, able to use your potential and work independently, able to work with a full sense of responsibility, ready to work overtime if the work is not finished. punctual, happy to accept the work challenges provided by the workplace, 120 The survey results show that the perception of Maluku Province Religion Regional Office employees regarding work motivation variables is in the good value range with a mean of 4.07. The indicator with the highest mean value is indicator determined", with a mean value of 4.42. So, based on the highest and lowest indicators, the implications of the influence of work motivation on the highest indicators can be explained. With employee performance on the highest indicators, it can be explained that by being able to work with a sense of responsibility, employee performance will increase in completing work according to the specified time. From this statement it can be interpreted that with work motivation to improve employee performance, by providing motivation that employees are able to work with a full sense of responsibility, employees at work will complete the work in accordance with the specified time.

Meanwhile, for employee statements in the lowest indicator, it can be explained that employees feel happy accepting challenges from the workplace. This can be explained by the influence of work motivation on employee performance, because based on reality or facts in the field it can be

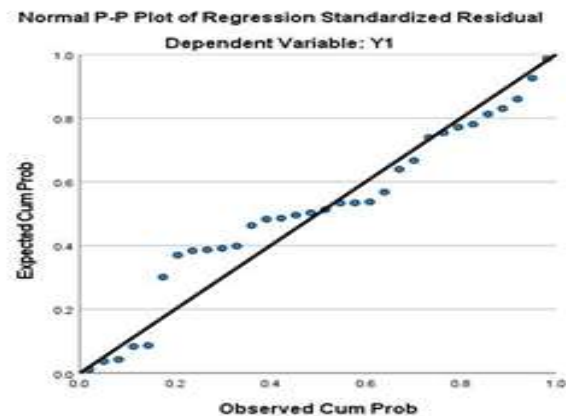
seen 121 that the motivation of employees who accept challenges from the workplace is very little. influencing initiatives to achieve set targets. This research supports the results of research from Razak and Gusti (2023) who conducted research entitled the influence of work discipline, Job rotation and work motivation on employee performance at the Ma'rang sub-district office, Pangkajene and Islands districts with research results that the work motivation variable has a positive and significant effect on employee performance. at the Ma'rang sub-district office, Pangkajene and Islands districts. the sample size was 41 people at the Ma'rang District Office, Pangkajene and Islands Regency. This is also in line with the research of Jazuli et al (2023) who conducted research entitled the influence of remuneration, satisfaction and work motivation on the performance of tax employees at the DI Yogyakarta DJP Regional Office during the Covid-19 pandemic. , the research results show that there is a significant influence of work motivation on the performance of employees at the DJP DI Yogyakarta Regional Office in 2021, totaling 140. The difference between this research and previous research is the research sample, research methods and research variables, but the results of all research have a positive effect and significant.

The Influence of the Non-Physical Work Environment on the Performance of Religious Regional Office Employees in Maluku Province. The non-physical work environment variable (X3) has a calculated t value of 2.249. This value is greater than the t table ($2.2497 > 1.697$). Apart from that, the Sig value is $0.000 < 0.05$. Based on the results of statistical tests, the non-physical work environment has a positive and significant influence on the performance (Y) of employees of the Maluku Province Religion Regional Office. Thus, Hypothesis 3 "It is suspected that there is a partial influence of the non-physical work environment on the performance of employees of the Maluku Province Religious Regional Office" is accepted empirically and proven in this research. This shows that if the non-physical work environment is improved properly and correctly, the performance of the Maluku Province Religion Regional Office employees will increase. This research uses five indicators to measure non-physical work environment variables with these indicators: feeling comfortable working with leaders and other employees, leadership does not differentiate between one employee and another, appreciation from superiors in the form of recognition makes them more diligent in working, leaders has provided work wisely, has good communication with other employees. Survey results show that the perception of Maluku Province Religious Affairs Regional Office employees regarding non-physical work environment variables is in the good range with a mean of 3.98. The indicator with the highest mean value is indicator according to the specified time", with a mean value of 4.42.

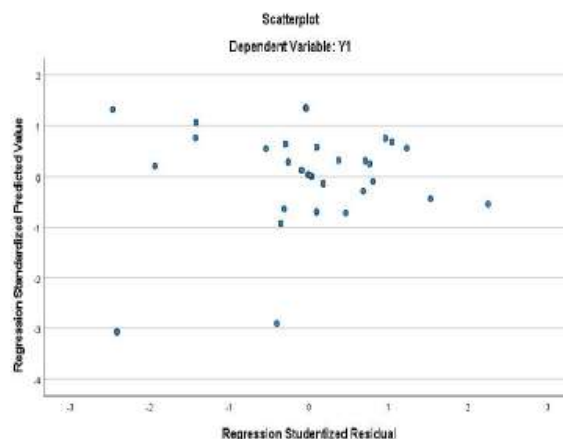
So based on the highest and lowest indicators, it can be explained the implications of the influence of the non-physical work environment on the highest indicators with employee performance on the highest indicators. It can be explained that by feeling comfortable working with leaders and employees other things, it will improve employee performance in completing work according to the specified time. From this statement it can be interpreted that with a non-physical work environment to improve employee performance, by providing comfort to employees from leaders and other employees while working, employees at work will complete the work in accordance with the specified time. Meanwhile, for employee statements in the lowest indicator, it can be explained that employees expect rewards in the form of recognition from superiors to make employees more diligent in working. This can be explained by the influence of the non-physical work environment on employee performance, because based on reality or facts in the field it can be seen that the non-physical work environment of employees in the form of appreciation from superiors in the form of recognition which makes them more diligent in working 124 in the workplace has very little influence on the initiative to achieve the targets set. This research supports the results of research from Fitria et al (2024) conducted research entitled the influence of a democratic leadership style and a non-physical work

environment on the performance of Jambi provincial DPRD secretariat employees. The research results showed that the non-physical work environment had a significant effect in improving the performance of employees with the research sample.

Normality Test Results The normality test aims to test the normality of the distribution of dependent and independent variables. The data normality test in this research was carried out using a normal probability plot graph by looking at the tendency of data distribution towards the regression line. The results of the normal probability plot graph are shown in figure



The heteroscedasticity test aims to test for differences in variance from the residuals of one observation to another. If the variance is constant, it is called homoscedasticity, and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity.



A regression model is said to be multicollinearity if there is a perfect or exact linear relationship between some or all of the independent variables of a regression model. Multicollinearity will appear in a regression model whose function is linear among the independent variables. Collinearity problems may have bad implications if there is definite collinearity between independent variables. One way to test whether there is multicollinearity is to use tolerance and Variance Inflation Factor (VIF). The VIF value determines how the variance of an estimator increases, if there is multicollinearity in an empirical model. The guideline for a regression model that shows multicollinearity is a tolerance value < 0.10 and a VIF value > 10 (Ghozali, 2009:28). The tolerance and VIF values in this study are explained in the following table

Variabel	Nilai VIF	Nilai Tolerance	Keterangan
Kepemimpinan Spiritual (X1)	4.407	0.216	Tidak ada indikasi kolinearitas antar variabel bebas
Motivasi Kerja (X2)	3.224	0.376	Tidak ada indikasi kolinearitas antar variabel bebas
Lingkungan Kerja Non Fisik (X3)	2.326	0.467	Tidak ada indikasi kolinearitas antar variabel bebas

In data processing using linear regression, it was carried out to prove the relationship between the independent variable and the dependent variable, namely the influence of spiritual leadership (X1), work motivation (X2), non-physical work environment (X3) on employee performance (Y) of the Maluku Province Religion Regional Office. . The results of multiple regression calculations can be seen in table below:

Variabel	Standardized Coefficients(B)	t-Hitung	Sig.	Keterangan
Constant	5.209			
Kepemimpinan Spiritual (X1)	0.809	4.563	0.000	Signifikan
Motivasi Kerja (X2)	0.676	3.192	0.002	Signifikan
Lingkungan Kerja Non-Fisik (X3)	0.509	2.249	0.033	Signifikan
R	0.828			
R Square	0.630			
Adjusted R Square	0.580			
F Hitung	14.535			
Sign. F	0.000			

Sumber: Data Diolah dengan SPSS 29 (2024)

Hypothesis Testing To prove the influence of the independent variable partially on the dependent variable, analysis was carried out using the t test. The following is a table that shows the t test results at a significance of 5% or 0.

No	Hipotesis	Nilai	Kesimpulan
1	Di duga terdapat pengaruh positif antara kepemimpinan spiritual secara partial terhadap kinerja pegawai kanwil Agama Provinsi Maluku	t _{hitung} = 4.563 t _{tabel} = 1.697 Sig = 0.000	Tolak H0 Terima H1
2	Di duga terdapat pengaruh positif antara motivasi kerja secara partial terhadap kinerja pegawai kanwil Agama Provinsi Maluku	t _{hitung} = 3.192 t _{tabel} = 1.697 Sig = 0.002	Tolak H0 Terima H2
3	Di duga terdapat pengaruh positif antara lingkungan kerja non-fisik secara partial terhadap kinerja pegawai kanwil Agama Provinsi Maluku	t _{hitung} = 2.249 t _{tabel} = 1.697 Sig = 0.033	Tolak H0 Terima H3

Sumber: Data Primer Diolah (2024)

Spiritual Leadership Variable (X1) The spiritual leadership variable (X1) has a statistical/calculated t value of 4.563. This value is more than the t table ($4.563 > 1.697$). Thus, the results of the t test contain analytical meaning, namely, showing statistically that, reject H0 and accept H1 or the hypothesis is

accepted. These results show that the spiritual leadership variable has a real or significant effect on the performance of Maluku Province Religious Affairs Regional Office employees.

- a. Work Motivation Variable (X2) The work motivation variable (X2) has a statistical/calculated t value of 3.192. This value is greater than the t table ($3.192 > 1.697$). The results of the t test contain analytical meaning, namely showing statistically that, reject H_0 and accept H_a or the proposed hypothesis is accepted. These results prove that the work motivation variable does not have a real or significant effect on the performance of employees at the Maluku Province Religious Regional Office.
- b. Non-Physical Work Environment Variable (X3) Work placement variable (X3) has a statistical/calculated t value of 2,249. This value is greater than the t table ($2.249 > 1.697$). Thus, the results of the t test contain analytical meaning, namely showing statistically that, reject H_0 and accept H_a , or the proposed hypothesis is acceptable. These results prove that non-physical work environment variables have a real or significant effect on the performance of Maluku Province Religion Regional Office employees.

Conclusion The results of the discussion resulted in the following conclusions: 1. Spiritual leadership has a significant and positive influence on the performance of employees of the Maluku Province Religious Regional Office. Improved and well-executed situational leadership will have an effect on improving the performance of employees of the Maluku Province Religious Regional Office. 2. Work motivation has a significant and positive influence on the performance of employees at the Maluku Province Religion Regional Office. Increased work motivation will improve the performance of Maluku Province Religion Regional Office employees. 3. The non-physical work environment has a significant and positive influence on the performance of Maluku Province Religion Regional Office employees. An appropriate non-physical work environment will improve the performance of Maluku Province Religion Regional Office employees.

Suggestions Based on the conclusions of the research results, there are several suggestions as follows: 1. Aspects of spiritual leadership that are carried out well must continue to be applied well so that the performance of employees at the Maluku Province Religious Regional Office increases, because spiritual leadership provides employees with comfort towards their leaders. 2. Work motivation for each employee can be paid attention to and encouraged to be further improved in terms of increasing employee responsibilities, so that the influence of the work motivation aspect must continue to be increased in improving employee performance. 3. The non-physical work environment which is very useful for employee comfort, both directly and indirectly, will continue to influence the performance of the Maluku Province Religion Regional Office employees, so it is hoped that a suitable non-physical work environment will make employees more high performing.

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