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## The Influence of Leadership Style and Motivation on Employee Performance (A Study at the Bandung City Trade and Industry Service)

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**Abstract:**The aim of this research is to determine and analyze: (1) Leadership Style (2) Motivation of Employee Performance (Y) of the Bandung City Trade and Industry Service, both simultaneously and partially. The research method used is descriptive and verification methods, the unit of analysis in this research is employees of the Bandung City Trade and Industry Service with a sample of 64 people. The investigation technique is causal in nature, and is included in the cross-sectional category. Based on the research results, it was found that the Leadership Style in the Bandung City Trade and Industry Service was categorized as good. Motivation for Bandung City Trade and Industry Service Employees in the Good category is generally in the good category. The current performance of Bandung City Trade and Industry Department employees is very good. Leadership style and motivation simultaneously influence employee performance at the Bandung City Department of Trade and Industry, however, partially motivation influences employee performance more than leadership style. Because motivation is more dominant in influencing performance, for this reason it is the first priority in improving performance, employees of the Bandung City Trade and Industry Department are expected to consistently maintain existing conditions, so that they are able to work more professionally.

**Keywords:**Leadership Style, Motivation, Employee Performance.

### INTRODUCTION

In everyday life, humans cannot be separated from organizational life, because humans are social creatures who tend to live in society. This can be seen in household life, social organizations and in the world of work. An organization is a forum for a group of people who work together rationally and systematically in a guided or controlled manner to achieve certain goals utilizing the resources within it. The organization must have clear goals and be stated in the organization's vision and mission. An organization will not run well if there are no components that drive it. Humans are an important component in an organization that moves and carries out activities to achieve its goals. The success of an organization is determined by the people involved in the organization, namely quality human resources supported by the ability of individuals who have good skills and knowledge needed by the organization.

An organization is successful if one of the resources it has, namely the organization's human resources, can be used optimally to achieve its goals. Optimizing employee performance in an organization certainly applies management functions to the organization. Management functions in planning, organizing activities, monitoring and evaluating appropriately with guidance. Legislative regulations will certainly support the expected increase in employee performance. Human Resource Management is a series of management functions (planning, organizing, directing and controlling) which are used as the basis for HRM functions (procurement, development, compensation, integration, maintenance and dismissal of employees), with the aim of achieving organizational goals. Human resources are needed to run an organization

Organizational goals can be achieved if employees have good performance in carrying out their duties and functions. Employee performance can be maximally successful, driven by several factors in the organization. One of the driving factors in organizational progress is competent leaders. Leadership has an important role in efforts to encourage optimal employee performance. Leadership is management's effort to maximize the role of human resources in the organization to achieve predetermined organizational goals.

The leadership style that characterizes a leader greatly influences the performance of his subordinates. An effective leadership style is more or less able to make members of the organization feel like they are an important part and a complete unit, thereby generating motivation and enthusiasm for work. It is important that work enthusiasm makes the leader's influence in the organization acceptable and becomes a positive value for the organization itself.

The impetus for improving employee performance is determined by other things within the scope of the organization itself. Apart from leadership factors that influence employee performance from an external perspective, internal employee factors also influence employee performance, namely employee motivation itself. Employee motivation at work plays a role in creating high and low employee performance in a certain period of time. It is very important for organizations and leaders to increase employee work motivation. Forms of reward, clear career paths, comfortable working atmosphere, compensation, work facilities and infrastructure are also factors that influence employee performance.

Employee performance improvements must be assessed and improved continuously. This also needs to be linked to the employee performance evaluation system and mechanism that has been running so far. As a community service, of course the creation of excellent service standards can create a good positive image in the eyes of the community. Understanding the main tasks and functions as well as leader support and employee motivation are expected to create good performance and improve the quality of service to the community.

One of the government organizations is the Bandung City Trade and Industry Service or what is abbreviated as Disdagin. Based on its history, Disdagin was formed on November 16 2016 as stated in Bandung City Regional Regulation Number 8 of 2016 concerning the Formation and Structure of Bandung City Regional Apparatus which is a follow-up to the publication of Law Number 23 of 2014 concerning Regional Government (State Gazette of the Republic of Indonesia of 2014 Number 244, Supplement to the State Gazette of the Republic of Indonesia Number 5587) as amended several times, most recently by Law Number 9 of 2015 concerning the Second Amendment to Law Number 23 of 2014 concerning Regional Government into Law (State Gazette of the Republic of Indonesia of 2015 Number 58, Supplement to the State Gazette of the Republic of Indonesia Number 5679).

Based on the results of preliminary observations (in 2021), the author found several facts as follows:

1. The tendency of leaders to lack understanding of the main tasks and functions that are their responsibilities so that subordinates cannot have a good understanding of what their main tasks are, namely to support the implementation of existing tasks;
2. There is a tendency to lack understanding in determining the achievement targets that will be obtained within a certain period of time;

3. Lack of understanding and communication results in decreased motivation at work resulting in a decrease and delay in implementation and completion of tasks;
4. Lack of support from superiors and clarity in career paths increases the lack of motivation for employees to work to carry out their duties.

## **METHOD**

Research methods are a very important part of knowing whether a research is successful or not. Research methods are a way to determine the level of research, determine the aims and objectives of research as well as ways to obtain data and determine the type of data to be used, as well as obtain information or facts that are related to the research problem. As expressed by Sugiyono (2014: 6) explains that the research method is a scientific way to obtain valid data with the aim of finding, developing and proving certain knowledge so that in turn it can be used to understand, solve and anticipate problems in field of education.

The research method used is descriptive and verification methods. According to Sugiyono (2016:53) descriptive research is research conducted to determine the value of independent variables, either one or more variables without making comparisons or connecting them with other variables. This descriptive analysis technique involves describing or illustrating the data that has been collected as it is without the intention of making general conclusions or generalizations.

Meanwhile, according to Sugiyono (2016:36), the verification method is research aimed at testing theories and trying to produce a scientific method, namely the status of a hypothesis in the form of a conclusion, whether a hypothesis is accepted or rejected. The verification analysis technique uses path analysis which is used to analyze the magnitude of the influence of the independent variable on the dependent variable, as well as to test the hypothesis.

The descriptive method used in this research is to determine the influence of leadership style and motivation on employee performance at the Bandung City Trade and Industry Department. Meanwhile, the verification method used in this research is to find out and examine how much influence the Leadership Style and Motivation variables have on Employee Performance.

The investigation technique is causal, because it will test the causal relationship between the independent variable and the dependent variable. This research is included in the cross-sectional category, namely information from respondents is collected, with the aim of being able to estimate the respondents' opinions regarding the research object.

## **RESULTS AND DISCUSSION**

Based on the hypothesis developed in this research and which has been proven to be acceptable, the Bandung City Department of Trade and Industry is especially concerned with optimizing employee performance, so there are 2 variables, namely leadership style and motivation and their implications for performance. Based on the test results, leadership style and motivation have a positive effect on employee performance. If you look at the magnitude of influence, the highest is motivation, followed by leadership style. In connection with this, the leadership of the Bandung City Trade and Industry Service can pay particular attention to:

Description of Leadership Style in the Bandung City Trade and Industry Department. The research results show that in general the leadership style in the Bandung City Trade and Industry Department is good. With 15 indicators measured, namely 1) Superiors often discuss with employees, 2) Superiors treat each employee equally with each other 3) Superiors socialize informally with each employee, 4) Superiors socialize freely with each employee, 5) Superiors make every employee feels free 6) The boss helps every employee even if it is not a work-related problem, 7) The boss praises and appreciates every employee who works hard, 8) The boss demands every employee do what they want to do, 9) The boss does not tolerate interference any hand from every employee, 10) The boss behaves as if his power and prestige are important for the obedience of every employee, 11) The boss prefers detailed procedures for doing work 12)

The boss acts in accordance with established regulations, 13) The boss expects every employee to complete the work on time. 14) The boss is very disciplined in carrying out work. 15) The boss doesn't like any employee who comes late.

Overall, the leadership style assessment has a total score of 3682 which is in the interval 3,264-4,032 in the agree category. This is because employees at the Bandung City Trade and Industry Service have a leadership style that is considered appropriate for employees at the Bandung City Trade and Industry Service. Of the 15 indicators studied, leadership style has the highest score of 280 and the lowest score is 175 with an average score of 245.

Indicators that are above average are that the supervisor often discusses with employees. The supervisor treats each employee equally with each other. The supervisor socializes informally with each employee. The supervisor socializes freely with each employee. The supervisor praises and appreciates every employee who works. strict, superiors act in accordance with established regulations, superiors expect every employee to complete work on time, superiors are very disciplined in carrying out work, superiors do not like every employee who arrives late.

While the indicators below the average score are as employees: The boss makes every employee feel free, The boss helps every employee even if it is not a work-related problem, The boss demands every employee do what they want to do, The boss does not tolerate any interference from every employee, the boss behaves as if his power and prestige are important for every employee's obedience.

To be able to realize a leadership style that can provide motivational support which has implications for improving performance, according to Siagian (2002:11) a leader's leadership style can be seen through the following indicators:

1. Climate of mutual trust:
2. Respect for subordinates' ideas:
3. Taking into account the feelings of subordinates:
4. Attention to work comfort for subordinates:
5. Concern for the welfare of subordinates:
6. Taking into account the job satisfaction factor of subordinates in completing the tasks entrusted to them:
7. Recognition of the status of subordinates appropriately and professionally.

If this indicator is applied to daily leadership, it is hoped that subordinates will accept, acknowledge and carry out their duties more enthusiastically, so that it is hoped that performance will increase.

Description of Employee Motivation at the Bandung City Trade and Industry Department. The research results show that in general employee motivation at the Bandung City Trade and Industry Department is quite high. With 13 indicators measured, namely 1) I do things in a new, better and creative way, 2) I have a strong desire to carry out tasks 3) I always do self-development, 4) I need concrete feedback on my work me, 5) I feel that I work more effectively when I work cooperatively with other people, 6) I give genuine attention to other people's feelings, 7) I often communicate with other people, 8) I often communicate with other people, 9) I have a desire to direct and control other people, 10) I am very active in determining the direction of organizational activities, 11) I care about maintaining relationships with superiors and colleagues, 12) I enjoy reflecting prestige in the organization, 13) I often try to help other people without being asked.

Overall, the motivation measurement assessment has a total score of 3392 which is in the interval 2,828.8-3,494.4 in the agree category. This is motivated by the fact that employees at the Bandung City Trade and Industry Service have high enthusiasm for completing work. Of the 13 indicators studied, motivation has the highest score of 286 and the lowest score is 207 with an average score of 261.

Indicators that are above average are as an employee: I do things in a new, better and creative way, I have a strong desire to take on tasks, I always do self-development, I need concrete

feedback on my work, I feel that I work more effectively when I work cooperatively with other people, I give genuine attention to other people's feelings, I often communicate with other people, I care about maintaining relationships with superiors and colleagues, Saya often tries to help others without being asked .

Meanwhile, indicators that are below the average score are as an employee: I prefer to be with other people than myself, I have a desire to direct and control other people, I enjoy reflecting prestige in the organization.

Rivai (2004) shows that the stronger the motivation, the higher the employee's performance will be. This means that every increase in motivation will provide increased performance in carrying out their work. For this reason, leaders must be able to pay attention, for this reason there are several needs that must be paid attention to by leaders, according to McClelland (Mangkunegara, 2009: 76): the needs of employees in an organization consist of the need for achievement (need for achievement), the need to collaborate with people others (need for affiliation), the need to have authority (need for power)”.

a. The need for power

Superiors have the power to influence and control their subordinates, of course this goal is so that work targets can be achieved and completed on time. Power gives superiors authority to be able to control subordinates so that they can follow directions given by superiors.

b. The need for affiliation

- Sense of belonging. Employees will feel happy with colleagues who always provide support, employees will find it easy to ask colleagues for help with certain work, and employees will enjoy being able to work with responsible colleagues.
- Sense of importance. Employees will be happy to always have support from their superiors and as superiors, don't forget to provide motivation so they can always be enthusiastic about their work.

c. The need for success

Employees will feel happy if their superiors give appreciation for fulfilling work targets. In this way, employees feel that their superiors accept and appreciate the work achievements they have achieved. This will provide motivation to do the task better and find solutions to problems that may be encountered.

Motivation, according to Mangkunegara (2017: 81), is a condition or energy that moves employees in a directed or tested manner to achieve the company's organizational goals. Therefore, in order for employees to be motivated in doing their work, better efforts are needed from leaders/superiors and company management in facilitating employee needs related to dimensions and indicators that make employees more motivated.

From the explanation above, it can be concluded that the motivation possessed by employees of the Bandung City Department of Trade and Industry is in good condition, but still needs to be improved, especially in the response items of respondents who received a low/not good assessment score from the indicator I prefer to be with other people than myself, I have a desire to direct and control other people, I enjoy reflecting prestige in the organization so that employee motivation is even more optimal.

Overview of Employee Performance at the Bandung City Trade and Industry Service. The research results show that in general the performance of employees at the Bandung City Trade and Industry Service is very good. With 9 indicators measured, namely: 1) I achieve the work targets that have been determined 2) I carry out tasks in an efficient manner 3) I am thorough in carrying out and completing the work, 4) I am thorough in carrying out and completing the work 5) I express ideas ideas or ideas in overcoming and resolving work problems 6) I always try to collaborate with colleagues in completing work, 7) I am responsible and willing to take risks regarding the work and decisions taken, 8) I am able to make decisions in completing work based on the regulations set out applicable 9) I have loyalty to the organization for the integrity of the organization

Overall, the motivation measurement assessment has a total score of 2444 which is in the interval 2,419.2 – 2,880 in the strongly agree category. This is based on the fact that employees at the Bandung City Trade and Industry Service have good performance. Of the 9 indicators studied, employee performance has the highest score of 280 and the lowest score is 265 with an average score of 272.

Indicators that are above average as an employee: I achieve predetermined work targets, I carry out tasks in an efficient manner, I always try to collaborate with colleagues in completing work, I am responsible and dare to take risks regarding the work and decisions taken, I have loyalty to the organization for the integrity of the organization.

Meanwhile, the indicators that are below the average score are as an employee: I carry out tasks in an efficient manner, I am thorough in carrying out and completing work, I have knowledge of the work that has been encountered so far, I have knowledge of the work that has been encountered so far, I Able to make decisions in completing work based on applicable regulations.

In performance according to (Mangkunegara, 2008:67) there are the following instruments:

1. Quantity of work (Quantity of work)
2. Quality of work (Quality of work)
3. Creativity (Creativeness)
4. Initiatives (Initiative)

In the research that has been carried out, it is hoped that employee performance can increase following the instruments mentioned above so that performance achievements are not only the quantity achieved but also the quality can continue to increase.

**The Influence of Leadership Style on Employee Performance.** Based on the results of hypothesis testing with the T test, the t-value for the leadership style variable on employee performance was 3.161 and the p-value (Sig.) was 0.002. Because the tcount value is greater than the ttable value ( $3.161 > 2.000$ ) and the significance value is  $0.002 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted, meaning that partially leadership style has a significant effect on employee performance at the Bandung City Trade and Industry Service.

Then, to find out the magnitude of the influence of leadership style on employee performance, it can be seen from the results of path analysis, direct and indirect influence, namely: the direct influence of leadership style on employee performance is 9.1%, the indirect influence of leadership style on employee performance through motivation is 12.2%. %, so the total influence of leadership style on employee performance is 21.3%.

Based on the theoretical opinion and research results above, it can be said that employee performance can be influenced by the level of leadership style. Therefore, the level of employee performance depends on the level of leadership style, meaning that the better the leadership style towards subordinates, the more their performance will increase.

Based on the explanation above, it can be concluded that leadership style has a significant effect on employee performance at the Bandung City Trade and Industry Service.

**The Influence of Motivation on Employee Performance.** Based on the results of hypothesis testing with the T test, the calculated t value for the work motivation variable on employee performance was 6.344 and the p value (Sig.) was 0.000. Because the tcount value is greater than the ttable value ( $6.344 > 2.000$ ) and the significance value is  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted, meaning that partially work motivation has a significant effect on employee performance at the Bandung City Trade and Industry Service.

Then, to find out the magnitude of the influence of motivation on employee performance, it can be seen from the results of path analysis, direct and indirect influences, namely: the direct influence of motivation on employee performance is 36.4%, the indirect influence of motivation on employee performance through motivation is 12.2% , so the total influence of motivation on employee performance is 48.36%.

Based on the theoretical opinion and research results above, it can be said that employee performance can be influenced by the level of motivation. Therefore, the level of employee

performance depends on the level of motivation, meaning that the more motivated the employee is towards his work, the more his performance will increase.

Based on the explanation above, it can be concluded that motivation has a significant effect on employee performance at the Bandung City Trade and Industry Service.

The Influence of Leadership Style and Motivation on Employee Performance. The results of hypothesis testing with the F test show that the F value is 70.682 with p-value (sig.) = 0.000. Because the Fcount value is greater than Ftable ( $70.682 > 3.148$ ) and the significance value is  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted, meaning that simultaneously leadership style and motivation have a significant effect on employee performance at the Bandung City Trade and Industry Department.

The magnitude of the influence of the leadership style and motivation variables is based on the results of path analysis calculations, direct and indirect influences, namely: The total influence of leadership style (X1) on employee performance (Y) is 21.3%, the total influence of motivation (X2) on employee performance (Y) is 48.6%, so the total result of the influence of leadership style (X1) and motivation (X2) on employee performance (Y) is 69.9% and the remaining epsilon is  $P_{y\epsilon} = 36.70\%$ . Internal factors can include personal maturity, level of education, personal desires and hopes, needs, fatigue and boredom and job satisfaction. External factors can include working environmental conditions, adequate compensation, good supervision, career security as well as status and responsibility.

Based on the explanation above, it can be concluded that leadership style and motivation influence employee performance at the Bandung City Trade and Industry Service, both simultaneously and partially.

## CONCLUSION

Based on the results of research that has been carried out to determine the influence of work motivation leadership style on employee performance in a study at the Bandung City Trade and Industry Service, the following conclusions can be drawn:

1. The leadership style at the Bandung City Department of Trade and Industry, as a whole, is considered good, especially in terms of punctuality in completing work, however there are several things that need to be considered to be better in the future, namely regarding superiors not tolerating any interference from any employee.
2. Work motivation at the Bandung City Trade and Industry Department, as a whole, is considered good, especially in terms of concern for maintaining the relationship between leaders and followers and what needs to be improved is related to the desire to direct and control other people.
3. The performance of employees at the Bandung City Trade and Industry Department, as a whole, is classified as very good, especially in terms of integrity, and what needs to be improved is related to creativity in knowledge and ideas.
4. Leadership Style and Motivation influence motivation, but partially motivation is more dominant than leadership style. The partial influence of leadership style and motivation on employee performance is as follows:
  - a. Leadership style has a positive and significant effect on motivation so that if leadership style can be improved better then employee performance will increase, and vice versa if leadership style decreases then performance will also decrease.
  - b. Motivation has a positive and significant effect on employee performance so that if motivation increases, performance will be higher, and vice versa, if motivation decreases, performance will also decrease.

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