
The Effect of Leadership and Motivation on Employee Performance at the Tamansari District Office, West Jakarta Administration

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ABSTRACT

The purpose of this study was to determine the effect of leadership on performance, the influence of leadership on performance, and the influence of leadership and motivation together on employee performance at the Tamansari District Office, West Jakarta. The research method used in this research is descriptive with a quantitative approach, namely by describing the condition of the respondents and research variables. The population in this study were all employees at the Tamansari District Office, West Jakarta. The sample used was 128 respondents with a simple random sampling technique using the Slovin formula. The data analysis technique uses the Validity Test, Reliability Test, Classical Assumption Test, and Multiple Regression through the Coefficient of Determination (R²), t-test, and F-test. The hypothesis test of the results of this study is that leadership has a positive and significant effect on employee performance by 45%. Partially tested the hypothesis obtained $t_{count} > t_{table}$ or $(10.133 > 1.657)$, so that H_0 is rejected and H_1 is accepted, meaning that there is a positive and significant influence between leadership and on the performance of employees at the Tamansari District Office, West Jakarta. Motivation has a positive and significant effect on employee performance by 45.7%. Partially test the hypothesis obtained $t_{arithmetic} > t_{table}$ or $(10.261 > 1.657)$ so that H_0 is rejected and H_2 is accepted, meaning that there is a positive and significant influence between motivation on employee performance at the Tamansari District Office, West Jakarta. Simultaneous hypothesis testing of leadership and motivation has a positive and significant effect on employee performance with a coefficient of determination of 53.6%, while other factors influence the remaining 46.4%. The calculated F value obtains hypothesis testing $> F_{table}$ or $(105.298 > 2.680)$; thus, H_0 is rejected, and H_3 is accepted. It means that there is a simultaneous positive and significant influence between leadership and motivation on employee performance at the Tamansari District Office, West Jakarta City

Keywords: Leadership, Motivation, Employee Performance.

INTRODUCTION

The position and role of civil servants as elements of the state apparatus serving as public servants must provide services reasonably to the community based on loyalty and obedience. The administration of sub-district government requires a leader who can always mobilize his subordinates to carry out their duties and

responsibilities to participate in government, development, and community activities efficiently.

Leadership by the state of government and employees' wishes will encourage employee performance in achieving government goals and objectives. In carrying out their activities, leaders have their style in influencing and directing their employees, so they are expected to work together

to achieve government goals through the implementation of predetermined work.

The mechanism for appointing leadership at the Tamansari District office, West Jakarta Administration, is appointed by district officials not through a general election mechanism by the people in the sub-district area so that the leader always obeys the rules applied by the district government and lacks leadership improvisation to motivate and establish discipline for staff. or subordinates such as:

1. Lack of positive input to employees
2. Lack of involvement of employees in decision making

3. No compensation for employees
4. Lack of respect for opinions/input given by employees to superiors

5. Tamansari District, West Jakarta Administration City, implements public administration services in the DKI Jakarta Region. This population service includes population registration and civil registration. Population registration includes making Family Cards (KK), Electronic Identity Cards (e-KTP), Moving and Arrival Letters, and Child Identity Cards (KIA), while civil registration includes making birth certificates and death certificates.

Table 1. 1 Leadership Research Results

Population and Civil Registration Employees at the Tamansari District Office, West Jakarta Administration

NO	VARIABLE	SCALE			COMPANY VALUES
		Very good	Well	Not good	
1	Motivation	0	0	32	BUMN (COUNTRY-OWNED)
2	Leadership	0	0	37	
3	Discipline	0	16	0	
4	Training	18	0	0	
5	Performance	0	25	0	

Data Source: Population and Civil Registration Office of the Tamansari District, West Jakarta Administration (2020)

Based on table 1.1 above shows that from the survey data conducted by the author, it can be seen that the training was excellent, which was obtained by 18 employees who chose, while the leadership at the Tamansari District office, West Jakarta Administration City, had the highest selection, which was obtained by 37 employees who chose which means it is still not good so that employees have gaps to interact with leaders.

Motivation, according to Edy Sutrisno (2015: 109), is more specific, saying that "Motivation is a factor that encourages someone to do a certain activity; therefore motivation is

often interpreted as a factor driving a person's behavior.". includes making a birth certificate quote, a death certificate quote

For this reason, employees are required to have motivation in providing services to the community. Work motivation at the Tamansari sub-district office in West Jakarta is still lacking several influencing factors, namely the leadership's lack of concern for the wishes of his subordinates, for example, employees are not included in decision making, there is no reward for employees who excel, this causes employees to be less motivated to work.

Table 1. 2 Data on the Percentage of Categories of Employee Motivation in Population and Civil Registration at the Tamansari District Office, West Jakarta Administration

	Year	Achievement	Target
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Aspect	2015	2016	2017	2018	2019	target employee	realization
Spirit of Work	89%	80%	77%	70%	60%	100%	No Achieved Target
Teamwork	87%	79%	72%	60%	55%		
Idea finish problem	82%	75%	69%	63%	57%		
Desire lead the group	90%	85%	80%	76%	65%		
award	88%	82%	73%	65%	60%		
Working Condition	85%	81%	75%	65%	60%		

Data Source: Population and Civil Registration Office Tamansari Kota 2020

Based on table 1.2 above, it can be seen that the dimensions of quality in work have decreased in the last five years; this is due to the lack of motivation obtained from leaders who do not respect or do not involve employees so that employees or employees feel bored at work and also lazy. Laziness which results in reduced morale, teamwork is also not optimal, the idea of

solving problems from employees is also less appreciated by the leadership, the absence of awards or rewards for employees who excel or have a high level of discipline results in decreased employee performance and does not reach the target. Performance

The optimal employee is a picture of quality human resources.

Table 1. 3 Employee Service Performance Reports in Tamansari District, West Jakarta Administration City

Year	Service Target	Service Realization	Percentage Service Realization (%)
2015	980 Society	800 Society	81%
2016	1150 Community	900 Society	78%
2017	1,357 Society	980 Society	72%
2018	1987 Society	1,300 Society	65%
2019	2,900 Community	1,600 Society	55%

Source: Population and Civil Registration Data, Tamansari District, West Jakarta Administration City 2020

Based on table 1.3 above, it can be concluded that employee performance has decreased; this can be seen from the realized service target has not reached 100% in the last five years; on the contrary, it has decreased in 2019, which only reached 55%. It happens because there are still many employees or employees of the Tamansari District office, West Jakarta Administration, who arrive late and lack discipline, there are employees who are passive towards work, there are employees who are not on time in completing their work, and there are still employees who leave work at hours. Work without explanation.

This study aimed to partially determine motivation and simultaneous leadership on employee performance at the Tamansari sub-district office, West Jakarta administration.

Management is critical to regulating all activities in life, both in household life, school organizations, companies, foundations, government, and others. According to Lilis Sulastris (2014:14), defines that "management is an art of regulating which involves specific processes, methods, and actions, such as planning, organizing, mobilizing and controlling/supervising, which are carried out to

determine and achieve goals efficiently and effectively by through other people.

Definition of Management

As one of the sciences, the concept of management is universal by using a scientific framework of thinking that includes its rules and principles. The term management comes from the verb to manage, which means control; it can be interpreted as control, handle or manage in Indonesian.

Management Function

- a. Planning can plan quality or fast, cheap, and good activities or provide satisfaction.
- b. Organizing is an activity that can organize, regulate and mobilize human resources or provide services and goods to achieve satisfaction.
- c. Actuating is the implementation of activities according to customer requirements.
- d. Controlling is monitoring, evaluation, and supervising so that quality products, fast activities, and evaluation results are used as material for the next planning.

Understanding Human Resource Management

Human resource management is a field of management that explicitly studies human relationships and roles in corporate organizations. Elements of human resource management are humans who are workers in the company. So in achieving a goal that the organization has planned requires a process called management.

The definition of human resource management put forward by experts include:

According to Malayu SP Hasibuan (2014:10), "human resource management is the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society."

According to Mangkunegara (2017:22), "human resource management are activities carried out so that human resources in organizations can be utilized effectively and efficiently to achieve various goals."

Human Resource Management Goals

The purpose of human resources according to Rivai (2014:13), "the purpose of human resource management is to increase the productive contribution of people in the company through several ways that are strategically, ethically and socially responsible."

The ultimate goal to be achieved by a company is basically as follows:

- a) Improved efficiency
- b) Increased effectiveness
- c) Increased productivity
- d) Low employee absenteeism
- e) Low employee turnover
- f) High quality of service
- g) Low complaints from customers
- h) Increased company business

Definition of Leadership

According to Sudaryono (2017:172), leadership implies a manifestation of a leader's behavior, which concerns his ability to lead.

Hasibuan (2016:170) states that Leadership Style is the way a leader influences subordinates' behavior, which aims to encourage work passion, job satisfaction, and high employee productivity to achieve maximum organizational goals.

Meanwhile, Basna (2016: 320) states that leadership represents leaders' philosophy, skills, and political attitudes. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve specific goals.

Elements of Leadership

according to Umam 2014:271), the elements of leadership are:

- a. A person or more who functions to lead is called a leader.
- b. Someone else is being led.
- c. The existence of activities that move other people carried out by influencing and directing feelings, thoughts and behavior.
- d. There are goals to be achieved that are formulated systematically.
- e. Takes place in the form of a process within an institution, organization, or group.

Understanding Motivation

According to Malayu Hasibuan SP (2017:141), motivation comes from the Latin word *movere*, which means encouragement or moving. Motivation in management is only aimed at human resources in general and subordinates in particular.

According to Azwar (2017: 73), motivation is a stimulus, encouragement, or power generator owned by a person or group of people who want to act and cooperate optimally in carrying out something that has been planned to achieve the goals that have been set.

According to Hamalik (2017:173), motivation is energy within a person or person characterized by the emergence of feelings and reactions to achieve goals.

Based on the above definition, it can be seen that motivation is a force that drives behavior that gives direction to behavior and underlies the tendency to continue to show that behavior. Motivation is also interpreted as a driving factor in humans to do or not do a particular activity.

Understanding Performance

Performance is the result or level of success of a person as a whole during a specific period in carrying out tasks compared to various possibilities, such as work standards, targets or

targets, or criteria that have been determined in advance and have been mutually agreed upon. Some definitions, according to experts, are as follows:

a) According to Mangkunegara (2015: 67), "performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him."

b) According to Malayu SP Hasibuan (2017: 94), "performance is a result of work achieved by a person carrying out the tasks assigned to him, which are assigned to him. based on skills, experience, sincerity, and time.

Based on some of the definitions above, it can be concluded that performance is the result of work produced by one's abilities based on skills, experience, sincerity, and time to the maximum so that quality and strength can be maintained at work.

Framework of thinking

The framework of thinking is a chart or workflow in solving problems theoretically the linkage between the variables to be studied. According to Sugiyono (2016: 283), the framework is a conceptual model of how theory relates to various factors that have been identified as important problems.

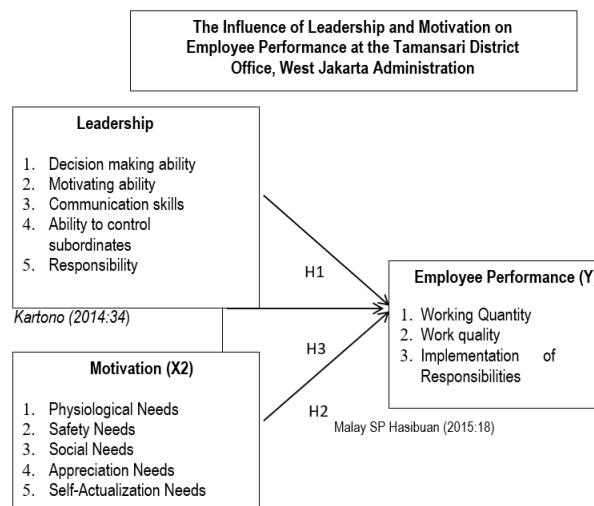


Figure 2. 1 Framework

METHOD

According to Sugiyono (2017: 44), this type of research is descriptive quantitative, namely "research that aims to determine the effect or relationship between two or more variables." Thus, this research can build a theory that serves to explain, predict and control a symptom.

This research was conducted for 6 (six) months, from March 2021 to August 2021. This time was used to obtain data and information from all employees at the Tamansari District Office, West Jakarta Administration, and other data related to matters in the study. This research activity can be seen in the table as follows:

Table 3. 1 Research Schedule

No	Activity	March 2021 (week)				April 2021 (Sunday)				May 2021 (week)				June 2021 (week)				July 2021 (week)				August 2021 (week)			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Observation Object of research	■																							
2	Compilation Proposal Proposal	■	■																						
3	Revision Proposal Proposal		■	■																					
4	Creating research instruments			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■					
5	Deployment Questionnaire																			■	■				
6	Data collection																				■	■			
7	Processing Data and Data Analysis																						■	■	■
8	Compilation Final report																						■	■	■

RESULT and DISCUSSION

The data collection results obtained an overview of the research results, both primary and secondary. The data collected was then processed according to the number of respondents that had been previously determined, namely the 128 questionnaires distributed to the respondents and had been returned entirely. After the two questionnaires

were collected, it turned out that they met the requirements for analysis and interpreted them to solve the problems formulated previously.

Characteristics of Respondents

Description of respondent characteristics includes gender, age, education, and occupation. The characteristics of respondents can be presented in the table below:

Table 4. 1 Characteristic of Respondents by Gender

Gender	Respondent	Percentage
Man	55	42.9%
Woman	73	57.1%
Amount	128	100%

Source: Primary Data processed, 2021

Most respondents are aged 21-35 years from the data above, as many as 92 people or 71.8%. It can be concluded that respondents in this age range have a productive age and can carry out

more tasks and have a soul and work spirit who want to continue to progress and develop and already have sufficient experience.

Table 4. 2 Characteristics of Respondents by Age

Education	Respondent	Percentage
SMA/SMK	55	43%
Diploma	13	10.15%
Bachelor degree)	51	39.85%
Master (S2)	9	7.%
Amount	128	100%

Source: Primary Data processed, 2021

It can be concluded that the educated respondents only graduated from SMA/SMK at most because some of them had internships and some only carried out education up to the SMA/SMK level because they were employed as honorary employees, not permanent employees or civil servants.

so that the analysis results can be interpreted more accurately, efficiently and avoid weaknesses that occur because there are still symptoms of classical assumptions or whether or not the data is appropriately continued to be used as research data.

Classic Assumption Test

The classical assumption test is used to determine the accuracy of the data or the significance of the relationship between the independent variable and the dependent variable

Normality test

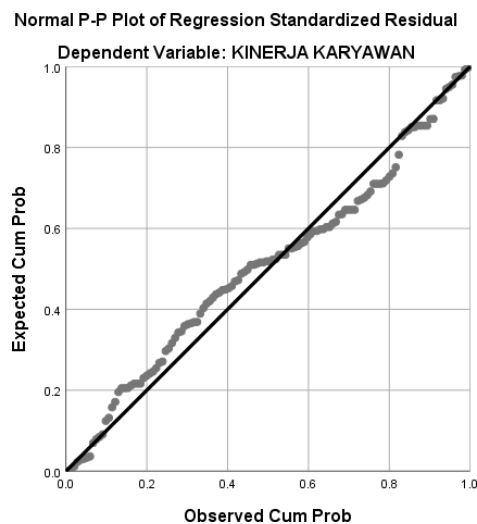
The normality test was conducted to test whether the dependent and independent variables were normally distributed or not generally distributed in the regression model.

Table 4. 4 Normality Test Results With Kolmogrov-Smirnov Test One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		128
Normal Parameters, b	mean	.0000000
	Std. Deviation	5.03652271
Most Extreme Differences	Absolute	.077
	Positive	.077
	negative	-.070
Test Statistics		.077

asyp. Sig. (2-tailed)	.063c
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
Source: Primary Data processed, 2021	

Furthermore, this is by the results of the distribution diagram that was processed with SPSS Version 25 as shown below:



Source: Primary Data processed, 2021

Multicollinearity Test have multicollinearity or did not correlate between the independent variables.
 The multicollinearity test was conducted to ensure that the independent variables did not

Table 4. 5 Multicollinearity Testing Results With Collinearity Statistics of Employee Performance as Dependent Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.419	2,677		2,397	.018		
	LEADERSHIP	.408	.088	.390	4.638	.000	.524	1.909
	MOTIVATION	.426	.088	.406	4,831	.000	.524	1.909

a. Dependent Variable: Employee Performance
 Source: Primary Data processed, 2021

Correlation Coefficient Analysis (r) relationship between the independent variable and the dependent variable.
 The correlation coefficient analysis is intended to determine the level of strength of the

Table 4. 7 Results of Partial Correlation Coefficient Analysis Between Leadership (X1) and Employee Performance (Y)

Correlations			
		Leadership Style	Employee performance
Leadership	Pearson Correlation	1	.671**
	Sig. (2-tailed)		.000
	N	128	128
Employee performance	Pearson Correlation	.671**	1
	Sig. (2-tailed)	.000	
	N	128	128

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data processed, 2021

Based on the test results in the table above, that the two variables have a strong relationship the correlation coefficient value of 0.671 means level.

Table 4. 8 Results of Partial Correlation Coefficient Analysis Between Motivation (X2) Against Employee Performance (Y)

Correlations			
		Employee performance	Motivation
Employee performance	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
	N	128	127
Motivation	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	
	N	128	128

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data processed, 2021

The correlation coefficient value is 0.676, meaning that the two variables have a strong relationship level.

Table 4. 9 Results of Simultaneous Correlation Coefficient Analysis Between Leadership (X1) and Motivation (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732a	.536	.529	5.077

a. Predictors: (Constant), Motivation, leadership

Source: Primary Data processed, 2021

Based on the table above, the correlation coefficient value of 0.732 means that the variables of leadership style and motivation have a strong relationship with employee performance.

Hypothesis test

Partial Hypothesis Testing (t-Test)
 The hypothesis testing of Leadership (X1) and Motivation (X2) variables on employee

performance (Y) was carried out by t-test (partial test). In this study, a significance criterion of 5% (0.05) was used by comparing t count with t table, namely as follows:

- 1) If the value of t count < t table: it means that H0 is accepted and H1 is rejected
- 2) If the value of t count > t table: means that H0 is rejected and H1 is accepted.

Table 4. 10 Results of Hypothesis Testing (t-test) Leadership Variable (X1) on Employee Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,331	2,693		4.207	.000
	K3e)leader	.703	.069	.672	10.133	.000

a. Dependent Variable: Employee Performance

Source: Primary Data processed, 2021

Based on the test results in the table above, the value of t arithmetic > t table or (10.133 > 1.657) is also strengthened by the value of value < Sig.0.05 or (0.000 < 0.05).

Simultaneous Hypothesis Testing (F Test)

In this study, a significance criterion of 5% (0.05) was used, namely comparing the

calculated F value with the F table with the following conditions:

- 1) If the value of F count < F table: it means that H0 is accepted and H3 is rejected
- 2) If the calculated F value > F table: it means that H0 is rejected and H3 is accepted.

Table 4. 11 Results of Hypothesis (Test F) Simultaneously Between Leadership (X1) and Motivation (X2) Against Employee Performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3177,501	1	3177,501	105,298	.000b
	Residual	3772.026	125	30.176		
	Total	6949,528	126			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), motivation

Discussion of Research Results Influence of Leadership (X1) on Employee Performance (Y)

Based on the results of the analysis, it shows that Leadership (X1) has a positive effect on Employee Performance (Y) obtained by the regression equation $Y = 11.421 + 0.701X1$. The correlation coefficient value of 0.671 means that the two variables have a strong relationship level. The determination or influence contribution value is 0.450 or 45%, while other factors influence the remaining 55%. Hypothesis test obtained value of t count > t table or (10.133 > 1.657). Thus, H0 is rejected, and H1 is accepted, meaning a partially significant influence between leadership on employee performance at the Tamansari District Office, West Jakarta.

The Effect of Motivation (X2) on Employee Performance (Y)

Based on the results of the study, it shows that motivation (X2) has a positive effect on employee performance (Y) obtained by the regression equation $Y = 11.256 + 0.708X2$. The correlation coefficient value of 0.676 means that the two variables have a strong relationship level. The determination or influence contribution value is 0.457 or 45.7%, while other factors influence the remaining 54.3%. Hypothesis test obtained value of t arithmetic > t table or (10.261 > 1.657). Thus, H0 is rejected, and H1 is accepted, meaning a partially significant influence between motivation and employee performance at the Tamansari District Office, West Jakarta.

Influence of Leadership (X1) and Motivation (X2) on Employee Performance (Y)

The study results showed that Leadership (X1) and Motivation (X2) positively affected employee performance with the regression equation $Y = 6.419 + 0.408X1 + 0.426X2$. The value of the correlation coefficient or the level of influence between the independent and dependent variables was obtained at 0.733, meaning that it has a strong relationship. The value of the coefficient of determination or contribution of simultaneous influence is 0.536 or 53.6%, while other factors influence the remaining 46.4%. Testing the hypothesis obtained the calculated F value $> F_{table}$ or $(105.298 > 2.680)$. Thus H_0 is rejected, and H_3 is accepted. It means a significant simultaneous influence between leadership and motivation on employee performance at the Tamansari District Office, West Jakarta.

CONCLUSION

Based on the descriptions in the previous chapters, and from the results of the analysis and discussion of the influence of Leadership and Motivation on employee performance, as follows:

1. Leadership has a significant effect on employee performance with a correlation coefficient of 0.671, meaning that both variables have a strong relationship level with a coefficient of determination of 0.450 or 45%, and a simple linear regression equation $Y = 11.421 + 0.701X1$ is obtained. Hypothesis test obtained $t_{count} > t_{table}$ or $(10.133 > 1.657)$ and $sig\ value < 0.05$ $(0.000 < 0.05)$. Thus, H_0 is rejected, and H_1 is accepted, meaning a partially significant influence between leadership and employee performance at the Tamansari District Office, West Jakarta.

2. Motivation has a significant effect on employee performance with a correlation coefficient value of 0.676, meaning that both have a strong relationship level with a determination coefficient of 0.457 or 45.7%, and a simple linear regression equation $Y = 11.256 + 0.708X2$ is obtained. Hypothesis test obtained $t_{arithmetic} > t_{table}$ or $(10.261 > 1.657)$ and $sig\ value < 0.05$

$(0.000 < 0.05)$. Thus, H_0 is rejected, and H_2 is accepted, meaning there is a partially significant effect between motivation and employee performance (Y) at the Tamansari District Office, West Jakarta.

3. Leadership and motivation have a significant effect on employee performance with the regression equation $Y = 6.419 + 0.408X1 + 0.426X2$. The value of the correlation coefficient is 0.733, meaning that the independent variable simultaneously affects the dependent variable and has a strong relationship with the coefficient of determination or simultaneous influence of 0.536 or 53.6%, while other factors influence the remaining 46.2%. Hypothesis testing is obtained by the calculated F value $> F_{table}$ or $(105.298 > 2.680)$ and value < 0.05 $(0.000 < 0.05)$. Thus, H_0 is rejected, and H_3 is accepted. It means a significant simultaneous influence between Leadership and Motivation on employee performance at the Tamansari District Office, West Jakarta.

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