

ANALYSIS OF FACTORS AFFECTING EMPLOYEE PERFORMANCE AT PT. JAVA MADANI PERKASA

Hudha Ahsani Hadam¹, Edy Sulistiyawan²

Faculty of Economics and Business, PGRI Adibuana University, Surabaya^{1,2}

E-mail: hudha.ahsyani13@gmail.com¹ edy.s@unipasby.ac.id²

E-mail Correspondent: edy.s@unipasby.ac.id^{2}*

Abstract: Rapid economic developments and quality human resources are a value in themselves for a company. Companies must be able to improve and make plans and evaluate each other's performance. This study aims to determine the factors that influence employee performance. The type of research is descriptive qualitative. The sampling technique uses the snowball sampling technique with a sample of 7 people. Data analysis is by data reduction, data presentation, drawing conclusions, and validation. The results of this study are that employee performance at PT. Java Madani Perkasa is not yet completely good. This is because there are several sub-indicators that have been running well, and there are several sub-indicators that have not been maximized. Work discipline factors and supervision from leaders make employee performance less than optimal. Compensation and leadership factors have been running optimally. This is known from the firmness of the leadership towards the performance and achievements obtained by employees.

Keywords: *Employee performance, work discipline, supervision, compensation, leadership*

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1. Introduction

Human resources need to be given the right achievement by appreciating the talents and interests that exist within them, developing their abilities, and using them appropriately, then a company will grow rapidly and dynamically. Human resources who work both individually and in groups contribute to achieve organizational goals (Hartono and Kristiyana, 2021: 3). The ability to work, the talents and interests that exist in each individual, cannot be separated from the work ethic believed in by these individuals. Human resources have a very important role in various sectors, because human resources are a key factor to mobilize other resources that exist within the company or government agencies (Rivai, 2017). Moreover, in the era of globalization, it is not enough to rely only on brain intelligence or reason, but there is a demand to develop the best and noblest work ethic. All employees must have a work ethic so that their performance is maximized and professional. Organizations are facing increased competition due to globalization, and external environmental factors. Each and every organization has the responsibility to enhance the performance of their employees because of its importance in achieving optimate goals (Watetu, 2017).

Employee is a human being and dealing with people means we are dealing with emotion and psychology (Bustaman et al, 2020). Employee performance has been a subject of great interest to organizations and researchers alike. Employee performance is the successful key to

achieve organizational goals and surviving competitive. Therefore, organization always looks for good employees to leads their. Good employee performance can realize the goals of the company or organization. A company or organization is formed to achieve a certain goal. The goals of the organization can be customer service improvement, fulfillment of market demand, improving the quality of products or services, increasing competitiveness, and increasing organizational performance. Achievement of organizational goals show work results or achievements organizational work and demonstrate as performance or performance organization (Wibowo, 2007).

According to Costello (in Setyawan, 2018), performance management support the overall goals of the organization with connecting the work of each worker and managers on a mission the entire work unit. The good things are the related parties by managing team member performance will directly affects not only the performance of each worker individually and in their work units, but also the performance of the entire organization.

Employee performance is one of the key factors in achieving organizational goals. Employee performance is a measure of the extent to which an employee is able to fulfill his duties and responsibilities properly and effectively (Hejin et al, 2023). This employee performance assessment is the result of employee work within the scope of responsibility that refers to a formal and structured system that is used as an instrument to measure, assess, and influence work-related traits, control employee behavior, including absenteeism levels, work results, make decisions related to salary increases, bonuses, promotions, and placement of employees in positions that are appropriate to their competencies.

Based on the explanation above, there are various contractor companies in Madiun Regency but PT. Java Madani Perkasa is one of the companies engaged in the procurement of construction and housing services. In practice, employee performance is still found to be less than optimal in this company. The example, service performance is not on time, such as housing construction which should have been completed for a maximum of 4 (four) months, it took almost 4.5 (months) to complete. Sometimes this also happens when delivering construction materials, the example is it should have been delivered during the day, but in the afternoon the material can only be delivered. This condition is certainly an obstacle for loyal customers of PT. Java Madani Perkasa. In addition, the placement of employee abilities do not match their educational background also affects employee performance. This is known from the results of an interview with one of PT. Java Madani's employees whose job duties are not the same as their diplomas. The example, there are employees who have competence and diplomas in accounting, but in practice the employee occupies a public relations position in the company. This kind of phenomenon makes employee performance less than optimal. Therefore, improving employee performance will certainly be a major concern. There are several factors that need to be considered in improving employee performance, including supervision factors, compensation factors, and leadership factors.

Supervision is a process of monitoring, checking, and evaluating carried out effectively by the organization's leaders on work resources to identify weaknesses or deficiencies so that they can be corrected by the authorized leader at a higher level in order to achieve previously formulated goals. To create an effective performance management system, the role of the leader is very important. The leader is obliged to create conditions that can motivate his employees. In essence, the leader must strive to create job satisfaction for his employees and a performance culture in the organization. The leader is responsible for observing and monitoring performance. The leader is able to monitor the organization's performance and the performance

of subordinates effectively, the organization must have adequate information technology support. The leader is also obliged to provide feedback and direction to his subordinates.

The next is about leadership. Leadership is an activity to influence the behavior of others so that they are directed to achieve certain goals. Leadership is also a process of influencing or giving examples by leaders to their subordinates in an effort to achieve organizational goals. As a process, leadership focuses on what leaders do, namely the process by which leaders use their influence to clarify organizational goals for employees, subordinates, or those they lead, motivate them to achieve those goals, and help to create a productive culture in the organization. Terry in Lukas (2017) formulated that leadership is an activity to influence people to be directed to achieve organizational goals. Leadership in an organization is a determining factor in the success or failure of an organization or business.

Factors that also affect employee performance are compensation. Compensation is one of the implementations of human resource management functions related to all types of individual awards in exchange for carrying out organizational tasks. The compensation they receive is a reward given by the organization for the contributions they have made. One of the reasons individuals work is to obtain compensation/rewards. Compensation is very important because with the compensation received, individuals will be able to meet their needs, both primary needs (food, clothing, and shelter), secondary needs, and tertiary needs.

The objectives of this research are as follows: (1) To find out the factors that influence employee performance, including supervision factors, compensation factors, and leadership factors, (2) To find out how to achieve good performance by employees at PT. Java Madani Perkasa.

2. Literature Review

2.1. Human Resource Management

Human resource management is part of regulating management implementation relationship such as planning, organizing, directing, and supervising with full effectiveness so that the company's targets and goals are achieved (Suryani & Foeh, 2019: 2). According to Werther and Davis in Ajabar (2020: 4) human resources are employees who dedicate themselves, are ready and alert in realizing the company's goals. Every company does not only plan about the development and progress of the company, but must be balanced with the company's ability to manage superior and independent resources. Human resource management is about all components of individuals and groups of people who are active in the company so that targets and goals can be achieved.

2.2. Supervision

Supervision in general can be defined as a way for an organization to realize effective and efficient performance, and further support the realization of the organization's vision and mission. (Fahmi, 2013: 96). Manullang (2011) the main purpose of supervision is to ensure that what is planned becomes a reality. This can be understood, that how precisely the planning is made will not achieve maximum results without the supervision function. Therefore, although the position of supervision is at the end of the management functions, it does not mean that it is less important, but more meaningful as the key to the success of all the implementation of management functions.

2.3. Compensation

Hasibuan (2012) compensation is all income in the form of money, goods directly or indirectly received by employees as compensation or services provided to the company. Compensation is divided into two, namely: direct compensation in the form of salary, wages and incentive wages. Indirect compensation or employee welfare or employee welfare. Handoko (2012:155) compensation is something received by employees as a reward for their work. Compensation also has a broader meaning, in addition to consisting of salary and wages, it can also be in the form of housing facilities, vehicle facilities, uniforms, family allowances, health benefits, food allowances and others that can be valued in money and tend to be received by employees on a regular basis.

2.4. Leadership

A company always expects its company targets to be achieved, so a company needs a leader with a vision and mission for the development of the company. A growing company comes from the leader and leadership style that applies to the company and how the leader empowers existing resources (Kristo, 2017: 1). According to Bahri (2020: 25) a leader is someone who can influence others by providing a sense of comfort, not violence. Griffin and Ebert (1999, in Wijono 2018: 6) leadership is providing motivation so that company targets can be achieved. Leadership is absolutely necessary for a cooperative relationship to occur between two or more people in achieving organizational goals. Bernadine and Susilo Supardo (2002) define leadership as a complex process in which someone influences others to achieve a mission, task, or suggestion, and directs the organization in a way that makes it more cohesive and more reasonable. Leaders set direction by developing a vision of the future, then they unite people by communicating this vision and inspiring them to overcome obstacles.

2.5. Employee performance

Performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time, most organizations, the performance of individual employees is the main factor that determines the success of the organization (Hasibuan, 2012). The opening discussion about the types of jobs and becoming a leading employer explains that how well employees do their jobs significantly affects organizational productivity and performance. According to (Simamora, 2004: 343) the main purpose of performance appraisal is to produce accurate and valid information about the behavior and performance of organizational members. The more accurate and valid the information produced by the work appraisal system, the greater its potential value to the organization.

3. Research methods

3.1. Research Approach

This study uses a descriptive qualitative approach with a case study strategy, which aims to explore and understand the meaning of the activities of individuals or groups involved in social problems. In the qualitative research process, important steps are needed to ensure systematic procedures, starting from creating research questions, implementing research procedures, collecting in-depth data from individuals or groups, to the stage of data analysis and interpreting the meaning of the data objectively without changing its original meaning (Kusumastuti & Khoiron, 2019). The place of this research was conducted at PT. Java Madani Perkasa which is located at Jalan Panglima Sudirman No. 80, Mejayan District, Madiun Regency.

3.2. Population and Research Sample

In qualitative research, the population and samples taken in the research are called informants, Research informants are people who really know what actors are directly involved in the problem of researchers. The informants in this study were employees who worked at PT. Java Madani Perkasa. However, the selection of informants as data sources in this study is based on the principle of subjects who are willing to participate, provide complete, and accurate information, have data, and master the problem. Determination informants using the Snowball Sampling technique. Snowball Sampling or referral sampling is a technique for taking data sources that are initially small in number and then become larger, This is because the limited data sources are not yet able to provide satisfactory data, so looking for other informants to be used as data sources (Sugiyono, 2017: 218-219). The informants numbered 7 people, consisting of 6 employees and 1 owner.

3.3. Data Sources and Data Collection Techniques

Primary data sources in qualitative research are words and actions, namely data from interviews and other experiences, written sources such as official documents, archival sources, scientific journals and official documents including cultural heritage studies. Primary data is data obtained from interviews with respondents or subjects directly so that researchers can observe and write down direct responses from the subject. Secondary data is presented in the form of data, tables, and graphs on research topics. Data collection techniques are carried out by observation, interviews, and documentation.

3.4. Technique Analysis

Data analysis procedures, this study uses data analysis from Miles and Huberman (2009) which consists of:

1. Collecting information through interviews with key informants and conducting observations in the field.
2. Data reduction is a selection process that emphasizes simplification and transformation of raw data that emerges from field notes during research.
3. Data presentation (data display) is the activity of collecting information in narrative or tabular form in order to improve understanding of the research.
4. Drawing conclusions (verification) means looking for possible configurations, causal pathways, and meanings of the explanation patterns of statements.
5. Qualitative research data validation is carried out continuously from the start of entering the field throughout the research process.

4. Results and Discussion

4.1. Results

Description of Research Object

PT. Java Madani Perkasa is a company engaged in several fields such as procurement of construction services, housing development, real state, and trading of construction materials. PT. Java Madani Perkasa is located at Jalan Panglima Sudirman No. 80, Mejayan District, Madiun Regency. PT. Java Madani Perkasa was established in 2016, so that until now PT. Java Madani has been established for 8 years. It is not an easy journey to reach 8 years. The development of employees also experienced ups and downs, until now the total number of employees at PT. Java Madani Perkasa is 6 employees, with 1 leader.

Informant Description

Table 1. Informant Description

Informant Name	Age	Position	Last education	Years of service
Key Informant	57 years old	Owner	S2	8 years old
Key Informant I	35 years old	Public Relations Manager	S2	8 years old
Key Informant II	27 years old	Marketing Manager	S1	8 years old
Key Informant III	27 years old	Administration and Finance	S1	8 years old
Key Informant IV	24 years old	Marketing	S1	6 years
Key Informant V	24 years old	Marketing	S1	4 years
Key Informant VI	23 years old	IT	S1	4 years

Source: PT. Java Madani Perkasa

Observation Results

The implementation of the observation was carried out based on the author's observations when seeing directly the conditions and work situations at PT. Java Madani Perkasa. The results of the observation can be seen in the table.

Table 2. Observation Results

Aspect	Yes	Sometimes	No
Punctuality in arriving and leaving work		√	
Timeliness of work completion		√	
Compliance with orders and rules from superiors		√	
Loyalty	√		
Teamwork	√		
Accuracy between competency and job description		√	
Consistent in completing work	√		
Firmness in disciplining employees	√		
Spontaneity/self-awareness in work	√		

Source: Interview results

Description: The (√) mark is a sign to indicate whether the management or employees carry out the aspects mentioned.

Based on the table above, it shows that there are still several aspects that are rarely done by employees of PT. Java Madani Perkasa, namely punctuality in coming and going from work, punctuality in completing work, compliance with orders and rules of superiors, and accuracy between competency and job desk.

4.2. Discussion

Based on in-depth interviews and observations conducted by researchers during the housing development project by PT. Java Madani Perkasa, the author identified factors that influence employee performance, including the following:

Discipline

Discipline is an attitude of respecting and appreciating applicable regulations, both in writing and in writing or unwritten and are able to carry it out and do not refuse to accept

sanctions if he violated the duties and authorities given to him. Employee discipline at PT. Java Madani Perkasa, also affects employee performance. Such as, time discipline (Employees still cannot comply with the rules of the time of entry that has been set; where to come in scheduled time 08.00 WIB and to go home is scheduled at 16.00. It is known that there are still employees who arrive 1 hour late, and more due to deliberate action). Discipline towards the established rules (This is still not effectively carried out by the existing employees, because there are still employees who are not fully disciplined in following the rules that have been set. In fact, when the superior reprimands the employee for being disobedient/making a mistake, sometimes feelings of annoyance and anger arise which ultimately impact employee performance. Prihantoro (2012), which states that the Discipline (Effective use of time, Adherence to established rules, and coming and return on time) affects the performance of resources man means the better the discipline will improve the performance of human resources.

Supervision

Control in general can be defined as the way an organization achieves desired performance to be effective, efficient, and further support the realization of the organization's vision and mission. There are many ways that can be done and must be taken to improve employee performance in a company. Performance can be improved well if the supervision carried out by the company is maximized. Performance can be achieved if the work results carried out by employees are in accordance with the targets to be achieved. Supervision of performance can also be achieved through a movement system that can stimulate subordinates to work sincerely, honestly, and loyally. One of the main targets of management in carrying out activities in an organization is maximum performance. Therefore, supervision must be carried out as effectively as possible, because the implementation of the supervisory function properly will also make a great contribution to improving employee performance. The results of interviews with company leaders stated that the supervision at PT, Java Madani Perkasa was less than optimal because the position of the leader was not always in the office. This caused employees to still be found to be punctual when going to or from work. Company leaders who are not always in the company because sometimes company leaders have to be in the field to review projects in the field. Likewise, for managers themselves, they are also often in the field to review projects directly or to lobby and cooperate with other companies. This is what causes supervision at PT. Java Madani Perkasa to be less than optimal. So, the solution is to add a special section that handles HR that can help the company to discipline employees. If this is done, then operations will run smoothly and the company's goals can be achieved.

Leadership

Leadership as a complex process in which one person influences othersto achieve a mission, task, or suggestion, and direct the organization in a way that makes it more cohesive and more reasonable. Leadership basically emphasizes to appreciate individual goals so that later individuals will have confidence that actual performance will exceed their performance expectations. A leader must apply a leadership style that will greatly affect the success of the organization in achieving its goals. Leadership factors also affect employee performance.

Based on the results of interviews with the leaders of PT. Java Madani Perkasa, the leaders have built a wide network ranging from between companies to local governments. The leaders also pay special attention to employees who are able to do something for the company and also parties who have information needed by the company. This can increase employee loyalty to the company. The results obtained from field observations prove that employee loyalty to PT.

Java Madani Perkasa is relatively high. The leadership model used by the leaders of PT. Java Madani Perkasa includes inspirational motivation, intellectual stimulation, and providing ideal influence. In terms of inspirational motivation, the role of the leader is seen during conversations that occur via telephone, using email, meetings, and work visits that are clear and easy for employees to understand.

At different levels, leaders in an organization play a role as a decision maker, both strategic, functional, and technical operational. Arianti, Yunita, and Setyawati (2020) in their research stated that the presence of a leader in taking quick and responsive actions can create sympathy for their employees. Employees will automatically give their own assessment of the leader. Firmness in leading the company has also been implemented by the leadership of PT. Java Madani Perkasa. This is done firmly by the leadership, when employees excel, the leadership gives appreciation and when employees make mistakes, the leadership gives reprimands and coaching.

According to Bass in Raharjo and Nafisah (2006), the role of superior leadership in contributing to employees for optimal performance achievement is done through five ways: (1) leaders clarify what is expected from employees, specifically the goals and objectives of the performance (4) the leader provides feedback when the employee has achieved the goal, and (5) the leader allocates the rewards based on the results that have been they accomplished.

Compensation

In corporate activities, providing compensation is a company's obligation, because compensation determines a person's performance that can lead to an achievement that is the company's goal. Compensation must be clear and fair in accordance with the employee's contribution to the company, in compensation there is an incentive system that connects Compensation with Performance. The provision of compensation, employees can do and produce better work so that they can create good performance too. Compensation in the form of salary, incentives, bonuses, allowances, work and work environment are important factors in influencing the increase in employee performance. PT. Java Madani Perkasa has also provided compensation to its employees, if the employees have good performance. Compensation is given in the form of incentives or additional salary, so that it can improve employee performance and loyalty. But the higher compensation caused lower job satisfaction because the employees had work harder to get additional compensation. The employees who were mostly teenagers was another cause in which compensation was not their main goal for working. They were more likely to seek work experience, build self-esteem, and learn to earn their own income (Mukrom et al, 2019).

Employee Performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Based on the results of interviews conducted with the management of PT. Java Madani Perkasa, the purpose of this performance assessment is to assess the performance and abilities of employees in carrying out their duties. If employees have a good performance assessment, they will be given an award in the form of a year-end bonus and praise, while employees who have a poor performance assessment can be given training so that they can be better in the future. The management of PT. Java Madani also said that this performance assessment is important to do because it can develop the capabilities of

Human Resources (HR). By conducting employee performance assessments, the company can find out the capabilities of its employees. Employee performance contributes to the general enhancement of organization process specifically in efficiency and productivity (S. H. Abualoush, Obeidat, Tarhini, Masa'deh, & Al-Badi, 2018). Hence, it also dictates how employees contribute to the organization. The output quantity, work attendance, and accommodating attitude are the examples of end results of employees contribution to their organization (S. Abualoush, Masa'deh, Bataineh, & Alrowwad, 2018).

5. Conclusion

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. The performance of employees at PT. Java Madani Perkasa is not entirely good. This is because there are several sub-indicators that have been running well, and there are several sub-indicators that have not been maximized. The example, in the employee discipline and job description section. So there are factors that affect their performance, including discipline, supervision by leaders, compensation, and leadership.
2. Work discipline and supervision factors from leaders make employee performance less than optimal. This is because it is known from the results of observations and interviews about discipline problems that are not yet orderly and reminded by leaders, it can have an unpleasant impact on employees which ultimately causes laziness to work and has an impact on less than optimal performance. The lack of supervision also makes employees do as they please and do not comply with company regulations optimally.
3. Compensation and leadership factors have been running optimally. This is known from the firmness of the leadership towards the performance and achievements obtained by employees. For those who have good performance and achievements, compensation and awards will be given. This is what makes employee performance increase and good.

Furthermore, the suggestion of this research for PT. Java Madani Perkasa is that PT. Java Madani Perkasa employees are expected to understand and obey the regulations that have been made with time discipline and discipline in serving consumers. In addition, the company can add personnel to the special HR section who can help leaders to supervise employees.

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