

# Leadership Style Analysis to Improve the Quality of Human Resources at Yayasan Pembangunan Masyarakat Sejahtera (YPMS) (Case Study at As-Salam Elementary School YPMS Kedaung)

Ading Sunarto<sup>1</sup>, Agrasadya<sup>2</sup>, Muger Apriansyah<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business, Universitas Pamulang, Indonesia  
[dosen02153@unpam.ac.id](mailto:dosen02153@unpam.ac.id)

## Abstract

*Leadership style talks about how a leader applies his leadership. While the value of leadership is a principle held by leaders in the application of leadership. This study aims to analyze the leadership style applied and the application of leadership values by the leaders of the Yayasan Pembangunan Masyarakat Sejahtera (YPMS). This research also aims to: (1) To find out the leadership style at the Yayasan Pembangunan Masyarakat Sejahtera (YPMS) (2) To find out how the role of leadership in an effort to improve the quality and quality of human resources in the Yayasan Pembangunan Masyarakat Sejahtera (YPMS) ). The research method used in this research is descriptive qualitative method. Methods of data collection using interviews and participatory observation. In determining the sources using purposive sampling technique. Testing the validity of the data using source triangulation techniques. From the results of this study, it was concluded that the leadership style of the chairman of the Yayasan Pembangunan Masyarakat Sejahtera (YPMS) was a transformational, situational and authentic leadership style. While the leadership values applied are intelligence, self-confidence, perseverance, integrity, and social skills. The results of the analysis show that leaders in the Yayasan Pembangunan Masyarakat Sejahtera (YPMS) use several leadership styles to improve the quality and quality of the foundation. The role of the leader is very important in improving the quality and quality. The obstacle in its implementation is the lack of human resources, budget sources and facilities/facilities and infrastructure. This research is also planned to be published in an accredited journal sinta.*

## Keywords

leadership style;  
leadership, quality



## I. Introduction

Today, leadership and management are often equated. In fact, "leadership" and "management" are two different things. But both are complementary, complementary and both are vital to the success of an organization. In the company, leaders are broadly divided into three levels, namely (1) top managers (top managers), (2) middle managers (middle managers), (3) subordinate managers (lower managers/supervisors). Everyone has a different type or model of leadership style, this leadership style will directly affect the relationship between leaders and employees in an organization or company.

A leader is a figure who guides his employees to do their jobs. The leader is also a person who becomes an example or role model for his employees. The leader is the determinant of the direction of the company or commonly called the "decision maker" in the company, which means that every decision taken by the leader will have a direct effect

on the employees, namely what the employees will do and how the employee should act. A good leader must be able to understand or be able to observe the behavior of his employees so that he can understand what leadership style is suitable for use in an effort to encourage the performance and productivity of the employee and even make the employee a reliable person and become a leader.

Everyone's leadership style can be different, but by equating perceptions and results of analysis of suitable leadership styles, especially top managers, middle managers, and lower managers, employees will understand how leaders must act in completing each job description in fulfillment responsibility towards the company as a good employee. Different or inconsistent leadership styles pose a risk of confusion among employees about what to do. Each leadership style has its own advantages and disadvantages. The leadership style must be adapted to the environment and employee behavior in a company, so that the leadership and structure within the organization can run optimally and efficiently. Many leaders in the company do not see this as important or prefer to underestimate it, causing a mismatch between leadership styles and the environment and employee behavior in the company. This increases the intensity of conflict between leaders and employees in a company. By understanding leadership styles, we can adjust leadership styles according to the situation faced by the company so that employee relationships with leaders within the company can improve and support each other in order to achieve organizational goals set by the company. A leader who can analyze the appropriate leadership style and which should be used by that person will be very helpful in the process of leading his employees in his company. Having the right leadership style in accordance with the conditions required by the company and employees will greatly boost the company's level of success in achieving its organizational goals.

In a book written by Richard, Robert, and Gordon (2012) said that the value of leadership is a construction that represents general behavior or circumstances that are considered important for individuals. These values will indirectly shape the working character of each employee. Each company or leader has characteristics of different leadership values with their respective perceptions to achieve success in leading their employees. Richard et al. (2012) said that values in a person will affect decisions about joining an organization, organizational commitment, relationships between employees, and decisions to leave the organization.

In general, it can be said that leadership style can improve organizational learning and pave the way for achieving organizational goals (Golmoradi & Ardabili, 2016). A leader of an organization can increase organizational learning and "social capital" of employees through adopting different leadership styles and increasing self-confidence, innovation and mental stimulation in the group (Golmoradi & Ardabili, 2016). According to Peter (2013) there are seven leadership styles:

1. Situational leadership style
2. Contingency leadership style
3. Transformational leadership style
4. Transactional leadership style
5. Servant leadership style
6. Authentic leadership style
7. Team leadership style

Team Leadership Style According to Fleishman et al. (1991) team leadership is where the leader seeks to achieve team goals by analyzing internal and external situations, then selecting and implementing appropriate behaviors to ensure team effectiveness. Value of Leadership In Richard et al.'s book, (2012) said that the value of leadership is a

construction that represents general behavior or circumstances that are considered important for individuals. Brown and Treviño (2006) define that leadership values are leaders who can describe the behavior and nature of ethics and morals in order to achieve organizational goals.

## II. Research Methods

This research was conducted at the Yayasan Pembangunan Masyarakat Sejahtera (YPMS) in Kedaung, South Tangerang City, Banten Province, Indonesia. While the time of the study began in October 2020 until December 2020. The approach in this study is a qualitative approach. That is, the data taken is not from numbers, but the data comes from interviews, personal documents, memos and other official documents. So that the purpose of qualitative research is to describe the empirical reality behind the phenomenon in depth, detail and thoroughly. Therefore, the use of a qualitative approach in research is to match the empirical reality with the applicable theory by using a descriptive method.

According to Sugiyono (2010) qualitative research methods are research methods based on the philosophy of postpositivism, used to examine the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument. Sampling of data sources was carried out purposively, triangulation collection techniques (combined), data analysis was inductive/qualitative, and qualitative research results emphasized meaning rather than generalization.

The type of research used in this research is qualitative research. Qualitative research methods are often called naturalistic research methods because the research is carried out in natural conditions (natural settings). It is called a qualitative method, because the data collected and the analysis are more qualitative in nature. Postpositivism philosophy is often referred to as an interpretive and constructive paradigm, which views social reality as something holistic/whole, complex, dynamic, full of meaning, and the relationship of symptoms is interactive (reciprocal). Research conducted on natural objects, according to Sugiyono (2010), natural objects are objects that develop as they are, not manipulated by researchers and the presence of researchers does not really affect the dynamics of the object. The essence of qualitative research is observing people in their environment interacting with them, trying to understand their language and interpretation of the world around them, approaching or interacting with people related to the research focus with the aim of trying to understand, explore their views and experiences to get information or data. required. In this study, the researcher described a qualitative method, namely conducting in-depth interviews and describing the role of leadership style.

The method of data collection is a way to obtain the truth that is considered scientific in a study of the results obtained as a whole. Empirically by collecting relevant data, data collection techniques consist of:

1. Interview (interview) Interview is a data collection technique that is carried out through direct communication between informants and researchers to find out early things about the problem as well as things that are more in-depth.
2. Documentation Documentation is looking directly at the research location by noting the things that happened or the facts found related to the research. Then the data collected by the documentation technique tends to be secondary data. While the data collected by observation and interview techniques tend to be primary data or data directly obtained from the first party.

In qualitative research does not use the population, because qualitative research departs from certain cases that exist in certain social situations and the results of the study

will not be applied to the population, but transferred to another place in the social situation in the case studied. According to Sugiyono (2012), the sample in qualitative research is not called respondents but rather sources, participants or informants. According to Suyanto (2005) research informants include several types such as:

1. Key informants, namely: those who know and have various basic information needed in research. The key informants in this study were all employees of the Prosperous Community Development Foundation.
2. The main informants are: those who are directly involved in the interactions studied. The main informants in this research are the leaders of the Prosperous Community Development Foundation. In a research is needed a useful data analysis to provide answers to the problems carefully.

The analysis in this study uses qualitative analysis methods. According to Sugiyono (2010) states that in qualitative research, data collection is carried out in natural settings and data collection methods are mostly in-depth interviews and documentation. Referring to this understanding, the data collection method is a way to obtain data through several steps or stages, namely: interviews, and documentation. These steps serve to facilitate researchers in the data collection process.

Further explained by Sugiyono (2010) that data collection can be obtained from the results of interviews, documentation, and combination/triangulation. In this study, researchers used data collection techniques by means of documentation, and interviews.

1. Data reduction The data obtained in the field is quite a lot, for that it needs to be recorded carefully and in detail. As has been stated, the longer the researcher is in the field, the more the amount of data will be, complete and complicated. For this reason, it is necessary to immediately conduct data analysis through data reduction. Reducing data means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns and removing unnecessary ones. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to conduct further data collection and look for it when needed. Data reduction can be assisted with electronic equipment such as mini computers, by providing codes on certain aspects. In reducing, each researcher's data will be guided by the goals achieved. The main goal in qualitative research is the findings. Therefore, if the researcher in conducting the research, finds everything that is considered foreign, unknown, and does not yet have, that is precisely what the researcher should pay attention to in conducting data reduction. Data reduction is a sensitive thinking process that requires intelligence and a high breadth and depth of insight.
2. Presentation of Data (Display Data) After the data is reduced, then the next step is to present the data. In quantitative research, data presentation can be done using tables, graphs, pictograms and so on. Through the presentation of the data, the data is organized and arranged in a pattern of relationships, so that it will be easier to understand. It is different in qualitative research, where data presentation is done in the form of brief descriptions, charts, relationships between categories and the like. According to Miles and Huberman, what is most often used to present data in qualitative research is narrative text. With the presentation of data, it will be easier to understand what happened, and plan further work based on what has been understood. Furthermore, Miles and Huberman suggested that in displaying data, in addition to narrative text, it can also be in the form of graphs, matrices, networks, and charts.

Conclusion Drawing and Verification The initial conclusions put forward are still temporary and will change if no strong evidence is found to support the next stage of data collection. However, if the conclusions put forward at the initial stage are supported by

valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions put forward are credible conclusions. Thus the conclusions in qualitative research may be able to answer the problem formulation formulated from the beginning, but may also not, because as stated above that the problem and problem formulation in qualitative research are still temporary and will develop after the researcher is in the field. Conclusions in qualitative research are new findings that have never existed before. Findings can be in the form of a description or description of an object that was previously still dim or even dark, so that after research it becomes clear. This conclusion can be a causal or interactive relationship, as well as a hypothesis or theory.

### III. Results and Discussion

Yayasan Pembangunan Masyarakat Sejahtera (YPMS) is a non-profit social foundation that provides social services for the community in the form of fostering orphans and poor people through four main instruments for community empowerment, which include:

1. Orphanage Sponsorship Program. The Foundation's primary program is to provide all the basic necessities of life (food, clothing, housing, and health) for orphans and poor people who take shelter in the Foundation's orphanages.
2. Integrated Education Program. The program to improve the quality of human resources for the people under the guidance of the Foundation, which consists of providing learning opportunities for formal education using two languages, deepening Islam, and using skills.
3. Da'wah and Mosque Programs. The Islamic da'wah program which is held in the Foundation Mosque environment as an effort to revive the mosque as a center for preaching, muamalah, and ubudiyah symbols.

Founded in 1989 which began with the establishment of Islamic Boarding Schools, Orphanages and Mosques in Kedaung-Pamulang-South Tangerang Village, the Foundation has grown rapidly. Until now, the Prosperous Community Development Foundation has nurtured more than 207 orphans and poor people living in the Foundation's orphanage.

#### 3.1 Overview of the Leadership Style at SD As-Salam YPMS Darussalam

The leadership style understood by the teachers at YPMS Darussalam Kedaung is a behavior or value possessed by a person in leading his subordinates. However, in leading subordinates there are some things that are not in accordance with the characteristics and teachers in order to improve the quality of human resources in this case how to carry out good learning. Until now, the quality of human resource empowerment is still being improved, especially how leaders provide facilities and infrastructure that support improving the quality of human resources.

#### 3.2 Results of Interviews and Discussion Group Forums

With direct interview methods and discussion group forums with questions in interviews that researchers made based on initial observations, the findings of the researchers can be presented as follows:

a. Results of an interview with the Principal of SD As-Salam YPMS Kedaung (**Ms. Nining Nurlina, S.Pd**)

1. What do you think is a Leadership Style?

Leadership style is a person's way of leading subordinates to realize a system or organizational structure that runs well in accordance with their respective duties and responsibilities.

2. What is your Vision and Mission as a Principal?  
 Vision: The realization of students who have noble character based on faith and piety.  
 Mission: To make schools a basic foundation for teachers and students to become individuals who believe and fear God Almighty and can be an example and role model for the wider community.
3. What do you think is a good Leadership Style?  
 A good leadership style is when subordinates can accept how to lead us, and can clearly receive the information and intentions conveyed by the leader and can carry out instructions from the leader in order to realize organizational goals.
4. What do you think is the role of a leader?  
 Leaders are role models and examples for subordinates as well as teachers. A leader is a person who moves all organs in an organization so that the organization can realize its vision and mission, and can create prosperity for its subordinates.
5. In your opinion, how to improve the quality of human resources in this organization?  
 In a persuasive way, taking a direct approach to subordinates and also teachers, providing understanding and confidence in the importance of carrying out their respective duties and responsibilities by providing socialization and participation in training or training in accordance with their fields and together creating an organization that is healthy and sustainable.
6. Have all the points in the questions above been implemented well in your leadership?  
 Certain. I have carried out all activities and activities as well as how to lead as described above. Because I have hope that the work environment can run conducive and the realization of the vision and mission as well as the goals and ideals of the organization.
- b. Results of Interviews and Focus Group Discussions with Teachers of SD As-Salam YPMS Darussalam Kedaung with the following questions:
  1. The results of the interview with **Ms. Risni Jumili.**
    - a) In your opinion, what is a leadership style?  
 It is a way of leading wisely and wisely, not taking sides with anyone and being able to do justice to his subordinates.
    - b) What do you think is a good leadership style?  
 Embracing all parties involved and or stakeholders for the realization of quality education and making the organization a forum for realizing the ideals of students.
    - c) What do you think is the role of a leader?  
 As a person who has a major role in advancing education, especially in the organization he leads, he can act as a parent or guardian of teachers and students.
    - d) In your opinion, how do leaders improve the quality of their human resources?  
 Must have broad insight and knowledge about leadership, have good communication skills, be able to establish good relationships with stakeholders, as a way to improve the quality of human resources either through providing training, cooperation and comparative studies to stakeholders, providing internship programs to add knowledge and experience to subordinates and or teachers.
    - e) What are your hopes for the leaders in this school?  
 Able to adapt policies to the needs and characteristics of subordinates and or teachers, by means of a persuasive approach, being an example or example of being a good teacher and being able to understand the shortcomings and listen to the aspirations of subordinates and or teachers.
  2. Results of an interview with **Ms. Medina Azzahra.**
    - a) In your opinion, what is a leadership style?



A leadership style that must be accompanied by authority in leading subordinates, a firm attitude and paying special attention to the obstacles or difficulties faced by subordinates.

b) What do you think is a good leadership style?

Leaders must have attention to subordinates in overcoming difficulties and obstacles faced by subordinates. Provide an example as an embodiment of how good performance is and become a figure who influences the progress of the organization.

c) What do you think is the role of a leader?

Protector and example and role model for subordinates. Provide motivation and enthusiasm to subordinates so that they can develop and advance in accordance with the vision and mission of the organization, contribute to improving the quality of subordinates.

d) In your opinion, how do leaders improve the quality of their human resources?

The leader must have good qualities and qualities, be professional in the field and organization he leads and be skilled in overcoming all things that are obstacles to the progress of the organization.

e) What are your hopes for the leaders in this school?

In the future, leaders will be better at carrying out organizational leadership, be more assertive in making decisions and can provide options for improving the quality of human resources through training, etc.

3. The results of the interview with **Ms. Anis Puspita Pratama.**

a) In your opinion, what is a leadership style?

How to lead a good and firm leader so as to create a conducive working atmosphere and achieve the ideals of the organization and its tools.

b) What do you think is a good leadership style?

Protecting subordinates, providing motivation and participating in the progress of subordinates and the organization, as well as being firm in acting.

c) What do you think is the role of a leader?

A figure who must have responsibility for himself and his work, be at the forefront in solving problems faced by subordinates and organizations and be a solution to problems that occur.

d) In your opinion, how do leaders improve the quality of their human resources?

Leaders must have competencies that match or even exceed the abilities and responsibilities they carry. This is the basic capital for leaders to improve the quality of the human resources they lead. The experience and learning that has been obtained must be socialized to subordinates as a provision and motivation, especially in building the character of their subordinates.

e) What are your hopes for the leaders in this school?

In the future, leaders will be able to hear complaints and aspirations of subordinates in the context of work and self-development so that subordinates will be better and have competence and create a conducive environment at work

4. The results of the interview with **Mr. Risab.**

a) In your opinion, what is a leadership style?

How does a person lead, manage subordinates well with a spiritual and intellectual foundation as a guide in leading so that the vision and mission of the organization are realized.

b) What do you think is a good leadership style?

Able to deal with problems that are being faced wisely, have wisdom on problems that occur in staff lines or subordinates, are resistant to pressure and can provide motivation to subordinates.

c) What do you think is the role of a leader?

Be a role model and example for subordinates, Together with subordinates to build a more advanced organization. People who have competencies and abilities that are qualified in terms of leadership so as to make subordinates conducive to work.

d) In your opinion, how do leaders improve the quality of their human resources?

Collaborate with stakeholders and related parties to carry out subordinate competency development, for example by exchanging teachers, sending teachers to carry out comparative studies to other educational institutions or institutions, as well as providing more experience to teachers by registering teachers for training.

e) What are your hopes for the leaders in this school?

Leaders can be more responsible to subordinates, go down more often to motivate subordinates and evaluate the performance of subordinates on an ongoing basis.

5. The results of the interview with **Mr. Muhammad Ari Aditya.**

a) In your opinion, what is a leadership style?

How does someone lead subordinates in order to create organizational goals.

b) What do you think is a good leadership style?

Have a high level of discipline, firm in making decisions and alternative solutions to problems, straightforward in action and provide good learning to students and teachers.

c) What do you think is the role of a leader?

Become a parent, co-worker and also a role model. The first person who is responsible for the occurrence of a problem and also as a facilitator of the problems faced by the organization and subordinates.

d) In your opinion, how do leaders improve the quality of their human resources?

Many provide input and direction to subordinates, especially in terms of how to work and have good performance, provide upgrading and socialization of organizational development and progress to increase subordinate motivation, provide evaluations of subordinates' performance and provide opportunities or flexibility to subordinates in working so that subordinates do not feel depressed.

e) What are your hopes for the leaders in this school?

Leaders can adapt to the work environment of the organization and the work of subordinates, by means of leaders must have high integrity and loyalty to their work, be at the forefront of solving problems faced and also leaders must often go to the field so that they know the problems that occur in the field.

Based on the results of the discussion group forum that for leadership style points, the answer is how one leads, manages subordinates well with spiritual and intellectual foundations as guidelines in leading so that the vision and mission of the organization are realized. For the point of improving the quality of human resources, the answer is that improving the quality of human resources by collaborating with stakeholders and related parties to carry out subordinate competency development, for example by exchanging teachers, sending teachers to carry out comparative studies to other educational institutions or institutions, and providing more experience to teachers by registering teachers for training. Meanwhile, for the hope of the leader, the answer is that the leader still does not fully pay attention, the lack of leaders going to the field to see the problems and the lack of training and socialization provided to subordinates.



### 3.3 Analysis of Research Findings

After conducting interviews with the principal and also teachers at SD As-Salam YPMS Darussalam Kedaung Pamulang, South Tangerang, it is necessary to make a summary analysis of the research findings from the leader's perspective, the results of interviews or focus group discussions and from the researcher's perspective, so that gaps can be found regarding what leadership style is in improving the quality of human resources. Below are gaps or differences in perspective based on the results of interviews that have been conducted:

**Table 1.** Leadership Style Value Gaps Based on Interview Results and Focus Group Discussions

No	Leader's Perspective	Focus Group Discussion	Researcher Perspective
1.	Leadership style is a person's way of leading subordinates in order to realize a system or organizational structure that runs well in accordance with their respective duties and responsibilities.	Leadership style is how to lead, manage subordinates well with spiritual and intellectual foundations as a guide in leading so that the vision and mission of the organization are realized	Leadership style is a way of people in leading subordinates and organizations in realizing the ideals of the organization
2.	Improving the quality of human resources In a persuasive way, taking a direct approach to subordinates and teachers, providing understanding and confidence in the importance of carrying out their respective duties and responsibilities by providing socialization and participation in training or training in accordance with their respective fields and together together to create a healthy and sustainable organization.	Improving the quality of human resources by collaborating with stakeholders and related parties to carry out subordinate competency development, for example by exchanging teachers, sending teachers to carry out comparative studies to other educational institutions or institutions, as well as providing more experience to teachers by registering teachers to attend training.	Improving the quality of human resources by providing ongoing training and training so as to improve the competence of subordinates bawahan
3.	The leader has carried out all activities and activities as well as how to lead as described above. Because I have hope that the work environment can run conducive and the realization of the vision and mission as well as the goals and ideals of the organization.	Leaders still don't fully pay attention, lack of leaders going to the field to see problems and still lack of training and socialization given to subordinates	Leaders still have to activate work programs and improve the character and competence of subordinates

Based on the table above, there is a value gap defining leadership style, improving the quality of human resources and expectations of leaders. According to Hasibuan (2013), leadership style is a way for leaders to influence their subordinates, to want to work together and work productively to achieve organizational goals. Meanwhile, improving the quality of human resources is an absolute requirement to achieve development goals. According to Mulyadi (2007), the quality of human resources is improved through various systematic and targeted educational programs based on interests that refer to the progress of science and technology (IPTEK) based on faith and piety (IMTAQ).

#### IV. Conclusion

Leadership style is a way of people in leading subordinates and organizations in realizing the vision and mission of the organization which is based on spirituality and intellectuality. Improving the quality of human resources by providing ongoing training and training so as to improve the competence of subordinates by means of comparative studies and teacher exchanges. Leaders still have to intensify work programs and improve the character and competence of subordinates. Leaders as the front line of the organization must be role models and examples for subordinates as the basic capital to build the character of subordinates and the organization.

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