

Influence of Leadership Style, Competence, and Work Discipline on Employee Performance in Pt. Sumo Internusa Indonesia

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Abstract

This study aims to evaluate and examine the influence of leadership style, competence and work discipline on employee clinic at PT. Sumo Internusa Indonesia. The decline in the quality of employee performance is caused by the leadership style that is still lacking to control employees, competence is not in accordance with placement, and employee discipline is still minimal. The population in this study all employees who worked at PT. Sumo Internusa Indonesia. The sampling technique using saturated sampling method. The sample in this study were employees at PT. Sumo Internusa Indonesia, amounting to 79 employees. The calculation results of partial hypothesis testing in leadership style research results obtained $t_{count} 2.501 > 1.992$ and a significant value of $0.015 < 0.05$. The competency of the research results obtained by $t -0,195 < -1,992$ and a significant value of $0.846 > 0.05$. The work discipline results of the study obtained $t_{count} 5.485 > 1.992$ and a significant value of $0.000 < 0.05$. F_{count} value obtained F_{count} value of 25.085 and F_{table} value of 2.72 which means $F_{count} > F_{table}$ and a significant value of $0.000 < 0.05$. The coefficient of determination test results obtained Adjusted R Square value is 0.481, which means 48.1% in which employee performance variables can be explained by the three variables of 48.1%. While the rest ($100\% - 48.1\% = 51.9\%$) is explained by other variables not examined, such as the work environment, communication, motivation and so on. The conclusions in this study indicate that partially the leadership style and work discipline have a positive effect and significant to the performance of employees at PT. Sumo Internusa Indonesia. While Competence has a negative and not significant effect on Employee Performance at PT. Sumo Internusa Indonesia. Simultaneously leadership style, competency, and work discipline together have positive and significant effect on employee performance at PT. Sumo Internusa Indonesia.

Keywords

leadership style; competence; work discipline; employee performance



I. Introduction

Human resource management is the science or method of how to deal with various problems in the company to be able to improve work in the company to achieve common goals. Potential human resources if used effectively and efficiently will be useful to help the development of the company. The company will survive if the company has reliable human resources and good performance.

Work ethic is an important part and determinant of success for individuals, groups, institutions and even broader in a nation in achieving its goals. Work ethic is an attitude that arises out of one's own will and awareness based on a system of cultural values

orientation towards work. Ethos comes from Greek, which is ethos which means attitude, personality, character, character, and belief in something. This attitude is not only shared by individuals, but also by groups, even society. Ethos is formed by a variety of habits, cultural influences, and value systems that it believes. (Dailami, 2020).

This research was conducted at PT. Sumo Internusa Indonesia (Sumo Advertising) is engaged in outdoor advertising media (out door) which was founded in 1992. The company rents out several outdoor advertising media such as neonbox, billboards, billboards, headbands, video clips and this company also provides services for PNT and branding. Based on observations, data and interviews in the initial survey in March 2019 for employees in several divisions there was a decrease in the performance of some employees in the company seen that the company's targets were still not achieved in January to October. The highest percentage of unfulfilled targets in the company occurred in January and February 2018. The achievement of these targets in the company shows that employees have not maximally completed the work given by the leadership which has an impact on the number of rentals and services, also has an impact on the realization of companies that do not exceed the target.

In this study, researchers used the leadership style, competence, and work discipline factors in seeing their effects on the performance of the employees of PT.Sumo Internusa Indonesia because some of these factors became important issues to look for in order to continuously improve good performance for the company.

The first factor is leadership style. At this stage the leader plays an important role in ensuring the organization's activities in the company. The phenomenon that occurs in the leadership style seen from meeting data which is only done once a month is certainly lacking in direction to company employees which results in a lack of motivation and quick direction and hasty pressure so that it can cause employees to not understand, this can result causing the company's targets to not be achieved.

Next the second factor is competence. competence is an expertise to carry out an activity in the company based on expertise and insight and is supported by work attitudes that are required of the job. In the initial survey in March 2019, the issue of work competence is where the company provides work to its employees who still do not have experience in certain areas, can be seen from the educational data in the company has 13 employees who work not in accordance with the experience and graduate education. This causes employees to be constrained in completing their tasks on time.

Furthermore, the third factor that can affect performance is work discipline. Employee work discipline is created when employees have the awareness or willingness to perform company duties and regulations, comply with applicable rules about what regulations are permitted and are responsible for expertise in carrying out work and rules within the company. In the initial survey in March 2019, the issue of work discipline which can be seen from the time mismatch data in the company, there are employees who still cannot manage time which is marked by the delay and leave early in 2018, this requires the assertiveness of leaders and sanctions for undisciplined. Can cause employee inaccuracies in completing Leaders have also provided examples of examples not late and go home on time.

Based on the background described above, the author is interested in conducting research entitled: "The Effect of Leadership Style, Competence, and Work Discipline on Employee Performance at PT. Sumo Internusa Indonesia".

II. Review of Literatures

2.1 Leadership Style

According to Edison, et al (2018: 91) "Leadership style is the way a leader acts or how leaders influence their members to achieve certain goals".

According to Samsuddin (2018: 37) "Leadership style is a way that is done by a leader in influencing the behavior and thoughts of his subordinates, so as to be able to carry out their duties in an effort to achieve organizational goals (Gibson, 1998)".

From some of the above understanding, it can be concluded that the leadership style is the attitude and behavior patterns shown by the leader to influence his subordinates (employees) to be able to work together so as to achieve a predetermined level of productivity.

According to J.K. Hemphil (1949) in Wirawan (2017: 352-353) indicators of leadership style:

1. Assist subordinates in completing their duties.
2. Provide time to listen and discuss the problems and complaints faced by subordinates.
3. Accept subordinate suggestions.
4. Treat all subordinates in the same way
5. Pay attention to the welfare of subordinates
6. Criticize and angry with subordinates who are lazy and low-performing
7. Give tasks to subordinates in detail
8. Remind subordinates to follow standard work procedures and performance standards
9. Strictly coordinate and supervise subordinates
10. Determine the target output.

2.2 Competence

According to Wibowo (2014: 271) states "Competence is an ability to carry out a job that is carried out as well as tasks that are based on skills and knowledge and are supported by work attitudes demanded by the job".

According to Sutrisno (2016: 203) states "Competence is an ability based on skills and knowledge that is supported by work attitude and its application in carrying out tasks and work in the workplace that refers to specified work requirements".

From some of the above understanding, it can be concluded that competence is the ability of employees to carry out their work or tasks supported by their abilities so that they can carry out their tasks and work in achieving the targets set by their work. According to Edison, et al (2018: 143) To fulfill the competency element, and the reality of what is done and how to do it ".

From some of the above understanding can be concluded Performance is how employees carry out tasks and results achieved on the job.

According to Edison, et al (2018: 143) To meet the elements of competence, employees must meet the following elements:

1. Knowledge (Knowledge).
2. Expertise (Skill).
3. Attitude.

2.3 Competence

According to Hartatik (2014: 182) states "Discipline is a certain situation where people who are members of the organization are subject to the existing regulations with pleasure".

According to Singodimedjo in Sutrisno (2016: 86) "Stating that discipline is the attitude of availability and sincerity of an employee to obey and obey the regulations that apply around him".

From some of the above understanding can be concluded that discipline is an attitude of an employee to obey, obey the rules that have been set at work.

According to Abdurrahmat Fathoni in Hartatik (2014: 200-202) which affects the level of employee discipline in an organization, including the following:

1. Purpose and Ability,
2. Leadership Examples
3. Penalty Sanctions
4. Assertiveness
5. Justice
6. Attached Supervision
7. Human Relations

Thus, in measuring or assessing how well work discipline in the company can use these criteria as indicators.

2.4 Employee Performance

According to Wibowo (2014: 7) "Performance is about doing and carrying out work and real for what is done and how to do it".

According to Lyman Porter and Edward Lawler in Wibowo (2014: 85) "Argues that performance is a function of the willingness to carry out work, the skills needed to do the task, a clear and tangible understanding of what is done and how to do it".

From some of the above understanding can be concluded Performance is how employees carry out tasks and results achieved on the job.

According to Edison, et al (2018: 193) there are 4 indicators of employee performance as follows:

1. Target,
2. Quality,
3. Settlement time
4. Obey the Principle

2.5 The Effect of Leadership Style on Employee Performance

According to Samsuddin (2018: 37) "Leadership style is a way that is done by a leader in influencing the behavior and thoughts of his subordinates, so as to be able to carry out their duties in an effort to achieve organizational goals (Gibson, 1998)".

2.6 Effect of Competence on Employee Performance

According to Wibowo (2013: 324) "Competence is a characteristic that exists in every individual who is the core in performing employee performance or behavior in the work environment".

2.7 Effect of Work Discipline on Employee Performance

According Sutrisno (2016: 88) "Work discipline can be seen as something of great benefit, both for the benefit of the company or

2.8 Hypothesis

The hypothesis is a temporary conjecture of the problem in research. Based on the background and formulation of the problem and the framework of thought or conceptual hypothesis of this study as follows:

H1: Leadership Style influences employee performance at PT. Sumo Internusa Indonesia

H2: Competence affects employee performance at PT. Sumo Internusa Indonesia

H3: Work Discipline affects employee performance at PT. Sumo Internusa Indonesia

H4: Leadership Style, Competence, and Work Discipline Influence Employee Performance at PT. Sumo Internusa Indonesia

III. Research Methods

This research was conducted at PT. Sumo Internusa Indonesia is located on Jl. Amal Luhur No.118, Dwikora, Medan Helvetia. The study was conducted in March 2019 until completion.

The research approach used is a quantitative approach.

This type of research is quantitative descriptive research. According to Lehmann in (Yusuf, 2016: 62) "Quantitative descriptive research is one type of research that aims to describe systematically, actually, and accurately about the facts and characteristics of certain populations, or try to describe phenomena in detail".

The nature of research in this study is explanatory. According to Sudaryono (2014: 38) explanatory research is carried out when there is not yet or not much research has been carried out on the problem in question.

The population in this study all employees who worked at PT. Sumo Internusa Indonesia.

The sampling technique using saturated sampling method, namely sampling based on certain considerations, the sample in this study were employees of PT. Sumo Internusa Indonesia, amounting to 79 people.

In this study researchers used data collection techniques as follows:

1. Interview
2. Question List (Questionnaire)
3. Documentation Study

In this case the types and sources of data used in this study are:

1. Primary Data
2. Secondary Data.

The variables examined in this research hypothesis are as follows:

1. The dependent variable (not free), namely Employee Performance (Y)
2. Independent Variables (free), namely Leadership Style (X^1), Competence (X^2), Work Discipline (X^3).

3.1 Validity test

According to Wijaya (2013: 17) "Validity is a measurement process to test the items in the questionnaire to carry out its measurement function; the smaller the error variance, the more valid the measurement tool. Measuring instruments that are often used are product moment correlation, factor analysis and total part correlation (corrected item total correlation)"

3.2 Reliability Test

According to Wijaya (2013: 17) "Reliability is a measurement process that shows a measurement can provide relatively the same results if repeated measurements of the same subject, the smaller the difference in the results obtained, the more reliable the test. Reliability measures usually use the Alpha coefficient or the Cronbach Alpha method. "This test is carried out with the aim of testing the reliability or reliability of data disclosures to provide reliable results.

Reliable or unreliable questionnaire using alpha cronbach:

1. If alpha cronbach > 0.60 means reliable
2. If alpha cronbach < 0.60 means it is not reliable

3.3 Classic assumption test

According to Ghozali (2019: 101) "The method used to test deviations from classical assumptions can use multicollinearity, heteroscedasticity, and normality tests".

3.4 Normality test

According to Ghozali (2019: 154) "The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution". There are two ways to detect whether residuals are normally distributed or not, namely by chart analysis and statistical tests.

a. Graph analysis

One of the easiest ways to see residual normality is to look at a histogram that compares observational data with distributions that are close to normal distributions. A more reliable method is to look at a normal probability plot that compares the cumulative distribution from the normal distribution. The normal distribution will form a diagonal straight line, and the plot of residual data will be compared with the diagonal line. If the residual data distribution is normal, then the line that represents the actual data will follow the diagonal line.

b. Kolmogorov Smirnov (K-S) non-parametric statistical analysis. K-S test is done using the hypothesis

H₀: Residual data are normally distributed

H_A: Residual data is not normally distributed

If the significance > 0.05 with $\alpha = 5\%$ means that the data distribution is normal and H₀ is accepted, conversely if the significance value < 0.05 means that the data distribution is not normal or H_A is accepted.

3.5 Heteroscedasticity Test

According to Ghozali (2019: 134) "Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

3.6 Multicollinearity Test

According to Ghozali (2019: 103) "Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). A good regression model should not occur correlation between independent variables. To detect. To detect the presence or absence of multicollinearity in the regression model are:

- a. Analyze the correlation matrix of independent variables. If the value is above 0.90 then this is an indication of multicollinearity.
- b. Multicollinearity can also be seen from (1) tolerance value and its opponent (2) variance inflation factor (VIF). To show the presence of multicollinearity is a Tolerance value ≤ 0.10 or equal to a VIF value ≥ 10 .

3.7 Data Analysis Model

The data analysis model used is multiple linear regression analysis. According to Wijaya (2013: 62-65) "Multiple linear regression is used to test the effect of more than one independent variable on the dependent variable". With the formula: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

3.8 Coefficient of Determination (R^2)

According to Ghozali (2019: 95) the coefficient of determination (R^2) basically measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is between 0 and 1. If the value of R^2 is getting smaller means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. If the coefficient of determination is close to 1 it means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

3.9 Partial Hypothesis Testing (t Test)

T test was conducted to see and know the significance of the influence of the independent variables of leadership style, competence and work discipline partially on the dependent variable, namely employee performance at PT. Sumo Internusa Indonesia.

According to Imam Ghozali (2019: 99) if the value of Sig. < 0.05 , it means that the independent variable (X) partially influences the dependent variable (Y).

3.10 Simultaneous Hypothesis Testing (Test F)

F test was conducted to test the significance of the influence of independent variables, namely leadership style, competence, and work discipline simultaneously on the dependent variable, namely employee performance at PT. Sumo Internusa Indonesia.

According to Imam Ghozali (2019: 99) if the value of Sig. < 0.05 , it means that the independent variable (X) simultaneously influences the dependent variable (Y).

IV. Result and Discussion

Research results show that the number of employees of PT. Sumo Internusa Indonesia is 79 people from several age groups. Age from 20-25 years there are 12 people with a percentage of 15%, aged 26-30 years totaling 16 people with a percentage of 20%, ages 31-35 years totaling 25 people with a percentage of 32% and age over 40 years totaling 26 people with a percentage 33%.

It shows that from the total number of employees 79 people, including men totaling 55 people with a percentage of 70% and 24 people with a percentage of 30%.

It shows that from a total of 79 people, including the last education S1 there were 28 people with a percentage of 35.4%, the last education D3 amounted to 9 people with a percentage of 11.4%, and the last high school education totaled 42 people with a percentage of 53.2%.

Shows that from a total of 79 people, including the length of working <1 year there are 21 people with a percentage of 27%, the length of working 1-3 years there are 33 people with a percentage of 42%, and the length of work > 3 years there are 25 people with a percentage of 32%.

As for the descriptive plastic table as follows:

Table 1. Descriptive Statistics
Descriptive Statistics

	Mean	Std. Deviation	N
EMPLOYEE PERFORMANCE	22,16	2,729	79
LEADERSHIP STYLE	30,66	3,332	79
COMPETENCE	19,87	3,539	79
WORKING DISCIPLINE	22,16	2,902	79

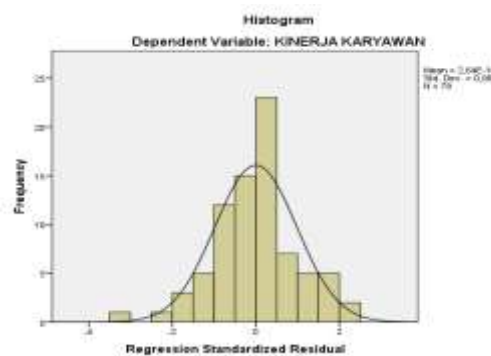
From the above table, it can be seen that the average value of leadership style (X^1) is 30.66 units with a standard deviation of 3,332 units, the average value of competence (X^2) is 19.87 units with a standard deviation of 3.539 units, the average value the average of work discipline (X^3) is 22.16 units with a standard deviation of 2.902 units, and so is the average value of employee performance (Y) is 22.16 units with a standard deviation of 2.729 units.

4.1 Classic Assumption Test Results

a. Normality test

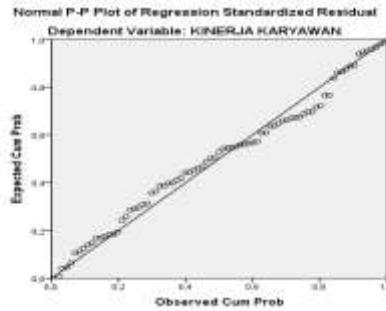
Graph analysis there are 2 ways histogram and normal P-P Plot of Regression.

1. Graph Analysis



Source: Research Results, 2020 (processed)

The normality of the histogram graph test results. The bell-shaped lines represent normal lines. On the histogram graph beside it can be seen that the data can be said to be normally distributed because it forms a bell and is neither more right or left.



Source: Research Results, 2020 (processed)

It is known that the image display shows the spread pattern around the diagonal line and follows the direction of the diagonal line. Thus, the hypothesis test regression model equation meets the assumption of normality.

2. Statistical Analysis

Based on the results of the normality test, it is known that the significance value of 0.200 is greater than the significance value of 0.05, so it can be concluded that the residual value is normally straight distribution with the results of the histogram chart and the normal P-P plot.

4.2 Uji Multikolinearitas

The results of the Leadership Style variable tolerance value is 0.689 with a VIF value of 1.452, the Competence variable the tolerance value is 0.951 with a VIF value of 1.052 and the Work Discipline variable the tolerance value is 0.691 with a VIF value of 1.447. The results of tolerance on the three variables are greater than 0.10 and the VIF value is smaller than 10, so there is no evidence of multicollinearity symptoms on these variables.

4.3 Heteroscedasticity Test

It is known that the resulting points spread randomly and do not form a certain pattern or trend line. The figure above also shows that the spread of data spread randomly above and below the zero point. The results of this study indicate that this hypothesis regression model is free from heteroscedasticity problems.

Based on the park test results, all independent variables of leadership style (X^1) with a significant value of 0.848, competence (X^2) with a significant value of 0.432, and work discipline (X^3) with a significant value of 0.986 with a significant value above 0.05.

4.4 Regression Analysis

Where the regression analysis equation in this study is

$$\text{Employee Performance (Y)} = 5,022 + 0,201 \text{ Leadership Style (X1)} - 0.13 \text{ Competence (X}^2\text{)} + 0.506 \text{ Work Discipline (X}^3\text{)}$$

1. If the value of the independent variable is constant then the performance value of the employee is 5,022 units, where if the value of leadership style, competence, and discipline of cooperation is equal to 0, the employee's performance value is 5,022 units.
2. The leadership style variable has a positive relationship to employee performance, where each increase in unit leadership style variables increases employee performance by 0.201 units.

3. Competency variables have a negative relationship to employee performance, where each increase in unit competency variables decreases employee performance by 0.013 units.
4. The work discipline variable has a positive relationship to employee performance, where each increase in the work discipline variable increases employee performance by 0.506 units.

4.5 Koefisien Determinasi (R²)

Adjusted R Square value is 0.481 which means 48.1% where the employee performance variable can be explained by the three variables at 48.1%. While the rest (100% - 48.1% = 51.9%) is explained by other variables not examined, such as the work environment, communication, motivation and so forth.

4.6 Hypothesis Test Results

a. Overall Significance Test of Sample Regression (Statistical Test F)

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	290,922	3	96,974	25,085	,000 ^b
Residual	289,939	75	3,866		
Total	580,861	78			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), WORKING DISCIPLINE, COMPETENCE, LEADERSHIP STYLE

Source: Research Results, 2020 (processed)

Based on the results of the F Test, the F_{count} value is 25.085 and the F_{table} value is 2.72, which means F_{count} > F_{table} and a significant value of 0.000 < 0.05. The results showed that H₁ was simultaneously accepted and H₀ was rejected. This shows that the leadership style (X₁), competence (X₂), and work discipline (X₃) together have a positive and significant effect on employee performance (Y) at PT. Sumo Internusa Indonesia.

b. Significant Test of Individual Parameters (Statistical Test t)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,022	2,802		1,792	,077
	Leadership Style	,201	,081	,246	2,501	,015
	Competence	-,013	,065	-,016	-,195	,846
	Work Discipline	,506	,092	,538	5.485	,000

a. Dependent Variable: Employee Performance

Source: Research Results, 2020 (processed)

Based on the table above, it appears that:

1. Tcount value of leadership style variable (X^1) is 2.501 and significant value is 0.015. The results obtained were $t_{count} 2.501 > 1.992 t_{table}$ and a significant value of $0.015 < 0.05$. Then the conclusion H_0 is rejected and H_a accepted positive and significant effect on PT. Sumo Internusa Indonesia.
2. Tcount value of competency variable (X^2) of -0.195 and significant value of 0.846. The research results obtained $t_{count} -0.195 < -1.9992 t_{table}$ and a significant value of $0.846 > 0.05$. Then the conclusion H_0 is accepted and H_a is rejected, negatively and not significant effect on PT. Sumo Internusa Indonesia. Factors that cause competence can have a negative and insignificant effect because there are a number of questions in the questionnaire respondents still answered a lot of disagreements and strongly disagree that there are indicators of knowledge, expertise, and attitudes.
3. Tcount value of the work discipline variable (X^3) of 5.485 and a significant value of 0,000. The results of the study were $t_{counted} 5.485 > 1.992 t_{table}$ and a significant value of $0.000 < 0.05$. Then the conclusion H_0 is rejected and H_a accepted, positive and significant effect on PT. Sumo Internusa Indonesia.

V. Conclusion

Based on the results of the analysis and discussion described in the previous chapter, the researcher draws the following conclusions:

1. The test results partially indicate that the Leadership Style variable has a positive and significant effect on Employee Performance at PT. Sumo Internusa Indonesia.
2. The partial test results show that the Competency variable has a negative and not significant effect on Employee Performance at PT. Sumo Internusa Indonesia. Factors that cause competence can have a negative and insignificant effect because there are a number of questions in the questionnaire respondents still answered a lot of disagreements and strongly disagree that there are indicators of knowledge, expertise, and attitudes.
3. Partial test results indicate that the Work Discipline variable has a positive and significant effect on Employee Performance at PT. Sumo Internusa Indonesia.
4. Simultaneous test results show that the independent variable Leadership Style (X^1), Competence (X^2), and Work Discipline (X^3) have a significant effect on the employee performance dependent variable (Y) at PT. Sumo Internusa Indonesia. Employee performance variables can be explained by leadership style, competence, and work discipline by 48.1% while the rest ($100\% - 48.1\% = 51.9\%$) are explained by other variables not examined, such as the work environment communication, motivation and so on.

Suggestion

Suggestions that researchers can provide for PT. Sumo Internusa Indonesia and for future researchers based on the results of this study are as follows:

1. For Prima Indonesia University, as study material and add references for Management students of the Faculty of Economics, Universitas Prima Indonesia.
2. For companies, it is better from the company PT. Sumo InternusaIndonesia can improve and pay attention to leadership style, competence, and work discipline so that the performance of employees at PT. Sumo InternusaIndonesia is expected to progress and develop rapidly.
3. For further researchers, as a reference or comparison material that can be used for further researchers relating to this research in the future

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