

## **THE EFFECT OF LEADERSHIP STYLE, WORK MOTIVATION ON JOB SATISFACTION OF STATE CIVIL APPARATUS IN THE REGIONAL SECRETARIAT OF GORONTALO REGENCY**

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### **ABSTRACT**

This research is descriptive quantitative and aims to determine and analyze (1) the influence of leadership style on job satisfaction of the State Civil Apparatus (ASN) at the Regional Secretariat of Gorontalo Regency; (2) The effect of work motivation on job satisfaction of State Civil Apparatus (ASN) at the Regional Secretariat of Gorontalo Regency; (3) The influence of leadership style, work motivation on job satisfaction of State Civil Apparatus (ASN) at the Regional Secretariat of Gorontalo Regency.

The results show that leadership style has a positive and significant influence on job satisfaction at the Regional Secretariat of Gorontalo Regency in this case the leadership of the Regional Secretary is 0.636 or 63,6 percent, because the leader always directs, urges,

provides opportunities for employees to advance, work motivation has an influence weak but positive on employee job satisfaction by 0.147 or 14.7 percent, due to lack of opportunities for advancement, low job performance, lack of responsibility; (3) Leadership style (X1) and work motivation (X2) simultaneously have a strong and positive influence on job satisfaction (Y).

It is suggested that participative leadership style is needed effectively for its employees, considering that this variable has a strong influence on employee job satisfaction.

**Keywords:** Leadership, Motivation and Job Satisfaction of ASN

## **INTRODUCTION**

Basically, the success of an organization is largely determined by the role of the leader, because the leader is responsible if there is a failure in the implementation of activities, and vice versa the success of the leader can be seen in leading an organization to influence others, move and carry out the goals of the organization's vision and mission.

Leadership is specific, specifically needed for a special situation [2]. Because in a group that carries out certain activities, and has a purpose and special tools. Group leaders with these characteristics are a function of the particular situation. Furthermore, leadership is the process of influencing or setting an example from leaders to followers in an effort to achieve organizational goals [3].

Another opinion says that leadership is the ability, process and art of influencing other people and groups of people to have the will to achieve organization goals [4].

There is synergy, coordination, good cooperation between leaders and their subordinates. It is in this connection that the leadership of organizational leaders is important to highlight. Successful organizational leaders if they understand the existence of the organization as a complex and unique organization, and are able to carry out the role of organizational leader as someone who is given the responsibility to lead the organization. The function of leadership in an organization or field of work varies from one organization to another [1]. This is because the

function of leadership basically depends on several things, including the type of organization, the social situation in the organization, the characteristics of the leader and the number of members. Furthermore, the main functions carried out by the leader are [1]: 1) determining, 2) organizing, 3) motivating and communicating, 4) evaluating, 5) developing subordinates including himself. Therefore, a leader functions to provide resources, and to develop them requires the participation of members.

The above shows how important the role of organizational leaders in moving organizational life to achieve goals. In this regard, there are two things that need to be considered in the formulation, namely: 1) The leader of the organization acts as a central force that is the driving force of organizational life. 2) Organizational leaders must understand their duties and functions for the success of the organization, and have a concern for staff. A leader is a person who has skills and advantages, especially skills and advantages in one field. So that he is able to influence other people to jointly carry out certain activities, for the achievement of one or more goals.

There are different opinions that leadership is the skill and ability of a person to influence the behavior of others, both higher and lower than him in thinking and acting so that behavior that may initially be individualistic and egocentric turns into organizational behavior [6]. On the other hand, the leader has the hope that his presence in an organization can provide success to the organization he leads, namely by turning the organization into a conducive organization, and encouraging all elements in the organization to be effective in carry out pre-determined goals.

The leader's hope for the success of an organization is not carried out by the leader alone, but the support from his subordinates in this case is the employee, this means that the existence of organizational leaders does not

stand alone. The success it has achieved is the contribution of various related elements, such as employees and staff. Employees, in particular, are contributors to the process of carrying out tasks in every organization. Therefore, it must be conditioned so that these employees still have high work motivation.

High work motivation of employees in carrying out their duties or work is a hope for the organization. because motivation is a psychological process that is started by everyone to increase their work productivity. Motivation is as a need, a want; impulse, the impulse of one's self.

Motivasi kerja adalah sebagai (1) aktivitas dasar dan dijadikan bagian esensial dari kehidupan manusia, (2) kerja itu memberikan status, dan mengikat seseorang kepada individu lain dan masyarakat, (3) pada umumnya wanita atau pria menyukai pekerjaan, (4) moral pekerja dan pegawai itu banyak tidak mempunyai kaitan langsung dengan kondisi fisik maupun materiil dari pekerjaan, (5) insentif kerja itu banyak bentuknya, diantaranya adalah uang [7]

Work motivation is (1) a basic activity and an essential part of human life, (2) work gives status, and binds a person to other individuals and society, (3) generally women or men like work, (4) employee morale. and many employees do not have a direct relationship with the physical or material conditions of work, (5) work incentives take many forms, including money [7]

Motivation and leadership are closely related because they depend on the authority of a leader. In essence, human behavior is motivated by the desire to get something from the goal of activity [10]. The success of an activity carried out by employees, is very dependent on the motivation possessed by employees, if employees have high motivation at work, then the tasks of the organization will work well.

On the other hand, an employee's work motivation related to financial and non-

financial compensation also has an influence on an employee's job satisfaction. Financial compensation is often delayed and the amount of compensation is no longer sufficient, resulting in most employees taking other jobs outside of their duties as employees. The process of interaction and relationships that exist between organizational leaders and employees and even among employees are variables that have a strong influence on the level of employee job satisfaction. Employee job satisfaction at work is a hope for the organization, because job satisfaction is an emotional attitude that is pleasant and loves his job. If employees feel happy with their work, and really love the work they do, then the tasks of the organization will be easy to carry out. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed on the job, outside of work, and a combination of inside and outside work.

Job satisfaction is a statement of pleasure and positive which is the result of an assessment of a job or work experience. Job satisfaction is a general attitude towards a person's job, the difference between the amount of rewards an employee receives and the amount they believe they should receive.

Law Number 5 of 2014, concerning the State Civil Apparatus, perfecting Law Number 43 of 1999, concerning the Basics of Employment, is evidence of the seriousness of the Government to increase job satisfaction so that employees also improve their work results. Because the success of national development depends, among other things, on the success of increasing the work productivity of civil servants as state apparatus. Therefore, attention to efforts to increase employee job satisfaction in the bureaucratic environment, today is an urgent need, it is necessary to have a qualified state apparatus so that work productivity increases.

Many factors encourage employee job satisfaction in increasing work productivity,

including the size of the salary, education and training, discipline, motivation, work environment and climate, technology, management, opportunity, achievement, and leadership that emphasizes socio-cultural values. These factors affect employee job satisfaction. The leadership and motivation factors of leaders to subordinates have become the center of inspiration and aspirations for employee satisfaction for the establishment of employee work productivity. Because leadership and motivation are the most dynamic and harmonious factors among the many factors that affect employee job satisfaction in formal government.

In an effort to increase employee job satisfaction, the Regional Secretariat of Gorontalo Regency requires a strong and authoritative leader in managing the Secretariat. A leader in this case the Regional Secretary must mobilize his subordinates, so that the work plans that have been made and the goals that have been set and agreed upon can be achieved optimally.

The Regional Secretariat of Gorontalo Regency is a government office organization that has the main task of assisting the Regent with regard to policy formulation and administrative coordination on the implementation of the tasks of Regional Apparatus and administrative services. The scope of this challenging task requires employees who can carry out their main tasks correctly, cleanly and with dignity, and are efficient.

The importance of the functions, roles and duties of the Regional Secretariat of Gorontalo Regency in carrying out its main tasks, requires a loyal leadership style to subordinates, the ability to influence members as work partners, mobilize staff members and provide or generate work motivation for employees who are reliable, responsible and authoritative. If the leadership style of the Regional Secretary is in accordance with the readiness of employees and can provide

employee motivation, then job satisfaction will increase, which in itself will have an impact on increasing employee performance.

To support the implementation of the tasks at the Gorontalo Regency Regional Secretariat, it is supported by 169 employees spread across several sections such as the government section, legal section, general section, welfare section, cooperation section, development administration section, and the procurement of goods and services section, organization section, the protocol and communications section of the leadership, the economy section. In the management organization at the Regional Secretariat of Gorontalo Regency, all sections have their respective tupoksi in carrying out their duties based on the vision and mission of the organization.

Empirical reality and based on initial observations at the Regional Secretariat of Gorontalo Regency, it seems that employee job satisfaction is low, this is caused by leadership that has not been effectively carried out both in terms of task behavior, relationship behavior, and maturity or abilities possessed. Lack of effective leadership on employees, can affect work motivation and have an impact on low employee job satisfaction.

Work motivation of employees at the Regional Secretariat of Gorontalo Regency is still low, both intrinsic motivation and extrinsic motivation, Intrinsic motivation is motivation or encouragement from within individuals such as initiative in doing work is still low, for example employees in work are less oriented to quality results but tend to fulfillment of obligations. Like there are still employees who do tasks that are not their jobs, because some employees do not understand correctly about their duties. Extrinsic motivation is active motives because there is still low external stimulation, such as motivation or encouragement from the leadership such as guidance or direction in carrying out tasks or work that is still lacking,

so that employees lack work motivation, for example, the employee's sense of responsibility towards work is still lacking. , even still depend on each other, so that the work cannot be handled properly and the results cannot meet expectations. Likewise, the preparation of material for implementing policies in the field of administration, leadership, expert staff and personnel, finance, and equipment has not been implemented optimally. The employees seem to just carry out their duties without paying attention to whether the tasks they carry out are appropriate. All of this has resulted in the not yet maximal implementation of the tasks in the organization.

Job satisfaction is basically one of the psychological aspects that reflects a person's feelings towards his job, he will feel satisfied with the suitability between his abilities, skills and expectations with the work he is facing "[11]. Satisfaction is actually a subjective condition which is a state of affairs. which is subjective in nature which is the result of conclusions based on a comparison of what employees receive from their work compared to what is expected, desired, and thought to be appropriate or entitled to it. While each employee / employee subjectively determines how the job is satisfying.

Job satisfaction is closely related to the attitude of employees towards their own work, work situations, cooperation between leaders and employees [12]. While other theories say that job satisfaction is a general attitude which is the result of several special attitudes towards work factors, adjustment and individual social relationships outside of work [13].

The job satisfaction of employees at the Regional Secretariat of Gorontalo Regency is still low, this has an impact on the quality and quantity of low employee work, the absence of punctuality in work, the low achievement of work quality and with the targets that have been set. For example, there are still office administration management tasks which

include administrative activities, correspondence/archives, and staffing have not been optimally implemented. This will have an unfavorable impact on the implementation of the organization's tasks or work within the Gorontalo Regency Regional Secretariat. This is supported by the data on the recapitulation of work targets for employees, which can be seen in Table 1 below; Table 1. Recapitulation of Work Target Achievements

THN	JLH PGWI	SKOR%			Total %
		TJ	KNRJ	TRGT	
2019	169	50	50	100	100
2020	169	40	39	100	79
2021	169	48	45	100	93

Source: Sub Division of Personnel Secretariat of Gorontalo Regency 2021

From table 1.1 above regarding the recapitulation of work targets at the Gorontalo Regency Regional Secretariat, it shows that the total score in the assessment of the responsibility for achieving employee work targets has fluctuated very significantly and has a very visible impact on the total employee work target score in 2019 to 2020 experiencing a decline. 21%, while from 2020 to 2021 there was an increase of 14% but it was not significant because it did not reach the target. So from these problems the target achievement of work targets experienced a very significant decrease.

## RESEARCH METHODS

This research is descriptive quantitative, which explains the influence between variables by analyzing numerical data (numbers) using statistical methods through hypothesis testing. The research method used is the cross-sectional method, which is a study to

study the dynamics of the correlation between risk factors and effects by approaching, observing, or collecting data all at once (point time approach). So this study will describe the influence of leadership style, work motivation on employee job satisfaction at the Regional Secretariat of Gorontalo Regency.

The next test that must be done is hypothesis testing. This hypothesis test aims to determine the relationship between the dependent variable and the independent variable.

## RESEARCH RESULT

### Partial Test

Partial test of the influence of leadership style and work motivation on job satisfaction at the Regional Secretariat of Gorontalo Regency, is intended to determine whether the two independent variables partially have an influence on job satisfaction. To simplify the calculation of the regression from a large amount of data, this research was completed with the help of computer software, namely the SPSS program. In this study, the multiple linear regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

By paying attention to the regression model in Table 4.20, it can be seen that the constant value of the independent variable, namely leadership style and work motivation, can predict variations in the dependent variable, namely job satisfaction through the regression equation. The results of the regression equation are as follows:

$$Y = 30,412 + 0,634X_1 + 0,368X_2$$

The previous regression equation model can be interpreted that:

- 1) If the value of leadership style is 0, then job satisfaction will be equal to the constant, which is 30.412. However, if the leadership style increases by 1 score, it will increase job satisfaction by 0.634 scores assuming other variables are in constant

conditions. The results of the significance test in Table 4.19 show the value of  $t_{count}$  9.288 is greater than the value of  $t_{table}$  1.695 with a significance level of  $t$  of 0.000 which is smaller than 0.05, so the hypothesis ( $H_{a1}$ ) is accepted, which means that leadership style has a positive influence and significant effect on job satisfaction at the Regional Secretariat of Gorontalo Regency.

- 2) If the value of work motivation is 0, then job satisfaction will be equal to the constant, which is 30.412. However, if work motivation increases by 1 score, it will increase job satisfaction by 0.368 scores assuming other variables are in constant conditions. The results of the significance test in Table 4.20 show that the  $t_{count}$  value of 2.108 is greater than the value of  $t_{table}$  1.695 with a significance level of  $t$  of 0.039 which is smaller than 0.05, so the hypothesis ( $H_{a2}$ ) is accepted, which means that work motivation has a positive and significant effect. with job satisfaction at the Regional Secretariat of Gorontalo Regency.

- a) The Influence of Leadership Style (X1) on Job Satisfaction (Y).

**Tabel 2. Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.798 <sup>a</sup>	0.636	0.628	5.31368

- a. Predictors: (Constant), Leadership Style

- b. Dependent Variable: Job satisfaction

Table 2 above shows that the influence of leadership style (X1) with job satisfaction (Y) is  $r = 0.798$ , which means that the effect is very strong and positive. Meanwhile, the contribution given by the leadership style (X1) to job satisfaction (Y)

is according to the Coefficient of Determination formula, namely  $KD = (r)^2 \times 100\% = 0.7982 \times 100\% = 63.6\%$ . This means that the influence of the independent variable leadership style (X1) on job satisfaction (Y) is 63.6%, the influence is strong and positive and the remaining 36.4% is determined by other factors.

- b) Effect of Work Motivation (X2) with Job Satisfaction (Y).

**Tabel 3 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.384 <sup>a</sup>	0.147	0.133	8.11400

- a. Predictors: (Constant), Work Motivation

- a. Dependent Variable: Job Satisfaction

Table 3 above shows that the effect of work motivation (X2) on job satisfaction (Y) is  $r = 0.384$ , which means the effect is weak and positive. Meanwhile, the contribution given by work motivation (X2) to job satisfaction (Y) is according to the Coefficient of Determination formula, namely  $KD = (r)^2 \times 100\% = 0.3842 \times 100\% = 14.7\%$ . This means that the influence of the independent variable work motivation (X2) on job satisfaction (Y) is 14.7% and the remaining 85.3% is determined by other factors.

### Simultaneous Testing

Simultaneous test of the influence of leadership style and work motivation on job satisfaction at the Regional Secretariat of Gorontalo Regency, is intended to determine whether the two independent variables simultaneously or together have an influence on job satisfaction. To simplify the calculation of the regression from a large amount of data, this research was completed with the help of computer software, namely the SPSS program.

Simultaneous test results can be seen in Table

4

Tabel 4 ANOVA<sup>b</sup>

Model	Sum of Squares	Df	Mean Square	F	Si g.
1 Regresi on	2962,333	2	1481,166	55,578	0,000
Residu al	1519,067	60	26,650		
Total	4482,400	62			

a. Predictors: (Constant), Work Motivation (X2), Leadership Style X1),

b. Dependent Variable: Job Satisfaction (Y)

Source: Data Processing Results, 2021

From table 4. above, the significant test results show that the value of Fcount 55.578 is greater than the value of Ftable 3.21 with a significance level of F of 0.000 which is smaller than 0.05, so the hypothesis (Ha3) is accepted, which means that the force leadership and work motivation have a positive and significant influence on job satisfaction at the Regional Secretariat of Gorontalo Regency.

**a. Coefficient of Determination Analysis**

The analysis of the coefficient of determination (R<sup>2</sup>) is used to determine how big the percentage of the influence of the independent variables simultaneously on the dependent variable. The value of R<sup>2</sup> (Adjusted R Square) can be seen in Table 5

Table 5 Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.814 <sup>a</sup>	0.662	0.649	5.16239

a. Predictors: (Constant), Work Motivation, Leadership Style

b. Dependent Variable: Job Satisfaction

From table 5 above, it shows the magnitude of the influence of leadership style and work motivation if correlated together with the job satisfaction variable, it produces an R correlation of 0.814, R Square (coefficient of determination) of 0.662 meaning 66.2%, while the remaining 33.8 % can be explained by other causal factors. These factors can be in the form of organizational climate factors and factors providing incentives.

**DISCUSSION**

The following is a discussion of the research results. From the analysis of the results of the research above regarding the influence of leadership style (X1) and work motivation (X2) on job satisfaction (Y) at the Regional Secretariat of Gorontalo Regency.

1. Partial testing of the first hypothesis (Ha1), shows that leadership style has a positive influence on job satisfaction, this can be shown by the tcount value of 9.288 which is greater than the ttable value of 1.695 with a significance level of t of 0.000 which is smaller than 0.05, then the hypothesis (Ha1) is accepted, which means that leadership style has a positive and significant influence on job satisfaction at the Regional Secretariat of Gorontalo

Regency. Where leadership style contributes 0.636, or 63.6 percent. The results of this study show that there is a very strong influence between the leadership style variables on job satisfaction at the Regional Secretariat of Gorontalo Regency. This result is in accordance with or consistent with what is stated by the theory which says that the democratic leadership style is placing humans as the most important main factor in every subordinate group/organization given the opportunity to give opinions but still the leader who makes decisions [14]. In organizational life, job satisfaction is one of the important things that must be considered because it is a determining factor for organizational success. Leadership style is very influential on the level of job satisfaction. Furthermore, it views job satisfaction as the overall result of the degree of liking or disliking of workers towards various aspects of their work [15]. In other words, job satisfaction reflects the attitude of the workforce towards their work. Job dissatisfaction in the workforce of employees can be expressed in various ways. For example, in addition to leaving work, employees can complain, disobey, steal organizational property, avoid their job responsibilities and even yell at their leaders. Based on these conditions, that leaders have an important role to regulate, influence, encourage, increase the willingness of employees to want to do the work they should be doing, in order to create job satisfaction.

2. Partial testing on the second hypothesis (Ha2), shows that work motivation has an influence, the effect is weak but positive on job satisfaction, because opportunities for advancement are less, job performance is low, responsibility is still lacking, this can be shown by the tcount value of 2,108 more greater than the ttable value of 1.695 with a significance level of t of 0.039 which is

smaller than 0.05, so the hypothesis (Ha2) is accepted, which means that work motivation has a positive influence on job satisfaction at the Regional Secretariat of Gorontalo Regency. Where work motivation contributes 0.147 or 14.7 percent. The results of this study show that there is a weak influence between work motivation variables on job satisfaction at the Regional Secretariat of Gorontalo Regency. This result is in accordance with or consistent with the theory put forward by experts who argue that motivation arises due to a motive in a person that stimulates the person to do something that can affect the goals to be achieved [15]. In an effort to increase employee job satisfaction at the Regional Secretariat of Gorontalo Regency, it should not be viewed only as a technical matter. Another aspect that can even play a role as a determining factor for organizational success at the Regional Secretariat of Gorontalo Regency where anyone will admit that an organization was founded or created by a person or group of people with the intention of using it as material for achieving certain goals. Many people identify the ultimate goal of the scope organization at the Gorontalo District Secretariat as a long-term goal. Thus, the actors in making a greater commitment towards organizational success, including in increasing job satisfaction for improving the performance of employees at the Regional Secretariat of Gorontalo Regency. Of course, motivation is very influential on employee job satisfaction. The debate about motivation on employee job satisfaction is reflected in the realization of employee welfare which takes place in a state of developing various information. Many arguments tend to be the impact of the crisis on certain community groups due to the lack of attention to employee work motivation. People's motivation to always try to produce the best can only be formed,



if among them there is a belief that their efforts will not only produce benefits for the Gorontalo Regency Regional Secretariat, but will also provide real benefits for the perpetrators. The motivation formed will result in the commitment of subordinates, both to the organization in the Gorontalo Regency Regional Secretariat, as well as to individuals or groups. Motivation is a stimulus to the desire and driving force of a person's willingness to work, as well as for employees or apparatus in the Regional Secretariat of Gorontalo Regency.

3. Simultaneous testing of the third hypothesis (Ha3), shows that leadership style and work motivation have a positive and significant influence on job satisfaction, because leaders always direct, encourage and provide opportunities for employees to advance, this can be shown by values  $F_{count}$  55.58 is greater than the  $F_{table}$  value of 3.31. with a significance level of  $F$  of 0.000 whose value is less than 0.05, then the hypothesis (Ha3) is accepted, which means that leadership style and work motivation have a positive and significant influence on job satisfaction at the Regional Secretariat of Gorontalo Regency. These results are consistent with what is stated by expert theory suggesting that leadership style is a complicated and unique problem to solve, especially in a society that is developing indiscipline where a leader is often highlighted as a failure to manage the resources available or may be provided in addition to highlight traditional leadership behaviors that lack the values of initiative and creativity. The reflection of the influence of the Regional Secretary's leadership style and work motivation has significant implications for employee job satisfaction [15]. The leadership style of the Regional Secretariat is a forum for shared inspiration and aspirations that requires a certain leadership style model that can lead to the level of satisfaction, loyalty, and

success in achieving sustainable goals. The most important starting point of a government organization is the process of emphasizing the importance of a comprehensive or phenomenological approach to a satisfaction in carrying out cooperation. The effort needed to achieve the target, in the context of the Regional Secretariat, is that the leadership of a Regional Secretary deserves serious attention, because the pattern of his leadership style is very influential and will determine the progress of the government. The success of employees is largely determined by the leadership style in coordinating, mobilizing, and aligning all available administration. The leadership style of the Regional Secretariat is one of the factors that can encourage the State administration to be able to realize the vision, mission, goals, and objectives of the Regional Secretariat organization through programs that are carried out in a planned and enthroned [16]. Therefore, the Regional Secretary as the head of government is required to have strong management and leadership abilities to be able to take decisions and take initiatives to increase employee motivation for work effectiveness, because employees have satisfaction in their work.

## CONCLUSION

Based on the results of this study, it can be concluded as follows.

1. Hypothesis testing (Ha1) is accepted, meaning that leadership style has a positive and significant influence on job satisfaction at the Regional Secretariat of Gorontalo Regency by 0.636 or 63.6 percent, this is because leaders always direct, encourage and provide opportunities for employees to advance.

2. Hypothesis testing (Ha2) is accepted, meaning that work motivation has a weak but positive effect on job satisfaction at the Regional Secretariat of Gorontalo Regency by 0.147 or 14.7 percent, because opportunities for advancement are lacking, work performance is low, responsibility is still lacking.
3. Hypothesis testing (Ha3) is accepted, meaning that leadership style (X1) and work motivation (X2) simultaneously have a very strong and positive influence on job satisfaction (Y) of 55.58%. That the leadership style that is carried out effectively and work motivation is always carried out continuously will have an impact on increasing job satisfaction at the Regional Secretariat of Gorontalo Regency.

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