The Effect of Leadership Style and Work Motivation on Employee Performance at PT. Barito Oakwood Retailindo South Jakarta

[1*]*Sri Mulyani,* [2]*Anggada Bayu Seta,* [3]*Muhammad Gandung,* [4]*Suwanto,*
[5]*Kharisma Danang Yuangga*
Universitas Pamulang, Tangerang Selatan, Banten, Indonesia
Email : [1*]*dosen02246@unpam.ac.id*

ABSTRACT

The purpose of this study is to determine the influence of Leadership Style and Work Motivation on Employee Performance at PT Barito Oakwood Retailind, South Jakarta. The method used is a causal associative method using quantitative. The sampling technique used is saturated sampling using a sample of 60 respondents. The results of this study are that Leadership Style has a significant effect on Employee Performance with a correlation coefficient of 0.512 having a moderate level of relationship. Hypothesis testing obtained tcount > ttable or (4.541 > 2.002) thus H0 is rejected and H1 is accepted meaning that there is a partial effect between Leadership Style on Employee Performance at PT Barito Oakwood Retailindo South Jakarta. Work Motivation has an effect on Employee Performance at PT Barito Oakwood Retailindo with a correlation coefficient of 0.658 having a strong relationship level. Hypothesis testing obtained tcount > ttable or (6.661 > 2.002) thus H0 is rejected and H1 is accepted meaning that there is a partial significant effect between Work Motivation on Employee Performance at PT Barito Oakwood Retailndo, South Jakarta. Leadership Style and Work Motivation have an effect on Employee Performance at PT Barito Oakwood Retailindo South Jakarta with a correlation coefficient of 0.750 having a strong relationship level. Hypothesis testing obtained Fcount > Ftable or (36.629 > 3.16) thus H0 is rejected and H1 is accepted meaning that there is a simultaneous influence between Leadership Style and Work Motivation on Employee Performance at PT Barito Oakwood Retailindo South Jakarta..

Keyword: Leaderships Style, Work Motivation, Employee Performance

INTRODUCTION

In the current era of globalization, a lot of progress and changes have occurred in the competitive world of modern business, especially in the field of footwear and apparel business which cannot be separated from the influence of globalization. With this progress and change, we are indirectly required to be able to balance it in our daily lives.

Human resource issues are still in the spotlight and the focus for companies to survive in the era of globalization. Knowledge- and skill-oriented human resource capabilities will determine a person's success in completing the work assigned to him optimally. Without the support of reliable human resources, company activities will not be completed properly.

PT. Barito Oakwood Retailindo is a local business company established in 2018, focusing on the distribution of footwear and apparel from various products, both local and international products. Leadership style is a way for leaders to influence their subordinates which is shown in the form of patterns of behavior or personality. According to Kartini Kartono (2016: 34) "leadership style is a trait, habit, temperament, character and personality that distinguishes a leader in interacting with others".

Based on the results of observations, there are problems, namely the leadership has not been maximal in giving directions on complex tasks to their subordinates and the leadership rarely corrects mistakes and often says harsh words so that subordinates often feel they fail to understand and are uncomfortable with the words of the leader who tend to be rude. Because of this, employees complain about the leader's ability to communicate where superiors often provide wrong information, especially in terms of the allocation of goods available in each store, so that this causes employee performance to be hampered.

A leader needs to have a program and behave together with his group members in a certain way, so that leadership in an organization has a role to motivate and coordinate the company in achieving the goals that have been set. According to Handoko (2014: 251) "motivation is an activity that causes, distributes, and maintains human behavior, a situation in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals".

Based on the results of interviews conducted by researchers to several employees of PT. Barito Oakwood Retailindo South Jakarta, there are still employees who experience problems/problems with employee motivation. Several things can affect the decrease in employee motivation, namely the lack of opportunities for employees to improve their competence and get promotions, so that employees tend to feel less achievement or appreciation for the work they have done.

To get quality human resources, employees in the company need to get motivated to work more diligently. With high work motivation, employees will be more active in doing their jobs. Conversely, with low work motivation, employees will not have enthusiasm at work, give up

easily, and have difficulty completing their work. This is necessary because employees are the company's main asset and have a strategic role in a company, namely as thinkers, planners, and controllers of company activities..

The definition of performance according to Priansa (2017: 48) is "the embodiment of ability in a tangible form or is the result of work achieved by employees in carrying out tasks and jobs originating from the company".

Based on the results of observations made by the author, there are several problems that result in work targets not being achieved, such as the low quantity of work produced by employees, namely there is some work done that has not reached the predetermined targets and lack of independence in terms of cooperation among divisions as well as his fellow work team which is still considered not good. The work target of selling goods is used as one of the benchmarks for evaluation on the success rate of employee performance. Thus employees must be able to realize production targets to increase company profits.

Based on some explanation of the understanding and background of the problems above, the authors are interested in conducting a study on "The Influence of Leadership Style and Employee Work Motivation on Employee Performance at PT. Barito Oakwood Retailindo South Jakarta".

LITERATURE REVIEW
1. Leaderships Style
According to Hasibuan's opinion (2016: 170) explains that "leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction, and high employee work productivity, in order to achieve maximum organizational goals"

2. Work Motivation
According to Mangkunegara (2017:76) suggests that "motivation is a condition or energy that drives employees who are directed or directed to achieve the goals of the company organization".

3. Employee Performance
According to Robbins (2016: 260) defines "performance is a result achieved by employees in their work according to certain criteria that apply according to certain criteria that apply.

4. Research Framework
According to Sugiyono (2019: 95), "framework is a conceptual model of how theory relates to various factors that have been identified as important problems".

The framework of thinking in a study needs to be put forward if the research deals with two or more variables. If the research only discusses one variable or more independently, it is necessary to do a theoretical description of each variable with arguments for the variation in the magnitude of the variables studied.

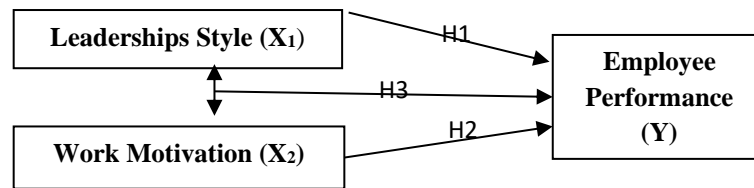In this study the research framework was created as follows:

Figure 1. Framework Research

5. Research Hypothesis

According to Sugiyono (2018) "The hypothesis is a temporary answer to problems, because it is temporary, it needs to be verified through empirical data collected". The formulation of the hypothesis proposed is as follows:

H1 : There is an influence between leadership style on employee performance at PT. Barito Oakwood Retailindo South Jakarta

H2 : There is an influence between work motivation on employee performance at PT. Barito Oakwood Retailindo South Jakarta

H3 : There is an influence of leadership style and work motivation on employee performance at PT. Barito Oakwood Retailindo South Jakarta

METHODS

1. Population

The population in this study amounted to 60 respondents PT. Barito Oakwood Retailindo South Jakarta

2. Sample

The sampling technique in this study was saturated sampling, where all members of the population were used as samples. Thus the sample in this study amounted to 60 respondents.

3. Type of Research

The type of research used is causal associative, where the aim is to find out the relationship between two or more variables

4. Data Analysis Technique

In analyzing the data used instrument test, classical assumption test, regression, coefficient of determination and hypothesis testing

a. Instrument Test

In this test used validity test and reliability test.

1) Validity Test.

The validity test is intended to determine the accuracy of the data regarding the suitability between what you want to measure and the measurement results. To carry out the validity test, it is seen that the significance value of 2 tailed is compared to 0.05 with the following provisions:

1) If the 2 talied significance value is <0.05, then the instrument is valid,

2) If the significance value is 2 talied > 0.05, then the instrument is invalid,

2) Reliability Test.

Reliability test is a series of measurements or a series of measuring instruments that have consistency when the measurements are made with the measuring instrument is done repeatedly. A good

instrument will not be tendentious in directing respondents to choose certain answers. The criteria used are as follows:

(a) If Cronbach's Alpha > 0.600, then the instrument is reliable.

(b) If Cronbach's Alpha < 0.600, then the instrument is not reliable

b. Klasik Clasic Asumption Test

classic assumption test is intended to determine the accuracy of a data. In this study the classical assumption tests used included: Normality Test, Multicollinearity Test, and Heteroscedasticity Test. The results are as follows:

1) Normality Test

The normality test is used to test whether in a regression model, the dependent variable, independent variable, or both have a normal distribution or not. The normality test uses the Kolmogorov-Smirnov test, provided that:

(a) If the significance value is <0.05, then the data is not normally distributed.

(b) If the significance value is > 0.05, then the data is normally distributed.

2) Multikolinieriety Test

This multicollinearity test aims to test whether the regression model found a correlation between the independent variables. In this study used the tolerance limit and its opponent, the variance inflation factor

(VIF) with the following conditions:

(a) If the tolerance value is <1 and the Variance Inflation Factor (VIF) is <1, then multicollinearity does not occur.

(b) If the tolerance value is more than 1 and the Variance Inflation Factor (VIF) value is > 1, then multicollinearity occurs.

3) Heterskedascity Test

The Hetereoskaedasticity test aims to determine whether in the regression model there is an inequality of variance from one residual observation to another. The Glejser Test is used to predict whether or not there is heteroscedasticity.

c. Static Test

1) Regresion Test

Linear regression analysis is a statistical technique used to find a regression equation that is useful for predicting the value of the dependent variable based on the values of the independent variables. In this study used multiple linear regression.

2) Correlation Coeffecient

Testing the correlation coefficient is intended to determine the level of strength of the relationship between the independent variables and the dependent variable either partially or simultaneously.

3) Determination Coeffecient

Analysis of the coefficient of determination is intended to determine the magnitude of the influence between the independent variables on the dependent variable either partially or simultaneously.

4) Hypothesis Test

Hypothesis testing is intended to determine whether a hypothesis should be accepted or rejected. In this study used the t test (Partial) and the F test (Simultaneous).

RESEARCH RESULT

1. Instrumen   Instrument   Test Result

a. From the test results, it was obtained that all questionnaire items on the Leadership Style variable obtained a 2-tailed significance value of 0.000 <0.05, thus a valid instrument.

b. From the test results, it was obtained that all work motivation variable questionnaire items obtained a 2-tailed significance value of 0.000 <0.05, thus a valid instrument.

c. From the test results, it was obtained that all performance variable questionnaire items obtained a 2-tailed significance value of 0.000 <0.05, thus a valid instrument.

d. From the results of reliability testing, the following results were obtained:

Table 1. Reliability Test Results

Variabel	*Cronbach's Alpha*	Standar Kritis Alpha	Information
Leaderships Style (X1)	0,682	0,600	Reliabel
Work Motivation (X2)	0,711	0,600	Reliabel
employee performance (Y)	0,680	0,600	Reliabel

Based on the test results above, the entire variable Leadership Style (X1), work motivation (X2), and employee performance (Y) obtained a Cronbach alpha value greater than 0.600. Thus declared reliable.

2. Classical   Assumption   Test Results

a. Normality test

The results of the normality test with the Kolmogorov-Smirnov Test are as follows:

Table 2. Kolmogorov-Smirnov Test Normality Results

		Unstandardized Residual
N		60
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,04779724
Most Extreme Differences	Absolute	,086
	Positive	,072
	Negative	-,086
Test Statistic		,086
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.

c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

The normality test with the Kolmograv-Smirnov (K-S) statistical test above shows a significance value of > 0.05. Thus, the assumption of the distribution of equations in this test is normal.

b. Multicollinearity Test

The multicollinearity test is carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF) values. The test results are as follows:

Table 3. Multicollinearity Test Results with Collinearity Statistics

		Coefficientsᵃ				
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1,477	4,055			
	Leaderships Style (X1)	,335	,082	,371	,938	1,066
	Work Motivation (X2)	,613	,098	,566	,938	1,066

a. Dependent Variable: employee performance (Y)

Based on the above, it shows that the VIF value of all independent variables in this study is less than 10 and the tolerance value of all independent variables in this study is greater than 0.10, where Leadership Style and Work Motivation obtain a tolerance value of 0.938, and the Variance Inflation Factor value (VIF) the variable Leadership Style and Work Motivation is 1.066, which means there are no symptoms of multicollinearity

d. Heteroscedasticity Test

Testing was carried out with the Glejser Test Model test tool. The test results are as follows:

Table 4. Heteroscedasticity Test Results with the Glejser Test Model

		Coefficientsᵃ				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,570	3,028		,849	,400
	Leaderships Style (X1)	-,013	,057	-,030	-,230	,819
	Work Motivation (X2)	,000	,060	-,001	-,005	,996

a. Dependent Variable: RES2

Heteroscedasticity results using the Glejser test resulted in the significance of the independent variable or the Leadership Style variable (X1) of 0.819 and Work Motivation (X2) of 0.996 so it can be concluded that there is no heteroscedasticity problem.

3. Quantitative Analysis

this analysis it is intended to determine the effect of the independent variables on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes.

The test results are as follows:

Table 5. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,477	4,055		,364	,717
	Leaderships Style (X1)	,335	,082	,371	4,098	,000
	Work Motivation (X2)	,613	,098	,566	6,253	,000

a. Dependent Variable: employee performance (Y)

Based on the test results in the table above, the regression equation $Y = 1.477 + 0.335X1 + 0.613X2$ is obtained. From these equations it is explained as follows:

1) *A constant of 1.477 means that if the Leadership Style (X1) and Work Motivation (X2) variables do not exist, then there is an Employee Performance (Y) value of 1.477 points*

2) The Coefficient of Leadership Style Value (X1) is 0.335 which means that if it is constant and there is no change in the Work Motivation variable (X2), then every 1 unit change in the Leadership Style variable (X1) will result in a change in Employee Performance (Y) of 0.335 points .

3) The value of Work Discipline (X2) 0.613 means that if it is constant and there is no change in the Leadership Style variable (X1), then every 1 unit change in the Work Motivation variable (X2) will result in a change in Employee Performance (Y) of 0.613 points.

b. Analysis of the Coefficient of Determination

The analysis of the coefficient of determination is intended to determine the percentage influence of the independent variables on the dependent variable either partially or simultaneously. The test results are as follows:

Table 6. Test Results for the Coefficient of Determination of Leadership Style on Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,512^a	,262	,250	2,68172

a. Predictors: (Constant), Leaderships Style (X1)

Based on the test results in table 6 above, the R square value (coefficient of determination) is 0.262, it can be concluded that the Leadership Style variable (X1) has an effect on Employee Performance of 26.2% while 73.8% is influenced by other factors

Table 7. Test Results for the Coefficient of Determination of Work Motivation on Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,658ª	,433	,424	2,35007

a. Predictors: (Constant), Work Motivation (X2)

Based on the test results in table 7 above, an R square value of 0.433 is obtained, it is concluded that the variable Work Motivation (X2) has an effect on Employee Performance (Y) of 43.3% while the remaining 56.7% is influenced by other factors that are not carried out by study.

Table 8. Test Results for the Determination Coefficient of Leadership Style and Work Motivation Simultaneously on Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,750ª	,562	,547	2,08341

a. Predictors: (Constant), Work Motivation (X2), Leaderships Style (X1)

Based on the test results in table 8 above, a square-value of 0.562 is obtained, it can be concluded that the variable Leadership Style (X1) and Work Motivation (X2) have an effect on the Employee Performance variable (Y) of 56.2% while the remaining 43.8 % influenced by other factors not examined

c. Hypothesis testing
Partial hypothesis test (t test)
Hypothesis testing with the t test is used to find out which partial hypotheses are accepted. The test results are as follows:

Table 9. Results of the Leadership Style Hypothesis Test on Performance.

Coefficientsª

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	19,662	3,636		5,407	,000
Leaderships Style (X1)	,463	,102	,512	4,541	,000

a. Dependent Variable: employee performance (Y)

Based on the test results in table 9 above, the value of tcount > ttable or (4.541 > 2.002) is also reinforced by the ρ value < Sig. 0.05 or (0.000 < 0.05). Thus, H0 is rejected and H1 is accepted, this shows that there is a partial influence between Leadership Style on Employee Performance at PT Barito Oakwood Retailindo, South Jakarta.

Table 10. Results of Work Motivation Hypothesis Test on Performance.

Coefficientsª

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	9,662	3,980		2,427	,018
Work Motivation (X2)	,713	,107	,658	6,661	,000

a. Dependent Variable: employee performance (Y)

Based on the test results in table 10 above, it is obtained that the value of tcount > ttable or (6.661 > 2.002) this is also reinforced by the value of ρ value < Sig. 0.05 or (0.000 < 0.05). Thus, H0 is rejected and H1 is accepted, this indicates that there is a partial influence between Work Motivation on Employee Performance at PT Barito Oakwood Retailindo South Jakarta.

4. **Simultaneous Hypothesis Test (Test F)**

Hypothesis testing with the F test is used to determine which simultaneous hypotheses are accepted.

Third hypothesis: There is a significant influence between leadership style and work motivation on performance.

Table 11. Results of the Leadership Style Hypothesis Test and Work Motivation Simultaneously on Performance

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	317,985	2	158,993	36,629	,000ᵇ
	Residual	247,415	57	4,341		
	Total	565,400	59			

a. Dependent Variable: employee performance (Y)
b. Predictors: (Constant), Work Motivation (X2), Leaderships Style (X1)

Based on the test results in table 11 above, the value of Fcount > Ftable or (36.629 > 3.16) can also be strengthened by or ρ value < Sig. 0.05 or (0.000 < 0.05). Thus, H0 is rejected and H1 is accepted, this indicates that there is a simultaneous influence between Leadership Style and Work Motivation on Employee Performance at PT Barito Oakwood Retailindo South Jakarta

DISCUSSION OF RESEARCH RESULTS

1. **The Effect of Leadership Style on Performance**

Based on the results of the analysis, it can be obtained the value of the regression equation Y = 19.662 + 0.463X1. The correlation coefficient value of 0.512 means that the two variables have a moderate level of relationship. The determination value is 0.262 or 26.2% while the remaining 73.8% is influenced by other factors. Hypothesis testing obtained tcount > ttable or (4.541 > 2.002). Thus, H0 is rejected and H1 is accepted, this shows that there is a partial influence between Leadership Style on Employee Performance at PT Barito Oakwood Retailindo South Jakarta.

2. **The Effect of Work Motivation on Performance**

Based on the results of the analysis, it can be obtained the value of the regression equation Y = 9.662 + 0.713X2. The correlation coefficient value is 0.658 meaning that the two variables have a strong level of relationship. The determination value is 0.433 or 43.3% while the remaining 56.7% is influenced by other factors. Hypothesis testing obtained tcount > ttable or (6.661 > 2.002). Thus, H0 is rejected and H1 is accepted. This indicates that there is a partial influence between work motivation on employee

performance at PT Barito Oakwood Retailindo, South Jakarta.

3. The Effect of Leadership Style and Work Motivation on Performance

Based on the results of the analysis, it can be obtained the value of the regression equation $Y = 1.477 + 0.335X1 + 0.613X2$. The correlation coefficient value is 0.750, meaning that the variables of Leadership Style (X1) and Work Motivation (X2) have a strong relationship to Employee Performance. The determination value is 0.562 or 56.2% while the remaining 43.8% is influenced by other factors. The hypothesis test obtained the value of Fcount > Ftable or (36.629 > 3.16). Thus, H0 is rejected and H1 is accepted, this indicates that there is a simultaneous influence between the variables of Leadership Style and Work Motivation on Employee Performance at PT Barito Oakwood Retailindo, South Jakarta.

CONCLUSIONS AND RECOMMENDATIONS
1. Conclusion
a. Leadership style influences employee performance with the regression equation $Y = 19.662 + 0.463X1$. The value of the correlation coefficient or the level of influence between the independent variable and the dependent variable is 0.512, which means it has a moderate relationship. The value of the coefficient of determination or influence contribution is 0.262 or 26.2%

while the remaining 73.8% is influenced by other factors. Hypothesis testing obtained tcount > ttable or (4.541 > 2.002). Thus H0 is rejected and H1 is accepted, meaning that there is a partial influence between the Leadership Style variable on Employee Performance at PT Barito Oakwood Retailindo, South Jakarta.

b. Work motivation affects employee performance with the regression equation $Y = 9.662 + 0.713X2$. The correlation coefficient value or the level of influence between the independent variable and the dependent variable is 0.658, meaning that it has a very strong relationship. The value of determination or influence contribution is 0.433 or 43.3% while the remaining 56.7% is influenced by other factors. Hypothesis testing obtained tcount > ttable or (6.661 > 2.002). Thus H0 is rejected and H1 is accepted, meaning that there is a partial influence between the variables of Work Motivation on Employee Performance at PT Barito Oakwood Retailindo South Jakarta

c. Leadership Style and Work Motivation affect Employee Performance with the regression equation $Y = 1.477 + 0.335X1 + 0.613X2$. The coefficient value or level of influence between the independent variable and the dependent variable is 0.750, which has a very strong

relationship. The value of determination or influence contribution is 0.562 or 56.2% while the remaining 43.8% is influenced by other factors. Hypothesis testing obtained the value of Fcount > Ftable or (36.629 > 3.16), thus H0 is rejected H1 is accepted meaning that there is a simultaneous influence between Leadership Style and Work Motivation on Employee Performance at PT Barito Oakwood Retailindo South Jakarta.

2. **Suggestion**

a. Because the value of Leadership Style is 3.37, it is suggested that leaders should listen more to input or opinions

b. Because the Work Motivation value is 3.50, it is suggested that the company further improve related to the implementation of employee training and education by providing material that is in accordance with work skills

c. Because the Performance value is 3.43, it is suggested that employees always improve the quality of their work in accordance with predetermined standards and complete work independently which can be done without help from other colleagues, so that they can achieve an effective and efficient goal. .

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