



The Influence Of Leadership Style And Work Motivation On Employee Performance In The Central Indosat Ooredoojakarta Finance Control Group

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Abstract:The purpose of this study was to determine the effect of leadership style on employee performance, work motivation on employee performance, and leadership style and work motivation simultaneously on Group Finance Control Indosat Ooredoo employees. The sampling technique with probability sampling found a sample of 80 people using the Slovin formula. Data analysis used validity test, reliability test, classical assumption test, regression analysis, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing. The results showed that leadership style (X1) and work motivation (X2) had a positive effect on employee performance by obtaining the regression equation $Y = 13.210 + 0.338X_1 + 0.336X_2$. The results of this regression analysis show that the coefficients of each variable are positive, meaning that the higher the leadership style and work motivation, the higher the employee's performance. While the correlation value or the level of influence between the independent variable and the variable is obtained at 0.566, meaning that it has a significant effect. The value of determination or contribution of the influence of Leadership Style and Work Motivation simultaneously is 32% while the remaining 68% is influenced by other factors. The test obtained F count > F table or (18.159 > 2.723), this is with a probability significance of 0.000 < 0.05. Thus is rejected and is accepted. This means that there is a simultaneous positive and significant influence between leadership style and work motivation on employee performance. $X_1 X_2 H_0 H_3$

Keywords: Leadership Style, Work Motivation, Employee Performance

INTRODUCTION

Indosat Ooredoo was founded in 1967 as a foreign business entity that provides international telecommunications services in Indonesia. Indosat Ooredoo began operating in 1969, marked by the inauguration of the Jatiluhur earth station. In 1980, the Indonesian government owned all of Indosat Ooredoo's shares so it turned into a state-owned company. In 1994, Indosat Ooredoo registered its shares on the Jakarta Stock Exchange (BEJ), Surabaya Stock Exchange (BES), and The New York Stock Exchange (Stock Exchange in New York) which later won an award as the first state company to be listed on the Stock Exchange Abroad.

Entering the 21st century and to keep up with developments in globalization, the Indonesian government decided to remove regulatory restrictions on the national telecommunications sector and open it to free market competition. Indosat Ooredoo continued to strive to realize the main objectives of developing its cellular business through the mid-1990s. In 2001 Indosat Ooredoo established PT Indosat Multi Media Mobile (IM3), followed by full ownership control of PT Satellite Palapa Indonesia, thus making the Indosat Group the second largest cellular operator in Indonesia.

In the era of the Covid-19 pandemic for the past three years, almost all employees are carrying out work from home procedures or (Work From Home). There are problems that occur due to employees working from home. The loss of a leadership style makes many employees unmotivated so that what happens to employees is lack of self-confidence and a feeling of being lazy at work.

Human resources are one of the things that is very important for a company to pay attention to. Where people are the most important asset that acts as a driving force for the company. "Human resource management is the science and art of managing relationships and roles so that they are effective and efficient in helping to realize the goals of the company, employees and society" (Hasibuan, 2014).

The company's goal in general is to achieve profits and strive to maintain its survival in the long term. Companies carry out their activities using production factors, namely nature, capital, skills, technology, workforce skills because if perfect technology is not supported by quality natural resources, the company will not be able to run well.

Creating human resources that can improve effective work performance so that they can help achieve company goals is one of the problems that often occurs today. Human resources in a company must be utilized optimally so that their performance is maintained so that they can maintain work performance in the company.

Employee performance at Group Finance Control Indosat Ooredoo, Central Jakarta, especially in terms of the employee performance assessment process. Several sources of error may occur in the employee performance appraisal process. One of the main sources of error is error by the appraiser. Types of errors made by the appraiser. In the era of globalization, leadership issues always give an interesting impression. An organization will succeed or even fail, largely determined by leadership. In leading an organization, not all leaders have the same leadership style. Every leader must be able to adapt his leadership style to the circumstances and conditions of the company, so that employees can work together to achieve the company's goals.

According to (Afandi, 2018) "Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics."

Employee performance is an individual thing, because each employee has a different level of qualifications and different performance in relation to their duties. Many things can affect employee performance, making their work performance ineffective, productive and efficient.

Leadership style has an important role in motivating employees, so that it can improve the company's work performance. An employee will be motivated if the leader shows a leadership style in accordance with the company's business and strategy. However, it often happens that the wrong leadership style is used in solving problems that often occur in companies, namely, the problem that often occurs in motivating employees is that many of the problems faced by employees are that they are not motivated by the leadership style of their superiors so that their work performance is not effective. It is very rare for an employee to be able to solve their own problems, for this employee needs to get the right leadership style from a leader so that the employee can understand and comprehend the problems faced by the employee.

According to (Busro, 2018) "Leadership style is a way in which a leader is able to influence followers to voluntarily carry out various joint actions ordered by the leader without feeling that he is being pressured in order to achieve organizational goals."

Another factor that can influence performance is work motivation, so that employee performance is maximum, motivation plays a very important role in encouraging employee performance. The problems that occur with employee motivation in the pandemic era, one of which is a lack of maximum creativity which causes employees to lose enthusiasm for work to carry out maximum activities. Motivation is very necessary in a company to improve employee performance, this is where the role of superiors is needed to revive employee enthusiasm to produce maximum work.

"Motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions and decisions that occur within a person" (Hasibuan, 2014). Motivation can also be said to be a plan or desire to achieve success and avoid failure in life. In other words, motivation is a process to achieve a goal. Someone who has motivation means he has the strength to achieve success in life.

Based on the description above, researchers are interested in conducting research with the title "The Influence of Leadership Style and Work Motivation on Employee Performance at Indosat Ooredoo, Central Jakarta".

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

In general, Management is a process where someone can organize everything that is done by individuals or groups. Management needs to be carried out to achieve the goals or targets of the individual or group cooperatively using available resources. From this understanding, management science can be interpreted as the ability to organize things so that the goals to be achieved can be met. Apart from that, management can also be interpreted according to etymology. "Management means the art of organizing and carrying out, based on ancient French".

Management can also be interpreted as an effort to plan, coordinate and arrange existing resources in order to achieve goals effectively and efficiently. By applying management knowledge, it is hoped that something that is being done can be completed on time and without anything being wasted.

According to (Sarinah & Mardalena, 2017) "Management is a process in order to achieve goals by working together through people and 10 other organizational resources."

According to (Hasibuan, 2014), "Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals."

Meanwhile, according to (Afandi, 2018) "Management is working with people to achieve organizational goals by carrying out the functions of planning, organizing, staffing, directing and leading, and controlling."

Likewise, according to Schemenhorn in (Wibowo, 2016), "which states that management is the process of planning, organizing, leading, and supervising the use of resources to complete performance goals."

Based on Richard L. Daft in (Wibowo, 2016) defines "Management is the achievement of organizational goals by means of effective and efficient organization, and based on several definitions according to experts it can be concluded that, Management can be interpreted as an expertise in a process for organizing and managing existing resources in order to achieve goals effectively and efficiently in order to achieve the targets or performance of an organization or company."

According to Rivai and Mulyadi in (Kumala, H. R & Agustina, T, 2018), defines "Leadership style is a set of characteristics that a leader uses to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. Defining leadership style is the patterns of behavior that are applied a leader in working through others as perceived by people."

Based on the definition of leadership style put forward by the experts above, leadership style is a person's art and strategy in influencing, encouraging and controlling other people or subordinates to carry out work consciously and voluntarily in achieving certain goals.

According to (Widodo, 2015) "Motivation is the power that exists within a person, which drives his behavior to take action. The intensity of the power within a person to carry out a task or achieve a goal shows the extent of his motivation."

While obeying (Darmawan, 2013) "Motivation is a mental state that encourages, activates or moves a person to direct and channel behavior, attitudes and actions that are always associated with achieving goals, both personal goals for each member."

So it can be concluded that motivation is the drive that exists within humans to increase their potential in order to provide the best performance for their goals, both for themselves and for the company.

According to (Mangkunegara, 2017) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

Meanwhile, according to (Fahmi, 2012), "Performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements." According to Levinson in (Marwansyah, 2019) "Performance is a person's achievement/accomplishment regarding the tasks assigned to him."

From the opinion above, it can be concluded that performance is the output produced by the functions or indicators of a job or profession within a certain time that a person has achieved from their work behavior.

According to (Sugiyono, 2017), states that "Hypothesis is a temporary answer to the research problem formulation, where the problem formulation is stated in the form of a statement sentence. It is said to be temporary, because the answer given is only based on relevant theory, not yet based on empirical facts obtained through data collection or questionnaires".

Based on the problem formulation and thinking framework above, the hypothesis proposed in this research is:

1. Ho: H1 = 0 There is no significant influence between Leadership Style on Employee Performance in the Finance Control Group of Indosat Ooredoo, Central Jakarta.

2. $H_a: H1 \neq 0$ There is a significant influence between Leadership Style on Employee Performance in the Finance Control Group of Indosat Ooredoo, Central Jakarta.
3. $H_o: H2 = 0$ There is no significant influence between Work Motivation on Employee Performance in the Finance Control Group of Indosat Ooredoo, Central Jakarta.
4. $H_o: H2 \neq 0$ There is a significant influence between work motivation and employee performance in the Finance Control Group of Indosat Ooredoo, Central Jakarta.
5. $H_o: H3 = 0$ There is no significant influence between Leadership Style and Work Motivation on Employee Performance in the Finance Control Group of Indosat Ooredoo, Central Jakarta.
6. $H_o: H3 \neq 0$ There is a significant influence between Leadership Style and Work Motivation on Employee Performance in the Finance Control Group of Indosat Ooredoo, Central Jakarta.

METHODS

Researchers need research methods to determine the appropriate steps that must be taken to solve a problem to achieve the desired goal.

"Research methods are basically a scientific way to obtain data with certain goals and uses. To achieve the required goals, relevant methods are needed to achieve the desired goals." (Sugiyono, 2017)

In this research, researchers used quantitative research methods. Quantitative methods are called traditional methods, because this method has been used long enough to become a tradition in every research. It is called a quantitative method because the data in this research uses numbers.

According to (Sugiyono, 2017) What is meant by "quantitative research is that quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/ statistics with the aim of testing predetermined hypotheses"

In compiling this thesis the researcher conducted research at Indosat Ooredoo, which is located at Jl. Medan Merdeka Barat No.21, Central Jakarta. This research was carried out from September to November 2021. This research was carried out in stages starting from surveys, submitting proposals, submitting permits, consultations, creating questionnaires to managing data for preparing a thesis.

Operational variables are breaking down the variables contained in the problem into small parts so that the classification can be known. size, this is done to make it easier to obtain the data needed for research. There are two types of variables used, namely:

1. Independent variable

Independent variables are variables that influence or cause other variables or are given symbols (X1) and (X2), namely Leadership Style and Work Motivation.

2. Dependent variable

The dependent variable is a variable that is influenced or caused by another variable given the symbol (Y), namely Performance.

existing in the object or subject being studied, but includes all the characteristics or properties possessed by the subject or object. In this research, the population is all 100 Indosat Ooredoo employees in the Finance Control Group.

Table 1. Population

No	Part	Number of employees
1	Group Head Finance Control	1
2	Secretary	2
3	Division Head	8
4	Manager	28
5	Senior Staff	45
6	Officer	16
Amount		100

Source: Group Finance Control Indosat Ooredoo

According to (Sugiyono, 2017) "The sample is part of the number and characteristics possessed by the population. The sample is called a representative, it must have the characteristics or characteristics found in the population. This data collection technique is carried out by taking objects from the sample which is called sampling. This research involves the entire population so that the sample is the same as the population."

Sampling for research according to (Arikunto, 2013), if the subject is less than 100 people, it is best to take all of them, if the subject is large or more than 100 people, 10 – 15% or 20 – 25% or more can be taken. Looking at the employee population of Indosat Ooredoo Central Jakarta Group Finance Control, there are 100 employees. So the sampling in this research was carried out using a probability sampling technique using the Slovin formula. According to (Sugiyono, 2017) "Probability sampling is a sampling technique that provides an equal opportunity for each element (member) of the population to be selected as a sample."

The sample size in this study was determined using the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Number of samples

N = Number of population

E = percentage of allowance due to sampling error that is still tolerated (inaccuracy)

In this study, N = 100 and e = 5% = 0.05

So:

$$n = \frac{100}{1 + 100(0,05)^2}$$

$$n = \frac{100}{1 + 100(0,0025)}$$

$$n = \frac{100}{1 + 0,25}$$

$$n = \frac{100}{1,25}$$

$$n = 80$$

Based on the calculations above, the sample size is 80 out of 100 Indosat Ooredoo employees.

The data used in this research are primary data and secondary data. According to (Sugiyono, 2017), "Primary data or raw data is data where the data collection process is carried out directly in the field. Meanwhile, secondary data itself is data where the collection process is carried out by agencies or village institutions."

Data collection techniques are steps that must be taken in research to obtain data information that can explain or answer research problems. The data collection techniques used by researchers are:

The observation technique used in this research is to directly observe research objects and subjects related to the problem to be studied.

According to (Sugiyono, 2017), "Questionnaires are a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer." The technique for distributing questionnaires (questionnaires) in this research was carried out by providing statements related to leadership, work discipline and performance variables to 100 respondents used in this research using a Likert scale, with the following classification of answers:

Table 2. Answer Categories

No	Answer Categories	Score/Value
1	Strongly Agree (SS)	5
2	Agree (S)	4
3	Doubtful	3
4	Don't agree	2
5	Strongly Disagree (STS)	1

Source: Sugiyono (2014:142)

This score frequency measurement technique is used to determine the description of the research variables. The frequency of scores for each alternative answer to the questionnaire is calculated to obtain a percentage of answers to each questionnaire. It is calculated to obtain a percentage of answers to each alternative answer. The percentage of answer scores is then used to determine and interpret the tendency of respondents' answers to each indicator and dimension of each variable.

In this research, the data analysis method used is quantitative data analysis. Quantitative data analysis has the characteristic that it can be assessed using numbers. To support the data analysis method in this research, the author classifies the value of each respondent's questionnaire answer for each variable, with answer classification. Next, analysis was carried out from the data obtained.

RESULTS AND DISCUSSION

In this section, a descriptive analysis of the questionnaire data that has been distributed to 80 respondents will be carried out. The following detailed explanation can be seen and presented in the table below. The results of the Leadership Style questionnaire can be seen in the following table:

Table 3.
Respondents' answers are based on the Leadership Style variable (X1)

Statement	Answer Criteria					Qty	Total	Score	Note
	SS	S	K.S	T.S	STS				
Analytical Ability									
My leader is able to analyze every problem that occurs carefully	37	42	1	0	0	80	356	4.45	SB
My leader is able	44	34	2	0	0	80	362	4.52	SB

Statement	Answer Criteria					Qty	Total	Score	Note
	SS	S	K.S	T.S	STS				
to analyze the abilities and experience of subordinates with the tasks to be given									
Skills									
My leader is skilled in making decisions and providing problem solving	46	34	0	0	0	80	366	4.57	SB
My leader is skilled in communicating to convey thoughts or ideas	33	45	2	0	0	80	351	4.38	SB
Courage									
My leadership dares to make decisions in emergency and urgent situations	42	38	0	0	0	80	362	4.52	SB
My leadership dares to take responsibility for every decision made	40	36	4	0	0	80	356	4.45	SB
Hearing Ability									
My leader is open to receiving criticism or suggestions from subordinates	40	38	2	0	0	80	358	4.47	SB
My leadership is able to understand what employees are saying	41	36	2	1	0	80	357	4.46	SB
Firmness									
My leadership is	43	35	2	0	0	80	361	4.51	SB

Statement	Answer Criteria					Qty	Total	Score	Note
	SS	S	K.S	T.S	STS				
firm in giving sanctions to employees who are indisciplined									

Based on the table above, the respondent's response to the statement on the Leadership Style variable which is highly perceived is the Skills indicator with the statement "My leadership is skilled in making decisions and providing problem solving" with an average answer of 4.57, this is because all employees feel satisfied with decisions and problem solving provided by the leadership. Meanwhile, what is perceived as low is the Assertiveness indicator with the statement "My superior's firm attitude reflects a fair attitude in the work atmosphere" with an average of only 4.13, this is because the leadership of this company sometimes still does not cultivate a culture of assertiveness in its attitude. The author suggests that Indosat Ooredoo's Group Finance Control strengthen the attitude of its leaders so that the working atmosphere of its employees is fair and creates a disciplined working atmosphere.

Questionnaire data results Work motivation can be seen in the table as follows:

Table 4.

Respondents' answers are based on the Work Motivation variable (X2)

Statement	Answer Criteria					Qty	Total	Score	Note
	SS	S	K.S	T.S	STS				
The need for achievement									
Give the best in carrying out my work	29	51	0	0	0	80	349	4.36	SB
Giving awards from the leadership can improve my work performance	24	43	13	0	0	80	331	4.13	B
Improving abilities and skills affects my work performance	29	45	6	0	0	80	343	4.28	SB
Career opportunities in the company are what trigger my work performance	34	40	6	0	0	80	348	4.35	SB
The need for power									

Statement	Answer Criteria					Qty	Total	Score	Note
	SS	S	K.S	T.S	STS				
Have the effort to achieve a higher position in work	26	42	12	0	0	80	334	4.17	B
Has an attempt to control other people	22	52	6	0	0	80	336	4.20	SB
Have ideas to win competitions at work	21	52	7	0	0	80	334	4.17	B
Need to Affiliate									
Have a friendly relationship with superiors, friends and subordinates	31	42	7	0	0	80	344	4.30	SB
Have a cooperative attitude at work	21	53	6	0	0	80	335	4.18	B
Have close relationships with superiors, friends and subordinates	31	42	7	0	0	80	344	4.30	SB
Amount	268	462	70	0	0	800	3398		
Percentage (%)	33.50%	57.75%	8.75%	0.00%	0.00%	100%	Average	4.24	SB

Source: Primary data processed

Based on the table above, the respondents' responses to the statements on the perceived work motivation variable high is an indicator of the Need for Achievement with the statement "Career opportunities in the company are the trigger for my work performance" with an average answer of 4.35, this is because all employees are very concerned about promotion or further career levels. Meanwhile, what is perceived as low is the Need for Achievement indicator with the statement "Giving awards from the leadership can improve my work performance" with an average of only 4.13. This is because there are still many employees who are dissatisfied with the awards given by their leaders in the company. The author suggests that Indosat Ooredoo's Group Finance Control, in this case the leadership concerned, can provide awards that can motivate employees more so that employee motivation is maintained.

The results of the employee performance questionnaire data can be seen in the table as follows:

Table 5.

Respondents' answers are based on the Performance variable (Y)

Statement	Answer Criteria					Qty	Total	Score	Note
	SS	S	K.S	T.S	STS				
Work quality									
Always be precise in completing tasks that can be accountable to the leadership	20	46	14	0	0	80	326	4.07	B
The work I do meets company standards	17	55	8	0	0	80	329	4.11	B
I carried out the tasks given to me with great care	26	53	3	0	0	80	345	4.31	SB
Work Quantity									
I am always on time in completing tasks	17	53	9	1	0	80	326	4.07	B
I am able to work according to the specified targets	29	46	5	0	0	80	344	4.30	SB
I always set targets at work	27	52	1	0	0	80	346	4.32	SB
Implementation of Tasks									
I am knowledgeable about the given job	36	37	7	0	0	80	349	4.36	SB
I am able to work according to a predetermined program	28	42	10	0	0	80	338	4.22	SB
Responsibility									
I have a high responsibility for the work given	27	46	7	0	0	80	340	4.25	SB
I have high initiative to carry out the tasks that have been given	37	42	1	0	0	80	356	4.45	SB
Amount	264	472	65	1	0	800	3399		
Percentage (%)	32.76%	59.00%	8.12%	0.12%	0.00%	100%	Average	4.24	SB

Source: Primary data processed

Based on the table above, Respondents' responses to the statement on the Employee Performance variable which is perceived as high is an indicator of Responsibility with the statement "I have high initiative to carry out the tasks that have been given" with an average answer of 4.45. This is because all employees always take the initiative to do their work so that their work does not pile up. Meanwhile, what is perceived as low are indicators of Work Quality and Work Quantity with the statements "Always on time in completing tasks that can be accountable to the leadership" and "I am always on time in completing tasks" with an average of only 4.07, this is because there are still many employees who often procrastinate and take their work for granted. The author suggests that Indosat Ooredoo's Group Finance Control provide better direction to employees so that they can utilize the time available to complete work to support good work results.

CONCLUSION

. Based on the results of the research and discussion, several conclusions can be drawn as follows:

1. Leadership style influences the performance of Indosat Ooredoo Group Finance Control employees. This is proven by the hypothesis test value obtained at $t_{count} > t_{table}$ or $3.152 > 1.991$ with a Sig value. < 0.05 .
2. Work motivation influences the performance of Indosat Ooredoo Group Finance Control employees. This is proven by the hypothesis test value obtained at $t_{count} > t_{table}$ or $2.812 > 1.991$ with a Sig value. < 0.05 .
3. Simultaneously Leadership Style and Work Motivation influence the performance of Indosat Ooredoo Group Finance Control employees. This is proven by the results of calculating the regression equation $Y = 13.210 + 0.338 X_1 + 0.336 X_2$. The correlation coefficient value obtained is 0.566, meaning that the independent variable and the dependent variable have a strong influence with a coefficient of determination of 0.320 or 32%, while the remaining 68% is influenced by other variables such as work environment, work discipline, compensation and employee loyalty. Hypothesis testing obtained a calculated F value $> F_{table}$ or $18.159 > 2.723$ with a Sig value. < 0.05 . The conclusion section contains the main points of the articles

RESULT

1. In the Leadership Style variable, the Assertiveness indicator with the statement "My boss's firm attitude reflects a fair attitude in the work atmosphere" with an average of only 4.13, this is because the leadership of this company sometimes still does not cultivate firmness in its attitude. The author suggests that Indosat Ooredoo's Group Finance Control strengthen the attitude of its leaders so that the working atmosphere of its employees is fair and creates a disciplined working atmosphere.
2. In the work motivation variable, the Need for Achievement indicator with the statement "Giving awards from the leadership can improve my work performance" with an average of only 4.13, this is because there are still many employees who are dissatisfied with the awards given by their leaders in the company. The author suggests that Indosat Ooredoo's Group Finance Control, in this case the leadership concerned, can provide awards that can motivate employees more so that employee motivation is maintained.
3. In the performance variable, it is an indicator of Work Quality and Work Quantity with the statements "Always correct in completing tasks that can be accountable to the leadership" and "I am always on time in completing tasks" with an average of only 4.07, this is because there are still many employees who often procrastinate and take their work for granted. The author suggests that Indosat Ooredoo's Group Finance Control provide better direction to employees so that they can utilize the time available to complete work to support good work results.

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