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**The Impact of Leadership Style and Working Motivation for Employee Performance With Job Satisfaction as Intervening Variabel (Case Study at PT Jaya Abadi Denpasar)**

**Ketut Witara<sup>1</sup>, Dodit Cahyo Nugroho<sup>2</sup>, Titis Tatasari<sup>3</sup>,  
Laksmi Murni Kurniasari<sup>4</sup>, Yuli Kurniawati<sup>5</sup>**

<sup>1</sup> STIE Mahardhika Surabaya , Indonesia

<sup>2</sup> STIE Mahardhika Surabaya , Indonesia

<sup>3</sup> STIE Mahardhika Surabaya , Indonesia

<sup>4</sup> STIE Mahardhika Surabaya , Indonesia

<sup>5</sup> STIE Mahardhika Surabaya , Indonesia

**ABSTRACT**

This survey is a quantitative survey that was conducted with a sample of 55 employees from PT Jaya Abadi Denpasar utilizing the total sample/saturated sample/census approach. The goal of this study was to identify and assess the influence of leadership style and job motivation on job satisfaction and performance among employees of PT Jaya Abadi Denpasar. The results of the validity tests are valid, the results of the reliability tests are reliable, the results of the normality tests are the normal distribution of the study data, and the heteroscedasticity tests do not reveal any heteroscedasticity. A multicollinearity test reveals that there is no multicollinearity. The following are the study's findings, based on data analysis and discussion: 1. Leadership style has a major influence on employee work satisfaction at PT Jaya Abadi Denpasar. 2. Work motivation has a significant influence on employee work satisfaction at PT Jaya Abadi Denpasar. Job satisfaction has a substantial influence on staff performance at PT Jaya Abadi Denpasar. 4. The management style of PT Jaya Abadi Denpasar has a significant impact on staff performance. 5. Work motivation has a significant influence on the performance of employees at PT Jaya Abadi Denpasar. 6. In PT Jaya Abadi Denpasar, leadership style has a substantial impact on staff performance via work satisfaction. 7. Job satisfaction at PT Jaya Abadi Denpasar has a major influence on staff performance.

*Leadership Style, Working Motivation, Job Satisfaction, Employee Performance*

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[ketutwitara@stiemahardhika.ac.id](mailto:ketutwitara@stiemahardhika.ac.id)

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## **INTRODUCTION**

Intense competition from competitors using the same vendor's products has a significant impact not only on employee performance, but also on sales and corporate profits. There is a need to study the causes of this disease, such as improving management methods and employee motivation.

A company's leadership style, from senior level to middle management, has a significant impact on the performance of teams, especially those responsible for sales and direct customer contact.

All leaders must be able to inspire enthusiasm and motivation in their subordinates. We expect that increased work motivation would boost job satisfaction and staff performance at PT Jaya Abadi Denpasar. According to Fillmore, H. Stanford (1969) on Mangkunegara (2017) defines motivation as a state that moves people toward a particular goal. The leadership of PT Jaya Abadi Denpasar always inspires his subordinates at every opportunity of the meeting to motivate them to work. Each employee of PT Jaya Abadi Denpasar has different motivations at work, so the leadership of PT Jaya Abadi Denpasar needs to reach out to each employee. A successful company requires a leader who can mobilize all employees of PT Jaya Abadi Denpasar and work together to achieve the company's goals, including improving employee performance

## **RESEARCH METHODE**

### **Population and Sample**

Population is the set of all individuals who can provide data and information for research purposes. The population in this study were all employees of PT Jaya Abadi Denpasar, totaling 55 employees.

Due to the number of the population is small, then all members of the population are used as samples. The samples taken from this study used a census sample technique/total sampling/saturated sampling because the population size was considered small. According to Sugiyono (2017) census/saturated sampling/total sampling is a sampling technique when all members of the population are used as samples. So that the sample in this study were 55 employees of PT Jaya Abadi Denpasar.

### **Data Collection Techniques**

The data used in this study based on data sources are primary data and secondary data. Data collection techniques used to collect data in this study are:

#### **Interview**

According to Sugiyono (2017), an interview is a meeting of two persons who share information and ideas through question and response in order to develop meaning in a certain issue. Interviews are used as a data collecting

strategy when the researcher wants to perform a preliminary study to identify problems that need to be investigated, as well as when the researcher wants to learn more in-depth information from respondents when the number of respondents is small.

**Questionnaire.**

A questionnaire, according to Sugiyono (2017), is a data gathering tool in which respondents are given a set of questions or written statements to answer.

**Observation.**

Sugiyono (2017) cites Sutrisno Hadi (1986) in support of the idea that observation is a complicated process made up of a number of biological and psychological processes, the two most significant of which are memory and observation.

**RESULT AND DISCUSSION**

The number of employees of PT Jaya Abadi Denpasar can be seen in the following table:

**Tabel 1.**  
**Employees of PT Jaya Abadi Denpasar**

No	Department	Number of Employees
1	Sales	11 People
2	Warehouse and Purchasing	11 People
3	Administration	15 People
4	Field Officer	18 People
<b>Total</b>		<b>55 People</b>

*Source: Data processed in 2023*

**Respondent's Working Period**

The characteristics of respondents based on the years of service of PT Jaya Abadi Denpasar employees can be seen in the following table:

**Table 2.**  
**Distribution of Respondents Based on Years of Service**

Years of service	Frequency	Percentage
< 5 years	30	54.5 %
5 - 10 years	12	21.8 %
> 10 years	13	23.6 %
<b>Total</b>	<b>55</b>	<b>100 %</b>

## Data Processing and Analysis Techniques

### Validity Test

Validity test is a test used to show the extent to which the measuring instrument used in a measure measures what is being measured. Ghozali (2018) states that the validity test is used to measure the legitimacy or validity of a questionnaire.

The measurement results are said to be valid if there are similarities between the data collected and the actual data on the object being measured, there are similarities between the test results and the actual conditions of the person being measured. Based on the processed results of SPSS, it is known that the results of the Validity Test are as follows:

**Table 3.**  
**Validity Test**

Variable	Statement	<i>Corrected Items - Total Correlation</i>	Information
X1	Leadership Style 1	0.823	Valid
	Leadership Style 2	0.792	Valid
	Leadership Style 3	0.868	Valid
	Leadership Style 4	0.841	Valid
X2	Working Motivation -1	0.679	Valid
	Working Motivation -2	0.855	Valid
	Working Motivation -3	0.862	Valid
	Working Motivation -4	0.828	Valid
Z	Job Satisfaction 1	0.766	Valid
	Job Satisfaction 2	0.865	Valid
	Job Satisfaction 3	0.854	Valid
	Job Satisfaction 4	0.682	Valid
Y	Employee Performance 1	0.798	Valid
	Employee Performance 2	0.839	Valid
	Employee Performance 3	0.895	Valid
	Employee Performance 4	0.766	Valid

Source: Processed results of SPSS

The Validity Test analysis findings in Table 3 reveal that all study variables (leadership style, work motivation, job satisfaction, and employee performance) have a corrected item total correlation value better than 0.3, indicating that they pass the Validity Test.

**Reliability Test**

According to Arikunto (2017), "to test the amount of trust in a measuring instrument, a measuring instrument called the Reliability Test is utilized. An instrument when used at different times to measure the same item will yield the same result, which can also be considered to be dependable." The following are the outcomes of data processing using SPSS for Windows:

**Table 4.**  
**Reliability Test**

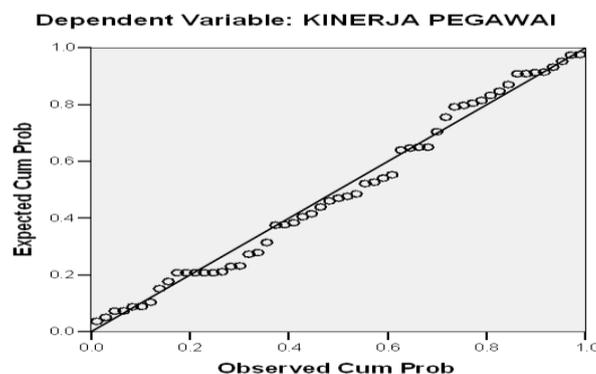
Variable	Cronbach's Alpha if Item Deleted	Information
Leadership Style	0.975	Very Reliable
Work motivation	0.967	Very Reliable
Job satisfaction	0.978	Very Reliable
Employee Performance	0.967	Very Reliable

Based on table 4 above, it is known that the data from the questionnaire results have fulfilled the Reliability Test requirements because all research variables, are : leadership style, work motivation, job satisfaction and employee performance have a Cronbach's Alpha value greater than 0.60 so that they are said to be reliable.

**Normality test**

The results of research data processing using SPSS for Windows:

**Normal P-P Plot of Regression Standardized Residual**

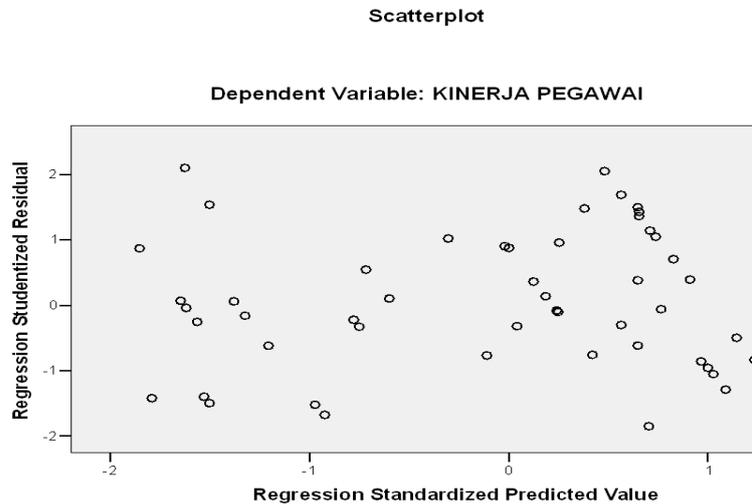


**Picture 1.**

**Normality Test Source: Processed results of SPSS**

From Picture 1 the results of the SPSS processing it can be said that the questionnaire data after being processed using SPSS produces data that meets the normal distribution requirements, because the residual points in the image follow/around a straight diagonal line .

**Heteroscedasticity Test**



**Picture 2.**

**Heteroscedasticity Test**

Based on Picture 2 the data from the questionnaire results show that they are free from heteroscedasticity, this is because in the Scatterplot image there is no clear pattern, and the points spread above and below zero on the Y axis, Ghozali (2018: 134).

**Multicollinearity Test**

**Table 5.  
 Multicollinearity Test**

Model		Collinerity Statistics	
		Tolerance	VIF
1	LEADERSHIP STYLE	,115	8,683
	WORK MOTIVATION	,110	9,305
	JOB SATISFACTION	,181	5,525
a. Dependent Variable : EMPLOYEE PERFORMANCE			

According to Table 5, all independent variables (leadership style, work motivation, and job satisfaction) have a variance inflation factor (VIF) value less than 10 and a tolerance value larger than 0.1, indicating that the questionnaire result data is free of multi-collinearity.

**Path Analysis / Path Analysis**

**Table 6.**  
**Path Analysis Coefficient and Sub Structure t Test 1**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	,633	,727		,871	,388
	LEADERSHIP STYLE	,394	,166	,399	2,177	,042
	WORK MOTIVATION	,638	,174	,619	3,666	,001
a. Dependent Variable : JOB SATISFACTION						

**Table 7.**  
**Coefficient of Determination**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Watson
1	,905 <sup>a</sup>	,819	,812	1,72286	1,980
a. Predictors: (Constant), LEADERSHIP STYLE, WORK MOTIVATION					
b. Dependent Variable : JOB SATISFACTION					

**Equation of Path Analysis / Path Analysis of Sub Structure 1.**

Based on tables 6 and 7, the path analysis equation is as follows:

$$Z = \rho_{zx1}. X1 + \rho_{zx2}. X2 + \epsilon_1$$

$$Z = 0.399 X1 + 0.619 X2 + \sqrt{1 - \text{Adjusted R Square}}$$

$$Z = 0.399 X1 + 0.619 X2 + \sqrt{1 - 0.812}$$

$$Z = 0.399 X1 + 0.619 X2 + 0.433$$

**Table 8.**  
**Path Analysis Coefficient and Sub Structure t Test 2**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	,977	,434		2,250	,029
	LEADERSHIP STYLE	,210	,101	,217	2,074	,043
	WORK MOTIVATION	,337	,116	,332	2,913	,005
	JOB SATISFACTION	,443	,082	,450	5,391	,000
a. Dependent Variable : EMPLOYEE PERFORMANCE						

**Table 9.**  
**Coefficient of Determination - Sub Structure 2**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Watson
1	,967	,936	,932	1,02180	2,048
a. Predictors: (Constant), LEADERSHIP STYLE, WORK MOTIVATION, JOB SATISFACTION					
b. Dependent Variable : EMPLOYEE PERFORMANCE					

**Equation of Path Analysis / Path Analysis of Sub Structure 2.**

Based on tables 8 and 9, the path analysis equation is as follows:

$$Y = \text{pyx1. } X_1 + \text{pyx2. } X_2 + \text{pyz. } Z + \epsilon_2$$

$$Y = 0.217 X_1 + 0.332 X_2 + 0.450 Z + \sqrt{1 - \text{Adjusted } R \text{ Square}}$$

$$Y = 0.217 X_1 + 0.332 X_2 + 0.450 Z + \sqrt{1 - 0.936}$$

$$Y = 0.217 X_1 + 0.332 X_2 + 0.450 Z + 0.252$$

**Test t/ Partial Sub-Structure Test 2.**

Partial test / t test conducted in this study are as follows:

**Leadership Style Variable (X1).**

The t-test hypothesis / partial test used in this study is as follows:

- H<sub>0</sub>: Leadership style has no significant effect on employee performance.

- H<sub>1</sub>: Leadership style has a significant effect on employee performance.  
 In this study using the confidence level  $\alpha$  of 5%. From table 8 it is known that the leadership style variable has a Sig value of 0.043 (smaller than 5%) so that reject H<sub>0</sub> and accept H<sub>1</sub> means that leadership style has a significant effect on employee performance.

**Work Motivation Variable (X2).**

The t-test hypothesis/partial test used in this study is as follows:

- H<sub>0</sub> : Work motivation has no significant effect on employee performance.
- H<sub>1</sub> : Work motivation has a significant effect on employee performance.

Use of a 5% confidence level was made in this research. Given that work motivation has a sig value of 0.005 (less than 5%), which can be determined from table 7, we may reject H<sub>0</sub> and accept H<sub>1</sub>, which indicates that work motivation significantly affects employee performance.

**Variable Job Satisfaction (Z).**

The t-test hypothesis / partial test used in this study is as follows:

- H<sub>0</sub>: Job satisfaction has no significant effect on employee performance.
- H<sub>1</sub>: Job satisfaction has a significant effect on employee performance.

In this research, a confidence level of 5% was used. According to table 8, the variable job satisfaction has a Sig value of 0.000 (less than 5%), implying that rejecting H<sub>0</sub> and accepting H<sub>1</sub> indicates that job contentment has a substantial influence on employee performance.

**The Magnitude of Influence of Each Variable on Sub Structure 2.**

Based on tables 6 and 8 it can be obtained the magnitude of the influence of each variable, are:

**The Effect of Leadership Style Variables on Employee Performance.**

1. The magnitude of the influence of leadership style on employee performance (directly) is  $\rho_{yx1}^2 \cdot 100\% = 0.217 \times 0.217 \times 100\% = 4.71\%$
2. The magnitude of the influence of leadership style on employee performance through job satisfaction (indirectly) is  $\rho_{zx1} \cdot \rho_{yz} \cdot 100\% = 0.399 \times 0.450 \times 100\% = 17.95\%$ , then the effect Indirectly, the Sobel Test is carried out, are :

$$Z \text{ count} = ab / S_{ab}$$

$$\text{Where } S_{ab} = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

- The leadership style variable (X1) for Sub Structure 1 in table 6 is  $a = 0.399$  ;  $Sa = 0.166$
- Job satisfaction variable (Z) for Sub Structure 2 in Table 8 is  $b = 0.450$  ;  $Sb = 0.082$  obtained by calculating the value  
 $ab = 0.399 \times 0.450 = 0.1795$   
 and  $S_{ab} = \sqrt{0.450^2 \cdot 0.166^2 + 0.399^2 \cdot 0.082^2 + 0.166^2 \cdot 0.082^2} = 0.00291$

so that the calculated Z value =  $ab / S_{ab}$   
 $= 0.1795 / 0.0029 = 2.17$

Because  $2.17 > 1.96$  (which is the table Z value and in this study using a confidence level of 5%), so that it can be said that the results of the Sobel test for the indirect effect are significant, meaning that leadership style has a significant effect on employee performance through job satisfaction.

So that the total magnitude of the influence of leadership style on employee performance is direct influence + indirect effect =  $4.708\% + 17.955\% = 22.663\%$ .

### **The Effect of Work Motivation Variables on Employee Performance**

1. The magnitude of the influence of work motivation on employee performance (directly) is  $\rho_{yx}^2 \cdot 100\% = 0.332 \times 0.332 \times 100\% = 11.022\%$
2. The magnitude of the influence of work motivation on employee performance through job satisfaction (indirectly) are :  $\rho_{zx}^2 \cdot \rho_{yz} \cdot 100\% = 0.619 \times 0.450 \times 100\% = 27.85\%$ , then this indirect effect is carried out by the Sobel test, are :

$$Z \text{ count} = ab / S_{ab}$$

$$\text{Where } S_{ab} = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

- Work motivation variable (X2) for Sub Structure 1 in table 6 is  $a = 0.619$  ;  $Sa = 0.174$
- The job satisfaction variable (Z) for Sub Structure 2 in table 8 is  $b = 0.450$   $Sb = 0.082$ , the results of the calculation of the value are obtained:  $ab = 0.619 \times 0.450 = 0.2785$

$S_{ab} = \sqrt{0.450^2 \cdot 0.174^2 + 0.619^2 \cdot 0.082^2 + 0.174^2 \cdot 0.082^2} = 0.0944$  so the calculated Z value =  $0.2785 / 0.0944 = 2.951$

Because  $2.951 > 1.96$  (which is the value of the Z table and in this study uses a confidence level of 5%), so it can be said that the results of the Sobel test for the indirect effect are significant, meaning that work motivation has a significant effect on employee performance through job satisfaction.

So that the total magnitude of the influence of work motivation on employee performance is direct influence + indirect effect =  $11.02\% + 27.85\% = 38.88\%$ .

The Magnitude of the Effect of Job Satisfaction Variables on Employee Performance From table 8 it is known that the magnitude of the influence of job satisfaction on employee performance (directly), are :

$$\rho_{yz}^2 \cdot 100\% = 0.450 \times 0.450 \times 100\% = 20.25\%$$

### **Coefficient of Determination/ Adjusted R Square Sub Structure 2**

*Adjusted R<sup>2</sup>* value is 0.936, meaning that the variables of leadership style, work motivation and job satisfaction are jointly contribute to employee performance

by 0.936 or 93.6% while the remaining  $100\% - 93.6\% = 6.4\%$  is influenced by other variables that are not involved in this study.

## DISCUSSION

After conducting data analysis, the discussion in this study is as follows:

### **Leadership style has a significant effect on job satisfaction**

Based on the results of the Partial Test, leadership style has a Sig value of 0.042 (smaller than 0.05) so that reject H0 and accept H1 means that leadership style has a significant effect on job satisfaction. The results of this study indicate that leaders have harmonious cooperation with their subordinates so that the work environment supports respondents to complete the job well. Collaboration between leaders and subordinates who are compatible in solving various problems faced by employees of PT Jaya Abadi Denpasar so that respondents feel satisfied with their work environment, this shows that the leadership style applied by a leader will affect the level of job satisfaction of his subordinates. Job satisfaction is one of the most important things for leaders and employees of PT Jaya Abadi Denpasar, because with job satisfaction employees will be loyal, will not feel hatred, will not experience frustration at work, will not arise feelings of anxiety and can finish work well because Therefore, the leader applies a leadership style that is in accordance with the characteristics of his subordinates so that his leadership is successful.

### **Work motivation has a significant effect on job satisfaction**

Based on the results of the Partial Test, the work motivation variable has a Sig value of 0.001 (smaller than 0.05) so that reject H0 and accept H1 means that work motivation has a significant effect on job satisfaction. The results of this study indicate that respondents are motivated to work because they want to get a bigger salary so that the compensation received by respondents is in accordance with their responsibilities at work. This means that employees of PT Jaya Abadi Denpasar feel satisfied at work because the desire to get a bigger salary as motivation to work has been fulfilled with the compensation received by respondents according to their responsibilities in their work, this shows that employee motivation can affect the level of job satisfaction that employee.

### **Job satisfaction has a significant effect on employee performance**

Based on the results of the Partial Test, job satisfaction has a Sig value of 0.000 (smaller than 5%) so reject H0 and accept H1, meaning that job satisfaction has a significant effect on employee performance. The results of this study indicate that the work environment supports the respondent to complete the job well so that the amount of work that the respondent produces is always in accordance with the quantity standards set by the company. This shows that

respondents are satisfied with the working environment conditions of PT Jaya Abadi Denpasar so that respondents are able to produce work that is in accordance with the quantity standards set by the company, this means that job satisfaction can influence employee performance levels,

#### **Leadership style has a significant effect on employee performance**

Based on the results of the Partial Test, leadership style has a Sig value of 0.043 (smaller than 5%) so reject  $H_0$  and accept  $H_1$ , meaning that leadership style has a significant effect on employee performance. cooperate with colleagues in completing a job. The leadership of PT Jaya Abadi Denpasar always invites their subordinates to always participate in solving problems faced by the company, whether solved individually or by working together in groups so that their subordinates have the ability to cooperate with colleagues in completing a job, this shows that leadership style has an influence on the performance of their subordinates.

#### **Work motivation has a significant effect on employee performance**

Based on the results of the Partial Test, work motivation has a Sig value of 0.000 (smaller than 5%) so reject  $H_0$  and accept  $H_1$ , meaning that work motivation has a significant effect on employee performance. The results of this study indicate that respondents are motivated to work because they want to get good work performance so that the quality of the work they produce is always in accordance with the quality standards set by the company. Employee motivation of PT Jaya Abadi Denpasar to be able to excel so as to be able to produce work is always in accordance with the quality standards set by the company so this shows that work motivation has an influence on employee performance.

#### **Leadership style has a significant effect on employee performance through job satisfaction**

Based on the Sobel test, Z count is  $2.17 > 1.96$  (which is the Z table value and in this study uses a confidence level of 5%), so it can be said that the Sobel test results for the indirect effect are significant, meaning that leadership style has a significant effect on employee performance. through job satisfaction.

The results of this study indicate that the leadership conveys their ideas/ideas in a persuasive manner, so that the work environment supports the respondent to complete the job well and the respondent always completes the work on time in accordance with the time standard set by the company. The leaders of PT Jaya Abadi Denpasar in conveying their ideas and ideas are conveyed in a persuasive way of communication, communication is important in the work environment because with good communication employees will be able to complete work on time in accordance with the time standards set by the

company. With the increase in job satisfaction of employees of PT Jaya Abadi Denpasar on their work environment, it will affect the increase in employee performance, while employee job satisfaction cannot be separated from the participation of the leadership of PT Jaya Abadi Denpasar in creating job satisfaction for their subordinates to be able to improve the performance of their subordinates, so this shows that the style leadership influences employee performance through job satisfaction.

### **Work motivation has a significant effect on employee performance through job satisfaction**

Based on the Sobel test, Z count is  $2.951 > 1.96$  (which is the Z table value and in this study uses a confidence level of 5%), so it can be said that the Sobel test results for the indirect effect are significant, meaning that work motivation has a significant effect on employee performance through satisfaction Work. The results of this study indicate that respondents are motivated to work because they want to establish better interpersonal relationships, so that respondents feel at ease at work and respondents have the ability to work together with colleagues in completing a job. The importance of work motivation with the aim of establishing better relations between employees of PT Jaya Abadi Denpasar, this is intended so that there is no hostility between one employee and another employee so that employees feel satisfied with peaceful working conditions at work and have the ability to collaborate with colleagues in completing a job because to be able to improve performance, all work must be completed immediately, both work that can be completed by individuals/individuals and work that can be completed as a team work so that it can be said that motivation has an influence on employee performance through job satisfaction.

## **CONCLUSION**

In accordance with the data analysis and discussion, the conclusions from this research are as follows:

- 1) In PT Jaya Abadi Denpasar, the leadership style has a big impact on how satisfied employees are with their jobs.
- 2) Work motivation significantly affects how happy PT Jaya Abadi Denpasar employees are with their jobs.
- 3) The performance of PT Jaya Abadi Denpasar personnel is significantly impacted by job satisfaction.
- 4) The effectiveness of the staff of PT Jaya Abadi Denpasar is significantly influenced by the leadership style.

- 5) The performance of PT Jaya Abadi Denpasar staff is significantly impacted by work motivation.
- 6) Through employee work satisfaction at PT Jaya Abadi Denpasar, leadership style has a substantial impact on staff performance.
- 7) Through the employees of PT Jaya Abadi Denpasar's job happiness, work motivation has a big impact on employee performance.

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