

## The Effectiveness of Leadership and Employee Compensation on Improving Employee Performance in the Planning Bureau of the Secretariat General of the Ministry of Agriculture

Adrie F. Assa

University of Christian Krida Wacana

**Corresponding Author:** Adrie F. Assa [adrie.assa@ukrida.ac.id](mailto:adrie.assa@ukrida.ac.id)

---

### ARTICLE INFO

*Keywords:* Effectivity, Leadership, Employee Compensation, Employee Performance

*Received :* 14, August

*Revised :* 26, August

*Accepted:* 27, September

©2024 Assa: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This research aims to analyze the relationship between leadership and employee compensation within the Planning Bureau of the Secretariat General of the Ministry of Agriculture using a qualitative, descriptive approach. The researcher acted as the main research instrument, conducting interviews, collecting, and analyzing data to provide insights. The study identified that the bureau employs a participatory leadership style, as evidenced by interview findings. Employee compensation includes both direct and indirect forms, such as fair personnel management and a supportive work environment. The results indicate that effective leadership and fair compensation practices encourage employee responsibility and contribute to achieving organizational goals, leading to performance that meets management's expectations.

---

## INTRODUCTION

Human resources have an important role in achieving continuity and sustainability of an organization. Bureaucratic institutions invest heavily in building and developing their human resources. Quality human resources have high capabilities that can advance bureaucratic institutions.

The performance of human resources in bureaucratic institutions is always in the public spotlight because it relates to services to the community. Various problems related to the image and performance of the bureaucracy have homework that has not been resolved properly and has not been able to full-fill the wishes of the general public. Demand to increased professionalism of the state apparatus that is efficient, productive and free from Corruption, Collusion, Nepotism (KKN) as well as a system that is transparent, accountable and participatory still requires its own solution.

The increasing bad image at the bureaucratic level will have an impact on the decline in public trust in the government. The low quality of public services is one of the main problems of bureaucracy in government in providing optimal services to the community. Effective and efficient performance of government employees is an obligation that must be carried out in order to provide maximum and optimal services to the community.

Evaluation of an organization's success in achieving its mission is performance. To attain organizational goals, it must improve and increase performance of its human resources. Improving employee performance, in this case Civil Servants (PNS) or State Civil Apparatus (ASN), requires the will and ability of all parties to try to be better.

The factors that influence employee performance that will be discussed in this study are leadership factors and employee compensation. These factors are very interesting to study further to see the effect on employee performance. According to Akbar, et al., (2021:125) compensation is all forms of financial rewards and benefits obtained by employees as part of an employment relationship. Compensation is very important for employees because the amount of compensation received is a reflection of the assessment of the employee's work results for the family and society. If compensation is considered inappropriate, it will cause performance to decline.

Employee performance at the Secretariat General of the Ministry of Agriculture currently still needs to be improved. Leadership and compensation are two factors that determine increased employee performance. The government has a very big role in the welfare of civil servants/ASN, especially regarding allowance and incentive policies. Since 2012, the Ministry of Agriculture has provided Performance Allowance (TUKIN) to PSN/ASN. In the Secretariat General of the Ministry of Agriculture, the allowance has not considered performance based on performance reports made monthly by the superiors of each PNS/ASN. The purpose of this study is to analyse the relationship between leadership and employee compensation towards improving employee performance at the Secretariat General of the Ministry of Agriculture.

Research on the Influence of Compensation and Leadership Style on the Performance of Civil Servants at the Lampung Province Education and Culture Office by Dina Fitriyana, using quantitative research methodology with a descriptive approach. The main research is the influence of compensation and leadership style on the performance of civil servants at the Lampung Province Education and Culture Office. The resulting hypothesis testing provides evidence that leadership style influences each other on employee performance. The results of statistical testing provide evidence that leadership style has a positive influence on employee performance, which means that leadership style has a significant influence on employee performance. A good leadership style will make employee performance good.

The research entitled *The Influence of Leadership Style, Compensation and Communication on Employee Performance. Case Study of Employees of PT. Haji Maryanto, Depok Sports Center* by Mardianto, aims to analyse the influence of leadership style, compensation and communication on employee performance carried out collectively and individually. The results of this study show that leadership style, compensation and communication together and partially have a positive influence on employee performance.

Based on the background of the problem that has been presented, the purpose of this study is to analyse the leadership and work compensation factors that have a significant influence on employee performance at the Planning Bureau of the Secretariat General of the Ministry of Agriculture and to conduct an analysis related to the main factors that influence the greatest leadership and work compensation on employee performance at the Bureau of the Secretariat General of the Ministry of Agriculture.

## **THEORETICAL REVIEW**

According to Mardiasmo (2017) the measure of an organization's success in achieving its goals is effectiveness. An organization has been running effectively if the organization can achieve its goals. The effectiveness indicator is an extension of the results and impacts of program outputs to achieve goals. The goal of producing output according to the targets that have been set, then the organization's work process becomes more effective.

Effectiveness looks at the understanding that the plan that has been prepared has succeeded in achieving the expected goals. Based on several expert opinions, it can be concluded that effectiveness looks at the level of success of certain actions taken by individuals, groups, or institutions to achieve the goals that have been set. An action is effective if the action can achieve the set plan. Conversely, the action is not effective if the action is further from what was planned (Poerwanti and Suwandayani (2020)).

According to Vincent Gaspersz (2015) leadership is the process of a person or group of people who inspire, motivate, to take action to achieve goals. Leadership is a factor that binds a group together and motivates each other in achieving goals. Leadership turns plans into reality, so it is very necessary if an organization is going to achieve organizational goals. In order to raise the work

spirit of subordinates, leadership is needed as a basis for external motivation to maintain alignment with organizational goals.

According to Robbins (2016), leadership is the process of leading a group in achieving goals. Leadership motivates to encourage members of the organization to carry out work or activities that are not coercive and in accordance with the goals. According to Peter G. Northouse (2018), leadership is the process of someone influencing others to achieve predetermined goals. Leadership involves interaction between leaders and their members, when leaders are responsible for directing and motivating their members to achieve common goals.

According to Rivai and Mulyadi in Kumala and Agustina (2018), leadership style is a characteristic used by leaders to influence subordinates to achieve organizational goals or is a pattern of behavior and strategy that is often carried out by a leader.

The types of leadership styles according to Sutrisno (2020) are as follows:

1. Persuasive Leadership Style is when the leader approaches using a certain way to influence the thoughts and feelings of subordinates in providing direction to the tasks given.
2. Repressive Leadership Style is where a leader takes an approach by applying pressure and threats so that subordinates feel afraid and pressured, so they are forced to work hard.
3. Participative Leadership Style is where a leader always provides opportunities for subordinates to actively provide their opinions in making decisions for the organization.
4. Innovative Leadership Style is where a leader always tries to bring positive change in all aspects such as politics, economics, social culture, or any product related to human needs.
5. Investigative Leadership Style is where a leader is always suspicious of his subordinates, so he always carries out investigations causing subordinates to be less creative and innovative, and afraid of making mistakes.

According to Enny (2019) compensation is a form of reciprocity for services provided by employees as a form of appreciation for contributions and work results to the organization. Compensation can be financial, both direct and indirect, and awards.

Compensation is a form of reward received by employees for their work results in an organization. Physical and non-physical compensation is given according to employee performance based on the sacrifices they have made for the organization or company. Compensation is a reward given by a company to its employees which can be valued in money or other things given periodically. There are two forms of employee compensation, namely direct and indirect compensation. For more details, here is the explanation: 1. Direct compensation, namely a) Wages are payments in the form of money which are usually paid to employees per hour, per day and per half day. b) Salary is money paid to employees for services provided every month. 2. Indirect compensation, namely a) Benefits are direct financial (monetary) value for employees that can

be determined quickly. b) Service is a direct financial (monetary) value for employees which cannot be determined easily (Mangkunegara (2017)).

Compensation received by employees influences by productivity and an employee's willingness to stay with the organization or look for another job. Employees' need for income and their desire to be treated fairly by the organization, make compensation programs increasingly vital for human resources departments. According to Akbar (2021) compensation is a form of financial reward and benefits obtained by employees due to employment relationships. Compensation is something that employees receive in return for their contribution to the organization. The term compensation is often used to refer to salaries and wages. But compensation is actually a broader concept. If compensation managed properly, it can help organizations achieve their goals, acquire, retain, and maintain a productive workforce.

According to Hasibuan in Muda (2018) the principles of compensation are as follows:

1. The principle of fairness. Compensation must meet internal requirements to be accepted by employees, adjusted to work performance, type of work, job risks, responsibilities, and position. Fairness means that every employee receives compensation with the principle of fairness must be the basis for evaluating, behaviour and providing rewards or punishments for each employee. Justice will create a good atmosphere of cooperation, better work morale, discipline, loyalty and employee stability.
2. The principle of appropriate and reasonable. The compensation received by employees must be in accordance with their needs at the generally accepted ideal level. Compensation is based on government minimum wage limits and applicable policies.

According to Mangkunegara (2017) performance is the result of collective work both in quality and quantity achieved by employees in carrying out tasks according to the responsibilities given. The important point of performance is the success of employee work according to the goals of the institution within a certain period of time. Performance is influenced by factors such as the effectiveness of the balance between work and the immediate environment, namely individuals, resources, job clarity and feedback. Performance is the stage of completing tasks that accompany a person's work, which is what reflects how well an individual meets the demands of the job.

According to Sutrisno (2016) performance is the result of employee work by considering indicators of quality, quantity, working time and cooperation according to the goals set by the organization. Performance is an employee's action to meet the work standards that have been set to achieve the desired organizational results.

The success of employee performance to achieve organizational goals is influenced by the level of employee performance carried out individually or in groups. Indicators for measuring employee performance according to Robbins (2016) are as follows:

1. Quality is the level of results of activities carried out in accordance with the ideal way of carrying out activities or fulfilling the expected objectives of the activity.
2. The quantity produced is the number of units and the number of activity cycles that have been completed.
3. Punctuality is an activity at the specified time with reference to the perspective of coordinating with output results and maximizing the time available.
4. Effectiveness is the maximization of the utilization of organizational resources for the purpose of increasing profits or reducing losses of each unit in resource utilization.
5. Independence is when employees have the initiative and creativity to carry out their duties and functions without asking for help, direction from superiors or asking for superior intervention to avoid detrimental results.
6. Work commitment is the responsibility for the work given by employees to the company.

## **METHODOLOGY**

This research is a qualitative research with the intention of exploring and understanding the social and humanitarian perspectives of individuals or groups. The research approach uses a case study, namely an exploration of a system or a specific case over time involving various resources related to data collection and related information. The case study was chosen because this research focuses on the analysis of the relationship between leadership and employee compensation, on improving employee performance in the planning bureau of the secretariat general of the ministry of agriculture. This research was conducted from March to November 2023. The location of this research is in Jakarta. Data assessment using the Miles and Huberman model, data analysis is carried out continuously until the data is saturated. Data collection using field observation and in-depth interviews as primary data with related informants. Secondary data through documents, books and journals. Data analysis in qualitative research will take place simultaneously with data collection and writing of findings (Creswell, 2016).

## **RESULTS**

Within the scope of the Secretariat General in particular and in the Ministry of Agriculture in general, employee performance assessments are carried out through the e-Kinerja application in accordance with Government Regulation (PP) Number 30 of 2019 concerning Civil Servant (PNS) Performance Assessment, which aims to ensure objective coaching based on the achievement system and career system. Assessment is based on performance planning at the individual level and unit level by considering the targets, achievements, results, and benefits achieved, as well as the behavior of PNS. Performance assessment is the basis for payment of employee performance allowances within the Ministry of Agriculture, legally based on:

1. Government Regulation Number 53 of 2010 concerning Civil Servant Discipline.
2. Government Regulation Number 46 of 2011 concerning Evaluation of Civil Servant Work Performance.
3. Government Regulation Number 11 of 2017 concerning Management of Civil Servants.
4. Presidential Regulation Number 121 of 2019 concerning Employee Performance Allowances within the Ministry of Agriculture.
5. Presidential Decree Number 68 of 1995 concerning Working Days within Government Institutions.
6. Head of BKN Regulation Number 1 of 2013 concerning Provisions for Implementing Government Regulation Number 46 of 2011 concerning Evaluation of Civil Servant Work Performance.

The Ministry of Agriculture followed up through the Secretary General's letter no. B-681/KP.340/A/02/2019 that:

1. Every employee who receives a performance allowance without exception is required to fill out an attendance list every day.
2. Employee performance allowances for April 2019 onwards are paid based on calculations of employee attendance and performance according to the position for which the performance allowance is given with a weight of 50% (fifty percent) each.
3. In order to implement letter b, it is hoped that arrangements will be made, especially for employees whose placement and assignments are not in accordance with their job duties.
4. Each employee creates a monthly work target and will be examined based on performance achievements by the Assessing Officer or other appointed official as the basis for payment of performance allowances.

Meanwhile, general provisions are based on Minister of Agriculture Regulation No. 12 of 2019 concerning Performance Assessment of Employees Scope of the Ministry of Agriculture are:

1. Every employee who receives a performance allowance without exception is required to fill out an attendance register every day.
2. Employee performance allowances for April 2019 onwards are paid based on calculations of employee attendance and performance according to the position for which the performance allowance is given with a weight of 50% (fifty percent) each.
3. In order to implement letter b, you are expected to make arrangements, especially for employees whose placement and assignments are not in accordance with their job duties.
4. Each employee must be created a monthly work target and will be examined based on performance achievements by Superior or other appointed official as the basis for payment of performance allowances.
5. Every employee who receives a performance allowance is required to fill out an attendance register every day.
6. Employee performance allowances for April 2019 onwards are paid based on calculations of employee attendance and performance according to the

- position for which the performance allowance is given with a weight of 50% (fifty percent) each.
7. In order to implement letter b, you are expected to make arrangements, especially for employees whose placement and assignments are not in accordance with their job duties.
  8. Performance Agreement, hereinafter abbreviated as PK, is a document containing assignments from higher work unit leaders to lower work unit leaders to carry out programs/activities accompanied by performance indicators and work targets must be achieved within a certain time period.
  9. The Assessing Officer is the direct superior of the employee being assessed, with the minimum being an echelon V structural official or other specific official.
  10. The Assessing Officer's superior is the direct superior of the Assessing Officer or other specific official.
  11. Administrative Positions, Functional Positions and High Leadership Positions are positions that indicate the duties, responsibilities, authority and rights of a Civil Servant in the Ministry of Agriculture.
  12. Employee performance is a proud achievement or work ability carried out by employees when carrying out their duties and functions. Employees are required to make a Daily Activity Report to report on official activities carried out every day.
  13. Performance Allowance is an allowance given to employees who successfully carry out work in accordance with bureaucratic reform based on employee performance achievements that are in line with organizational goals.

The performance appraisal system for each Civil Servant is based on the Employee Work Target (SKP) by looking at the implementation plan for Job Task Activities in accordance with the details of the tasks, responsibilities, and authorities that have been set out in the organizational structure and work procedures. SKP is prepared and determined as an operational plan for the implementation of Job Task Activities that refers to the organization's annual Strategic Plan (Renstra) and Work Plan (Renja). SKP contains activities, results, how much will be produced and when it must be completed. When carrying out the Job Tasks that will be carried out, the work results are the realization of targets by considering aspects of quantity, quality, time and cost.

## **DISCUSSION**

Based on the results of observations and interviews with several employees, it can be concluded that the Bureau applies a participatory leadership style. Participatory leadership style can be seen in several interview results, namely when employees experience problems that interfere with improving performance, leaders directly provide personal coaching. Leaders have met leadership standards by being friendly and humane towards subordinates and being able to protect subordinates if there is pressure from other parties related to the tasks that must be carried out. Leaders often coordinate with subordinates regarding the tasks that must be carried out, are responsible for their actions and

if there are subordinates who experience problems, they can help solve the problem.

The leaders in the Bureau in all divisions also understand each employee under them very well. When there is a problem or dispute between employees, the leaders call and provide guidance by providing direction to the employees concerned to improve employee performance. Leaders provide guidance and direction to employees so that employees feel cared for and appreciated so that they can improve their performance to achieve the institution's goals. This is in accordance with Vincent Gaspersz's statement in Mallapiseng (2015: 16) leadership is the process of a person or group of people to inspire, motivate, people's activities to achieve goals or objectives.

Everyone can be a leader, although at the same time everyone needs a leader when they have to face problems, improve their skills, and build strengths to overcome the limitations they create in their position as part of institution. The key word is that leadership is attached to each individual, according to employee level of leadership. Leading yourself is by avoiding all negative activities, both physical and spiritual. When viewed from their roles, each has its own stage and responsibilities. This stage and role in leadership must be carried out correctly and proportionally, so that harmonization will arise.

A good leadership style is very effective in influencing the improvement of employee performance seen from leaders who are able to be responsible for the rules they make themselves. A good leader is willing to be open with his employees and pay attention to employees, so that employees feel cared for will make employees enthusiastic in completing their tasks. Concepts that can be applied by the Planning Bureau to create work compensation include:

1. Provide equal opportunities for employees
2. Provide employee training and development
3. Establish a clear career system
4. Develop and implement performance management
5. Establish a compensation system
6. Provide fair compensation and rewards
7. Creating a safe and comfortable working environment

Based on the results of interviews conducted by researchers with the Bureau's leaders and it is known that the agency, through HR development has carried out planning and implementation of three aspects to build employee job satisfaction. These aspects are good human resource management, a comfortable and safe work place and atmosphere, and building a good and appropriate organizational culture.

As a government agency that focuses on services and services. The bureau is well aware that one of the main assets that must be owned is Human Resources (HR). In this regard, great attention is paid to aspects of HR management, the quality of the place and working atmosphere and work culture. The management aspects that have been carried out by the bureau are:

1. Salaries are received every month to employees based on rank, class and position plus bonuses in the form of overtime pay and allowances..

2. Social Gathering, in the form of outbound activities carried out by the HR department, as a means of entertainment and refreshing for a lot of office work. These activities are in the form of outbound activities, games, quizzes, etc. Social Gathering itself is held outside office hours, such as on Friday or Saturday.
3. Training; Employees who are included in the training are employees who have a high level of achievement, discipline and diligence that exceeds other employees.

This is in accordance with Mangkunegara (2017), direct compensation in the form of an award or reward called a salary and payments are made regularly based on a fixed time period. Direct compensation is also called basic wages, namely the fixed wages or salaries that an employee receives in the form of monthly wages (salary) or weekly wages or wages for every hour of work (hourly wage).

This is something that superiors or leaders should pay attention to for employees under them, to be more-fair in assigning tasks to their subordinates. Bosses not only give tasks to certain employees but also give them to employees according to their duties and functions (tusi). When superiors assess that only a few employees have the skills appropriate to their duties and functions, appropriate career development needs to be carried out. Employees are given appropriate training to increase their capacity to support their duties.

The Secretary General's vision for performance in accordance with the 2020-2024 Strategic Plan is Credible, Accountable and Professional in Providing Management and Administrative Support to the Ministry of Agriculture for the realization of Advanced, Independent and Modern Agriculture. In order to realize the vision, the steps that must be taken are::

1. Building and developing an organization with good governance towards realizing the vision of the Secretariat General. The Secretariat General as a work unit tasked with providing management and administrative support to other work units must be able to create an organization that is oriented towards effective, efficient and accountable work.
2. Building accountable and quality budget management of the Secretariat General.

Increasing employee work in the bureau needs to be supported by a system, in order to support the vision and mission of the Secretary General of the Ministry of Agriculture. The system in question is one that is able to encourage employees' abilities to complete their tasks effectively and efficiently. Bureau employees are ASN, as ASN in Indonesia are known as employees who are guaranteed in terms of income and future because there is a pension fund until the end of life if their term of office as an employee has ended. Although the current system is very good, it is also strengthened by the existence of statutory regulations and supporting regulations.

This is in line with the statement of Komariah, et al (2017: 191) which states that the factors that influence the increase in employee work in a company include; motivation, culture, competence and compensation. The Bureau has implemented these determining factors with good management, so that the

results can be seen in the improvement of employee performance and the success of the institution's performance. In line with the statement of Komariah, et al (2017: 187), If the performance appraisal process has been carried out well and the results show that employee performance has increased, then the performance of the institution is considered successful, this is called a cause-effect relationship.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the problem formulation from the results of data analysis and discussion regarding the relationship between leadership and employee compensation, regarding improving employee performance in the bureau, it can be concluded that the Bureau has leaders who can be relied on by its employees. Apart from that, the work environment and culture are very comfortable because employees feel that the atmosphere in the company is very family friendly. Job satisfaction includes compensation, benefits, a very open career system, providing employee training and development, and providing equal opportunities for employees, which are considered very sufficient and good for most employees. However, further attention still needs to be paid regarding 1) The need to provide performance allowances at the Ministry of Agriculture, by paying attention to the principle of fairness regarding employee workload; and 2) The need for coordination between leaders and employees to balance employee workload according to their duties and functions.

## **FURTHER STUDY**

To find out more about the effectiveness of leadership and employee compensation in improving employee performance, especially within the Bureau, here are several suggestions that can be used as targets for further research:

1. Detailed Analysis of Leadership Style:  
Explore which specific leadership manner are most effective in improving employee performance in the Planning Bureau. Use a combination of qualitative interviews and quantitative surveys to evaluate impact of different leadership manner on employee motivation, and performance.
2. Impact of Compensation Structure:  
Evaluated various components of compensation (e.g. base salary, performance bonuses, benefits) affect performance and job satisfaction. Conduct a detailed analysis of compensation to determine which elements are most closely linked to improved performance. Consider conducting surveys and analysing compensation data.
3. Employee Perception and Satisfaction:  
Examine how employees perceive the fairness and effectiveness of leadership practices and compensation and how these perceptions impact their performance. Conduct surveys or focus groups to gather employee feedback regarding leadership effectiveness and compensation satisfaction. Analyse how these perceptions correlate with performance metrics.
4. Leadership Development  
Effectiveness of specific leadership development programs in improving leadership skills and, consequently, employee performance. Evaluate

existing leadership development initiatives and their impact on leadership effectiveness and employee performance. Consider an experimental design to test a new leadership training program.

By pursuing these suggestions, researchers can gain deeper insights into the specific dynamics of leadership and compensation within the Bureau, ultimately leading to more effective strategies for improving employee performance.

#### **ACKNOWLEDGMENT**

I would like to extend my heartfelt gratitude to those who have supported and contributed to the development of this research. First and foremost, I wish to thank my colleagues and peers whose insightful suggestions and constructive feedback were invaluable in shaping this study. Their expertise and thoughtful critique greatly enhanced the quality of this paper. Additionally, I would like to acknowledge the generous financial support from University of Christian Krida Wacana, which made this research possible. Their funding was crucial in allowing me to carry out this study and achieve the research objectives. Finally, I am grateful to the staff and employees of the Planning Bureau of the Secretariat General of the Ministry of Agriculture for their cooperation and willingness to participate in this study. Their insights and experiences provided the foundation for this research. Thank you all for your invaluable contributions and support.

## REFERENCES

- Akbar, Mada Faisal, et al. 2021. Seminar Manajemen Sumber Daya Manusia. Solok: Insan Cendekia Mandiri.
- Arikunto, S. (2016). Manajemen Penelitian. Jakarta: PT Rineka Cipta.
- Badriyah, M. (2017). Manajemen Sumber Daya Manusia. Bandung: CV Pustaka Setia.
- Creswell, J. W. (2016). Research Design Pendekatan Metode Kualitatif, Kuantitatif dan Campuran. Yogyakarta: Pustaka Pelajar.
- Edy Sutrisno, (2016), Manajemen Sumber Daya Manusia, Kencana Prenada Media Group, Jakarta.
- Hasibuan, M. S. (2017). Manajemen Sumber Daya Manusia. Jakarta: PT Bumi Aksara.
- Kreitner, R. A. (2014). Perilaku Organisasi (Organizational Behavior). Jakarta: Salemba Empat.
- Komariyah I. Anwar I. Edison, E. (2017). Manajemen Sumber Daya Manusia. Bandung: Alfabeta.
- Lidya Rorimpandey. (2013). Gaya Kepemimpinan Transformasional, Transaksional, Situasional, Pelayanan dan Autentik Terhadap Kinerja Pegawai.
- Mallapiseng, Y. (2015). Kepemimpinan. Yogyakarta: Deepublish.
- Mangkunegara, A. P. (2017). Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT Remaja Rosdakarya Offset.
- Nawawi, H. (2015). Kepemimpinan yang Efektif. Jakarta: Universitas Gajahmada Press.
- Priansa, D. J. (2016). Perencanaan dan Pengembangan SDM. Bandung: Alfabeta.
- Peter G. Northouse. (2018). Leadership: Theory and Practice. London: SAGE Publication.
- Rachmat, H. (2014). Manajemen Strategik. Bandung: CV Pustaka Setia.
- Robbin dan Judge. (2016). Perilaku Organisasi Edisi 16. Jakarta. Salemba Empat.
- Romadhon, A. R. (2016). Pengaruh Disiplin Kerja, Motivasi Kerja, Gaya Kepemimpinan dan Kepuasan Kerja Terhadap Kinerja Pegawai (Studi

Kasus Pada Pegawai Sekretariat Direktorat Jenderal Hak Kekayaan Intelektual Republik Indonesia). Universitas Islam Negeri Syarif Hidayatullah Jakarta: Tidak dipublikasikan.

Savitri, M. T. (2013). Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Produktivitas Kerja Pada Karyawan PT Kabelindo Murni, Tbk. (Vol. Vol. 1 No. 2 Oktober 2013).

Siagian, S. P. (2012). Manajemen Sumber Daya Manusia. Jakarta: PT Bumi Aksara. Sugiyono. (2014). Metode Penelitian Manajemen. Bandung: Alfabeta, CV.