



The Influence of Head of Department on the Performance of State Civil Apparatus Mediated by Work Motivation in the Education Service Kapuas District

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ABSTRACT

The type of research used in this research is quantitative research with explanatory research. The research population is all State Civil Apparatus at the Kapuas District Education Office. and samples were drawn using the Probability Sampling technique as many as 42 people using the Slovin formula. The data in this study were collected using questionnaires and interviews. In research data analysis using path analysis techniques. The research results show that study aims to determine (1) the influence of leadership on work motivation (2) the influence of leadership on performance (3) the effect of work motivation on performance, and (4) the influence of leadership on performance mediated by work motivation in the State Civil Apparatus at the Kapuas District Education Office.

INTRODUCTION

Employee performance is related to the quality and quantity of a job performed by employees or subordinates and related to the condition of a subordinate or employee in a particular organization. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. Organizations definitely want their employees to have good performance so that the process of achieving goals runs smoothly. In realizing the desired employee performance, there are many factors that influence employees, including leadership in the organization, organizational culture, compensation, motivation, work climate and so on. In this regard, this study will discuss two factors identified as affecting employee performance, namely, leadership and motivation.

The first factor identified influencing employee performance is leadership. Leadership is the ability to influence a group towards achieving predetermined goals. Leadership has a strong influence on organizational progress. Leader quality is often considered as the most important factor that determines the success of an organization. Effective leaders can influence their followers to have greater optimism, self-confidence, and commitment to predetermined organizational goals. This has the consequence that every leader is obliged to give serious attention in fostering, mobilizing and directing all potential employees in their environment in order to realize organizational stability and improve employee performance that is oriented towards organizational goals.

Apart from leadership, motivation can also be a factor that influences employee performance. Motivation is a conscious effort to influence one's behavior in order to lead to the achievement of predetermined organizational goals. Motivation becomes very important in achieving employee performance. Motivation has an impact on a person or individual to involve themselves in activities and work that lead to goals as satisfaction. Employees have a strong desire that arises as a result of an inner urge to be involved and participate in the organization by carrying out all assigned tasks and work and on an ongoing basis employees will continue to dedicate themselves through all tasks and work voluntarily because of comfort and pleasure based on motivation the strong one.

Based on pre-research observations and observations, there are still some Kapuas District Education Office employees who have low performance. This can be seen from the lack of mastery of competence in completing tasks according to their respective fields of work. The Administrative Section in the field of archive management work is still found by archivists who lack competence in matters of archiving, so they are still often assisted by parties from other work fields. The results of these observations were supported by the results of an initial interview with the Head of Administration Section of the Kapuas Regency Education Office who said "there are still employees who have low quality work, lack of independence in completing assignments, and lack of discipline at work".

The complexity of the tasks carried out by employees of the Kapuas District Education Office affects the performance of the apparatus. The desire of staff to be independent human beings will reduce their dependence on others in satisfying various types of needs. Independence does not eliminate the opportunity to interact with others. The work motivation of employees of the Kapuas Regency Education Office can arise not only from within oneself but also from outside oneself or the surrounding environment. For example, the influence of a less conducive environment on a person so that they are not enthusiastic about working. In addition, it can also occur because a person cannot adapt to his environment.

THEORETICAL REVIEW

Performance

In the concept of performance, it is stated that performance as a result of work is included when the work takes place. Performance limits can be interpreted as job satisfaction as seen from the level of achievement or completion of tasks that are their responsibility, whether they are in accordance with the conditions set by a field of work. The conditions set can be in the form of goals or targets/objectives of work to be completed. Meanwhile, according to Wirawan (2016: 5), performance is work energy which in its equivalent is performance, which in carrying out the functions demanded of a person produces work. Performance here can be said as an act, an achievement or what someone shows through real skills. So hereinafter performance can also be interpreted as work performance.

Performance in the sense of work appearance requires the expression of one's potential, and this expression requires taking responsibility or overall ownership of a worker towards his work. Someone who can optimally express his potential in handling a job, will produce high performance. Benchmarks of performance are job demands that describe the results to be achieved. How far a person is able to do the job and compared to the results to be achieved is called someone in that job (As'ad 2017:17). Bernadin and Russel in Sianipar (2016:23) define performance as follows: "Performance is defined as the record of output produced on a specified job function or activity during a specified time period". Performance is the result obtained for carrying out a particular job or activity... within a certain period of time.

Paying attention to opinions about performance as a reflection of an employee in fulfilling the requirements of a job, aligned with opinions about the expression of optimizing potential and taking responsibility as a manifestation of performance based on Whitmore's view, the performance of employees in their daily tasks is reflected in their roles and functions in the Service Performance process. Carrying out its roles and functions, the employee's performance can be seen in the activities of planning, implementing and evaluating the teaching and learning process which is filled by the professional attitude of an employee. According to Ambar Teguh Sulistiyani (2018: 223) "a person's performance is a combination of satisfaction, effort and opportunity that can be assessed from the results of his work".

Maluyu S.P. Hasibuan (2017: 34) suggests "performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity and time". Ratundo & Sackett (2018), defines that performance is all actions or behavior that are controlled by individuals and contribute to the achievement of organizational goals. There are 3 (three) major components of performance, namely: task performance (task performance), membership performance (citizenship performance) and counterproductive performance (counter productive performance).

Factors Affecting Performance

Performance within the scope of the organization is the work that has been achieved by an organization in carrying out a job can be evaluated for the level of performance. The success or failure of goals and ideals in the organization depends on how the performance process is carried out. According to Boudreau and Milkovich (1997), employee performance is a function of three-dimensional interactions, namely Ability, Motivation, and Opportunity.

Performance Indicator

The aspects of performance standards according to Mangkunegara (2017: 18-19) consist of quantitative aspects and qualitative aspects.

Quantitative aspects include:

- (1) Work processes and working conditions.
- (2) The time spent or the duration of carrying out the work.
- (3) The number of errors in carrying out the work.
- (4) Number and type of Service Performance grants at work.

While the qualitative aspects include:

- a) Accuracy of work and quality of work.
- b) level of satisfaction at work.
- c) Satisfaction with analyzing data/information, satisfaction/failure using machines/equipment.
- d) Satisfaction evaluate (consumer complaints/objections).

Leadership

In the opinion of Siagian (2018: 5), that in essence the definition of leadership is the driving force of various sources and tools available to organizations according to individual characteristics, individual influence on others, interaction patterns, administrative positions and other people's perceptions of legitimacy government. In connection with the description above something that is considered important by Gibson (2016: 4) is sharing leadership according to individual characteristics, individual influence on others, interaction patterns, administrative positions and perceptions of others regarding the legitimacy of influence. In connection with the description above, something that is considered important is that leadership is different from followers. Among them, experts put different pressures on the meaning of leadership as a power relationship.

Meanwhile, Hersey and Blanchard (2916:83) see leadership as a process of influencing individual and group activities. It can be concluded that leadership is:

1. The embodiment of a person's personality that is created because of the condition of the group.
2. A power relationship where one party has the right to determine the behavior of others.
3. Mutual influence between the leader and the led.
4. Efforts to make people aware of what they should do.

Davis (2017: 100) suggests the following definition of leadership: Leadership is the ability to convince other people to set goals or objectives with enthusiasm. The role of the leader's style that encourages uniting followers/subordinates towards certain goals in certain environments. This is in line with what Robbins said (2017: 30): "Leadership is as the ability to influence a group towards achieving goals." Mangun Hardjono (2016:11) argues that "Leaders are also called *leader*, he will say *to lead*; This word contains several meanings which are closely related, namely: moving earlier, walking ahead, taking the first step, acting first, pioneering, directing the thoughts, opinions, actions of others, guiding, directing, moving others through their influence.

The above opinion is in line with what was stated by Kotz and Rosenzweig, as quoted by Kusumohadibroto (2016: 4), as follows: "Leadership is the ability to influence others to achieve goals with enthusiasm. It is a human factor that binds groups together and provides the drive (motivation) to achieve goals. The relationship between leaders and leadership is very close, in this case the authors agree to say that organizations that act as middle-level managers must be able to carry out effective leadership so that they can achieve an organizational goal. In carrying out their duties, a middle manager requires a suitable behavior or style to be applied according to the situation and conditions as well as the level of maturity of his subordinates. This effort is called Situational Style (Hersey and Blanchard, 2916:101).

Leadership Indicator

According to Kartono (2008), a person's leadership style can be seen and assessed from several indicators as follows: Decision Making Ability, Motivating Ability, Communication Ability, Ability to Control Subordinates, and Responsibility, and Emotional Controlling Ability.

Motivation

According to Stoner and Freeman (M.As'ad, (2018: 32) motivation is a psychological characteristic of human activity to contribute in the form of a person's level of commitment including factors that cause, channel and maintain human behavior in the direction of a certain determination to achieve desires The activities carried out are activities that aim to fulfill individual desires. Work motivation can be seen as a characteristic that exists in prospective workers when they are accepted into work in an organization or organizations. This is very supportive because the definition of work motivation is a condition that

influences to arouse, direct, and maintain behavior related to an employee's work environment (Mangkunegara 2018: 32,).

According to Siagian (2018: 22), defines work motivation as a driving force for someone to make the maximum possible contribution to the success of the organization in achieving its goals, with the understanding that achieving organizational goals means achieving the personal goals of the members of the organization concerned. Meanwhile Robbins (2017: 233) says work motivation is a willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of these efforts to fulfill an individual need. Meanwhile, according to Hasibuan (2018: 143), work motivation is the provision of driving force that creates a person's enthusiasm, so that they want to work together, work effectively and integrate with all their efforts to achieve goals.

Work motivation is a capital in moving and directing employees or workers so that they can carry out their respective duties in achieving goals with full awareness, enthusiasm and responsibility (Hasibuan, 2018: 142). According to Drucker, as quoted by Anoraga (2017: 35), motivation acts as a driving force for one's will and desires. And this is the basic motivation that they try to join themselves in the organization to play a good role. A person's behavior is often seen from the interdependence of the elements of the motives that exist in him. But basically the elements of motivation and goals are inseparable. The behavior of people is generally goal oriented, which is always stimulated and encouraged to achieve it.

As stated by Frederick Herzberg as quoted by Anoraga (2017: 35), a motivational model that sharpens our understanding of the effectiveness of motivation in work situations. The importance of motivation because motivation is something that causes, distributes, and supports human behavior, so that they want to work hard and enthusiastically achieve optimal results. Motivation is increasingly important because managers share work with their subordinates to do well and be integrated towards the desired goals.

Work Motivation Indicator

Indicators of Work Motivation according to Anwar Prabu Mangkunegara (2009:93) in Bayu Fadillah, et all (2013:5) as follows: Responsibility, Work Achievement, Opportunity, Recognition of Performance, and Challenging Work.

Conceptual Framework

Based on the theoretical basis and the formulation of the problem, the researcher wants to know the relationship between the variables of leadership (X), motivation (Z) and ASN performance (Y) on the performance of the State Civil Apparatus at the Kapuas District Education Office. Therefore, to direct this research further, the designed the framework of this research, as follows:

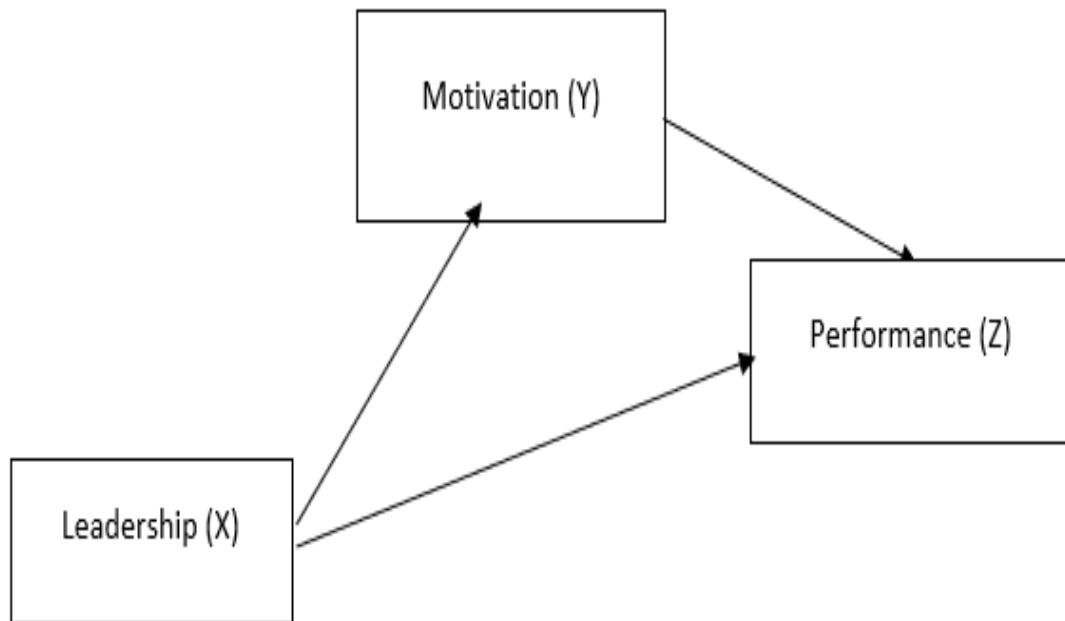


Figure 1. Conceptual Framework

METHODOLOGY

The type of research used is quantitative research with the type of explanatory research. The method will look at the relationship between the variables of leadership, motivation and the performance of state civil servants at the Kapuas District Education Office. The population studied was all State Civil Apparatus at the Kapuas District Education Office. Withdrawal of research samples in this study was carried out using Poupusive Sampling. And to obtain a sufficiently representative number of samples so that the results of this study can later be considered representative of the population, the Slovin formula was used. Research data was collected through questionnaires and interview techniques. Furthermore, data analysis was carried out using Path Analysis Techniques.

RESULTS

Description of Research Variables

Descriptive statistical analysis is statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations.

Motivation variable (X) Mean = 3.916

Leadership Variable (Y) Average = 3.682

Employee Performance Variable (Z) Mean =4,648

Regression Analysis Results

Table 1. Simple Regression Test (Model 1)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.511	3.845		1.953	.058
	Leadership	.753	.199	.512	3.773	.001
a. Dependent Variable: Motivation						

Based on the table above the regression coefficient of Leadership (X) is 0.512, this means that it shows a positive direction in the sense that if the leadership variable increases, the work motivation variable will also increase, which can be said if the leadership factor increases by one unit, it will increase employee motivation by 0.512. This shows that leadership has a positive and significant effect on employee motivation at the Kapuas District Education Office, this is also evidenced by the calculation results where the significance level is 0.001

The Coefficient of Determination (R²)

Table 2. The Coefficient of Determination

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.512 ^a	.262	.244	3.45226	2.059
a. Predictors: (Constant), Leadership					
b. Dependent Variable: Motivation					

Table R Square (R²) shows a value of 0.262 or 26.2%, this figure shows that the contribution of the leadership variable (X) given to the work motivation variable (Y) is 26.2%, while the remaining is 73.8% is the influence of other variables not included in this study.

Multiple Regression Test Results (Model 2)

Table 3. Multiple Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.904	3.534		12.140	.000
	Leadership	.137	.204	-.118	.670	.507
	Motivation	.284	.139	.361	2.043	.048
a. Dependent Variable: Performance						

From the table above, the coefficient test shows that for the leadership variable the coefficient is -0.118, meaning that if the leadership variable increases by one unit, it will reduce employee performance by 0.118, for the motivational variable which shows a coefficient value of 0.361, which has a meaning if the motivation variable has increased by one unit, it will increase the employee performance variable by 0.361. Of the two independent variables that have positive results and a unidirectional relationship is the motivational variable, while for the leadership variable the relationship is negative and not unidirectional. Thus leadership has no influence on employee performance at the Kapuas District Education Office, this is evidenced by the calculation results, where the significance level is 0.507 > from the 0.05 confidence level. In contrast, the variable motivation has a positive and significant effect on employee performance at the Kapuas District Education Office, this is evidenced by the results of calculations where the significance level is 0.048 < of the 0.05 confidence level.

Coefficient of Multiple Determination (R2)

Table 4. Coefficient of Multiple Determination

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.317 ^a	.101	.055	3.03144	1.350
a. Predictors: (Constant), Motivation, Leadership					
b. Dependent Variable: Performance					

Based on the table above, the value of R Square (R2) is 0.101 or 10.1%, this figure shows that the contribution of the motivational variable (Y) and the leadership variable (X) is 0.101 which is given to the employee performance variable (Z) which is 10.1%, while the remaining 80.9% is the influence of other variables not included in this study.

DISCUSSIONS

The Effect of Leadership (X) on Work Motivation (Y)

The test results show that there is a positive and significant influence between leadership (X) on work motivation (Y) at the Kapuas District Education Office partially (Model 1). Because based on the simple regression test (t test) shows that t count > t table or t significance <5% 90, (001 <0.05). The partial influence obtained by the standardized beta coefficients is 0.512. The magnitude of the R value (correlation coefficient) of 0.512 indicates that the correlation or relationship between leadership (X) and work motivation (Y) has a fairly strong linear relationship. The value of Adjusted R Square is 0.262 or 26.2%, while the remaining 73.8% is explained by other factors outside the analysis model.

The Effect of Leadership (X) on Performance (Z)

The test results show that there is a partially insignificant effect of the Leadership variable (X) on Employee Performance (Y) at the Kapuas District Education Office. Because based on the partial regression test (t test) it can be seen that t count < t table or sig t > 5% (0.507 > 0.05). The partial effect is obtained by a standardized beta coefficient of 0.118. With a large regression coefficient of the Leadership variable (X) of -0.118, this means that if the other independent variables have a fixed value and leadership (X) increases, Employee Performance (Y) will decrease by 0.118. The more the leadership variable (X) increases, the employee performance variable (Y) decreases. Vice versa, the lower the leadership variable (X), the higher the Employee Performance variable (Z).

Effect of Work Motivation (Y) on Performance (Z)

The test results show that there is a significant effect of work motivation (Y) on employee performance (Z) at the Kapuas District Education Office partially. Because based on the partial regression test (t test) it can be seen that $t_{count} > t_{table}$ or the significance of $t < 5\%$ ($0.048 < 0.05$). The partial effect is obtained by a standardized beta coefficient of 0.361. With a large regression coefficient of the variable work motivation (Y) of 0.361, this means that if the other independent variables have a fixed value and work motivation (Y) increases, employee performance (Z) will increase by 0.361. The more work motivation variable (Y) increases, the more employee performance variable (Z) increases. And vice versa, the higher the work motivation variable (Y), the higher the Employee Performance variable (Z).

The Effect of Leadership (X) on Performance (Z) through Motivation (Y)

The test results show that there is a significant influence of the Leadership variable (X) on performance (Z) which is mediated by work motivation (Y) at the Kapuas District Education Office. The calculation results prove that work motivation (Y) is able to mediate the relationship between the influence of leadership on employee performance at the Kapuas District Education Office. Although leadership has no direct effect on employee performance, when it is mediated by work motivation, it turns out that leadership has an influence on performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on pre-research observations and observations, there are still some Kapuas District Education Office employees who have low performance. This can be seen from the lack of mastery of competence in completing tasks according to their respective fields of work. The Administrative Section in the field of archive management work is still found by archivists who lack competence in matters of archiving, so they are still often assisted by parties from other work fields. The results of these observations were supported by the results of an initial interview with the Head of Administration Section of the Kapuas Regency Education Office who said "there are still employees who have low quality work, lack of independence in completing assignments, and lack of discipline at work".

The complexity of the tasks carried out by employees of the Kapuas District Education Office affects the performance of the apparatus. The desire of staff to be independent human beings will reduce their dependence on others in satisfying various types of needs. Independence does not eliminate the opportunity to interact with others. The work motivation of employees of the Kapuas Regency Education Office can arise not only from within oneself but also from outside oneself or the surrounding environment. For example, the influence of a less conducive environment on a person so that they are not enthusiastic about working. In addition, it can also occur because a person cannot adapt to his environment. The type of research used in this research is quantitative research with explanatory research.

The research population is all State Civil Apparatus at the Kapuas District Education Office. and samples were drawn using the Probability Sampling technique as many as 42 people using the Slovin formula. The data in this study were collected using questionnaires and interviews. In research data analysis using path analysis techniques. The research results show that study aims to determine (1) the influence of leadership on work motivation (2) the influence of leadership on performance (3) the effect of work motivation on performance, and (4) the influence of leadership on performance mediated by work motivation in the State Civil Apparatus at the Kapuas District Education Office. Several conclusions can be put forward, namely:

- (1) Leadership has a positive and significant effect on work motivation, this is evidenced by the results of simple regression test calculations where the significance value is $0.001 <$ of the confidence level used is 0.05,
- (2) Leadership does not affect performance, this is evidenced by the results of multiple regression test calculations where the significance value is $0.507 >$ from the level of confidence used is 0.05,
- (3) Work motivation has a positive and significant effect on performance, evidenced by the results of multiple regression test calculations , where the significance value is $0.048 <$ of the confidence level used is 0.05,
- (4) Leadership has a positive and significant effect on employee performance mediated by work motivation, as evidenced by the results of the calculation of the real multiplication of model 1 with model 2 ($p_2 \times p_3$) which shows that the result of multiplying the beta coefficient of model 2 is greater than the beta coefficient p_1 the result shows $0.154 > 0.118$.

Referring to the discussion and conclusions of the results of this study, there are several suggestions that can be put forward, namely;

- (1) It is necessary to pay more attention to the work motivation of employees both internally and externally, either by giving awards to employees who excel, or providing opportunities for high-performing employees to attend training, or technical guidance,
- (2) Leadership factors hold One of the big roles in advancing the organization is by improving the performance of its employees, of course, at work a leader is expected to be able to work together and always provide opportunities for his employees to carry out the tasks they carry out.

FURTHER STUDY

Meanwhile, performance is work energy which in its equivalent is performance, which in carrying out the functions demanded of a person produces work. Performance here can be said as an act, an achievement or what someone shows through real skills. So hereinafter performance can also be interpreted as work performance. In this regard, this study will discuss two factors identified as affecting employee performance, namely, leadership and motivation. Performance here can be said as an act, an achievement or what someone shows through real skills. So hereinafter performance can also be interpreted as work performance. In realizing the desired employee

performance, there are many factors that influence employees, including leadership in the organization, organizational culture, compensation, motivation, work climate and so on. In this regard, this study will discuss two factors identified as affecting employee performance, namely, leadership and motivation. Employees have a strong desire that arises as a result of an inner urge to be involved and participate in the organization by carrying out all assigned tasks and work and on an ongoing basis employees will continue to dedicate themselves through all tasks and work voluntarily because of comfort and pleasure based on motivation the strong one.

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