

**EMPLOYEE PERFORMANCE IS REVIEWED FROM LEADERSHIP STYLE,
MOTIVATION, JOB SATISFACTION AND WORK ENVIRONMENT
(Study on Technical Implementation Unit Employees of Central Region Flood Pump Area 1
Semarang City Public Works Office)**

Mahendra Prasanti Hilmaya, Bambang Mursito, Sarsono Sarsono

Program Studi Magister Manajemen, Program Pasca Sarjana,

Universitas Islam Batik Surakarta, Indonesia

E-mail : mahendra.prahi@gmail.com

Abstract : *This study aims to determine the performance of employees reviewed from leadership style, motivation, job satisfaction, and work environment in the technical implementation unit of the central area flood pump area 1 at the Semarang City Public Works Office. The research was conducted using a descriptive quantitative approach. The population in this study is all technical implementers of the flood pump area in the central region 1di Public Works Office of Semarang City. 61. The sample used a census technique of 61 employees because the population is less than 100 people. Methods for data analysis that have been used classical assumption test and multiple linear regression analysis. The study results showed that employee performance is influenced by leadership style, motivation, job satisfaction and work environment. Partially the performance variable significantly affects 5% on leadership style, motivation, job satisfaction and work environment in the technical implementation unit of the central area flood pump area 1 at the Semarang City Public Works Office. Therefore, it is expected that the Semarang Public Works Office can choose the right leadership style and reward employees to increase motivation in achieving work performance and needed improvements to the work environment so that employees feel at home and want to improve the performance of each employee.*

Keywords: *Employee Performance, Motivation, Job Satisfaction, Work Environment*

1. Introduction

An organization is a social unit that coordinates with each other to conduct transparent and sustainable activities to achieve the organization's goals. In the organization, there are human resources in carrying out its activities. Human resources are potential resources and have a strategic position because people know everything that can be input or resources needed by the organization to be managed and processed to produce a quality performance as the organization's objectives. Performance is the result of work that a person or group of people can achieve in an organization, by their respective authorities and responsibilities to achieve the objectives of the organization concerned legally, not breaking the law, and by morals or ethics. Therefore, performance is essential for companies or organizations (Damayanti, Hanafi, and Cahyadi, 2018). In improving employee performance, points to note include leadership, motivation, job satisfaction, and the work environment. The success of a leader can be seen through his leadership qualities. The personality

of the leader strongly influences effective leadership. A successful leader is if a leader can provide innovation and motivation for human resources.

Semarang city is the latest Regional Technical Implementation Unit in the Semarang City Public Works Office operating since 2015. Over five years, the Technical Implementation Unit of The Central Flood Pump Area 1 Semarang city has changed leadership three times, the change of leadership is indicated as one of the causes of employee performance in the Flood Pump Uptd Region 1 Semarang city is considered less than maximum, it can also be seen in the graph of the infrastructure rehabilitation program of the Central Regional Flood Pump Implementation Unit 1 Semarang city which is volatile. This study aims to analyze the extent of employee performance when reviewed from leadership style, motivation, job satisfaction, and work environment.

2. Literature Review

Employee Performance

Sutrisno (2016: 64) defines employee performance as the achievement obtained by a person in performing a task. The success of the organization depends on the performance of the actors of the organization concerned. Therefore, each work unit in an organization must be assessed for performance so that the performance of human resources contained in departments within an organization can be evaluated objectively. Based on some understanding of performance expressed by experts, performance, according to researchers, is the result of work achieved by a person through abilities and actions in certain situations.

Zaputri employee performance indicators et al. (2013: 3) suggests that the following indicators can measure employee performance:

- a. Quantity of Work, which includes the amount of work that can be completed.
- b. Quality of Work, which is valid as the standard of implementing organizational plan activities.
- c. Timeliness of completion of work, i.e., fulfillment of the appropriateness of time required or expected in implementing activities.

Leadership Style

Leadership is an activity to influence others to work hard to achieve the group's goals (Sutikno, 2014: 15). Leadership is a unique ability or skill that a person has to encourage and invite others to do something based on acceptance by his group (Kartono, 2016: 47).

Leadership indicators, according to (Kartono, 2016: 189) include:

- 1) Analytical ability
- 2) Communication skills
- 3) Courage
- 4) Ability to hear
- 5) Assertiveness

Work Motivation

According to Samsudin (2013: 81) motivation is a condition or energy that moves employees directed or directed to achieve the company's organizational goals. Motivation is a mental impulse that makes one forced to perform productive actions, both work-oriented and money-oriented.

According to Zameer, et al. (2014: 297), indicators of work motivation include:

- a. Monetary motivational: Salary and Bonus
- b. Nonmonetary motivational : Guarantee of employee welfare and feeling safe having a job

Job Satisfaction

Robbins and Judge (2013: 73) job satisfaction is a typical attitude toward one's work that shows the difference between the number of awards a job receives and the amount they believe they should receive. According to Nitisemito (2014: 112), job satisfaction is to do work more vigorously by reducing errors in position, thickening the sense of responsibility, and completing tasks, but the time is by the plan set.

The indicators of job satisfaction, according to Hasibuan (2014: 71) include:

1. Loyalty
2. Ability
3. Honesty
4. Creativity
5. Leadership
6. Salary level
7. Indirect job satisfaction
8. Work environment

Work Environment

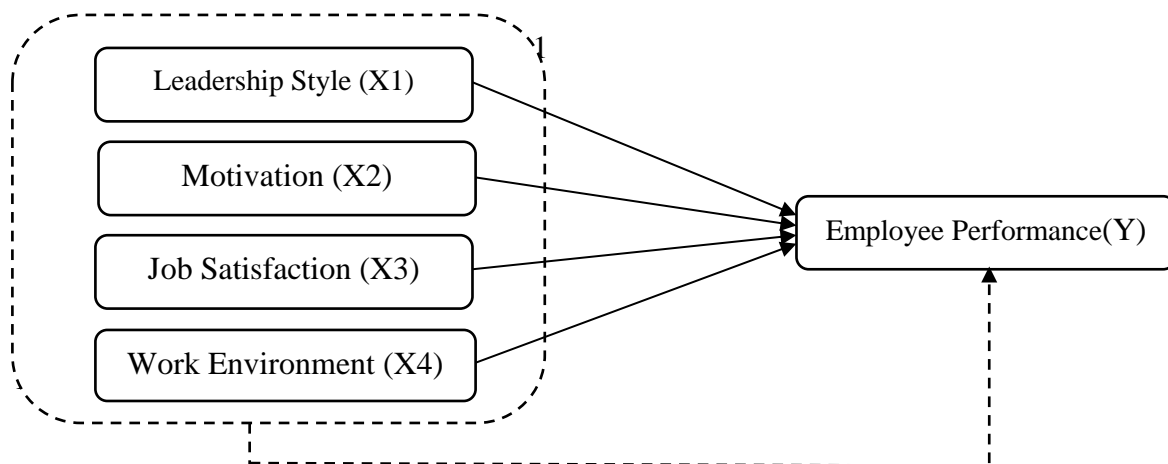
According to Yuli (2015: 198) the work environment is everything in the employee's work environment that can affect him in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace hygiene, the condition of work tools, and the vagueness of duties and responsibilities. A simple understanding, employees, want conditions around their work either because the disease leads to pleasure or good physical pleasure.

Indicators of the work environment, according to Sedarmayanti (2016: 46) are as follows:

1. Lighting
2. Air temperature
3. Noise
4. Use of color
5. Required wiggle room
6. Job security
7. Employee relationships

Research Framework

Relationship Leadership style (X1), Motivation (X2), Job satisfaction (X3), and Work Environment (X4) is very closely related to employee performance (Y). The role of leaders is vital to achieving the desired organizational goals, especially about improving employee performance in carrying out their work. An effective leadership style can move employees to work effectively and efficiently, so that employee performance can be enhanced and organizational objectives can be improved. In addition, the motivation of employees is considered able to move employees to carry out their duties and functions. Then the job satisfaction factor is also able to encourage an individual to improve his performance. The more aspects of the job that suit the wants and needs of the employee, the higher the satisfaction felt, and vice versa. Furthermore, the work environment in which the employee works is also no less important. A good work environment can support the implementation of work to have a spirit of work and improve employee performance.



- 1) Worang (2015), Leuhery and Manuhutu (2018), Lestari and Mariyono (2017), Makkaratte (2017), Sirait, Tamami, dan Wibowo (2017), Sulistyaningtyas and Nilasari (2018), Noviyanti, Sofyan, dan Evanita (2019), Adi dan Soehari (2016).
- 2) Darmin, Azis, and Kaseng (2019), Faraby (2018), Leuhery and Manuhutu (2018), Siddiqi (2018), Meirina (2013), Sulistiningtyas and Nilasari (2018).
- 3) Akbar (2014), Iman and Lestari (2019), Langsi, Saerang, and Worang (2015), Lestari and Mariyono (2017), Noviyanti, Syofyan, Evanita (2019), Sari and Hadijah (2016), Sirait, Tamami, and Wibowo (2017), and Sulastiningtyas and Nilasari (2018), Meirina (2013), Adi and Soehari (2016).
- 4) Darmin, Azis, Kaseng (2015), Faraby (2018), Iman and Lestari (2019), Lestari and Maryono (2017), Makkaratte (2017), Meirina (2013), Noviyanti, Syofyan, and Evanita (2019), Siddiqi (2018), Sirait, Tamami, and Wibowo (2017), Sulastiningtyas and Nilasari (2018), Akbar (2014) and Langi, Saerang. and Worang (2015), Adi and Soehari (2016).

Hypothesis

Research conducted by Darmin, Aziz and Kaseng (2015), Farraby (2018), Lauherry and Manuhutu (2018), Langi, Saerang and Worang (2015), Adi and Soehari (2016), Makkaratte (2017) research mentioned that the variable leadership style has a positive and significant effect on employee performance.

- H1: There is an influence of leadership style on employee performance in UPTD Flood Pump Central Region 1 Semarang City

Research conducted by Akbar (2014), Iman dan Lestari (2019), Meirina (2013), Lestari and Mariyono (2017) and Makkaratte (2017) research mentioned that the motivation variable has a positive and significant effect on employee performance.

- H2: There is a motivational influence on the performance of employees at uptd flood pump in Central Region 1 Semarang city.

Research conducted by Damayanti, Hanafi and Cahyadi (2018), Noviyanti, Syofyan and Evanita (2019), Adi and Soehari (2016), Sari and Hadijah (2016), Sirait, Tamami and Wibowo (2017) and Iman dan Lestari (2019) research mentioned that variable job satisfaction has a positive and significant impact on employee performance.

- H3: There is an influence of job satisfaction on employee performance at UPTD Flood Pump Central Region 1 Semarang City.

Research conducted by Leuherry and Manuhuttu (2018), Darmin, Aziz and Kaseng (2015), Sulastiningtyas and Nilasari (2018), Adi and Soehari (2016) Siddiqi and Sadia (2018) research mentions that work environment variables have a positive and significant impact on employee performance.

- H4: There is an influence of the work environment on the performance of employees in the Central Region 1 Flood Pump Uptd Semarang City.

3. Research Methods

This type of research is descriptive quantitative to get an overview and information about the influence of employee performance on leadership style, motivation, job satisfaction, and work environment. The population in this study was uptd employees of flood pumps in Central Area 1 Semarang city of 61 people. The samples in this study used census techniques or saturated models because the population in this study was less than 100. The study's type and source of data are to use questionnaires for primary data, while secondary data in literature and articles related to this study. The data analysis techniques in this study are based on classic assumption tests and multiple linear regressions.

4. Data Results And Analysis

Characteristics of Respondents

Table 1
Characteristics of Respondents By Age

No	Age	Amount	Presentage
1	20 year – 29 year	4	7%
2	30 year – 39 year	21	36%
3	40 year above	34	58%
Total		59	100%

Source : Processed primary data, 2021

Based on the table above, the most respondents aged 40 years, namely as many as 34 people (58 percent), then between the ages of 30 years - 39 years as many as 21 people (36 percent), and at least between the ages of 20 years - 29 years amounted to 4 people (7 percent). The education level of respondents from the complete questionnaire is then tabulated as follows.

Table 2
Characteristics of Respondents By Education Level

No	Education Level	Amount	Presentage
1	SMA	19	32%
2	S1	32	54%
3	S2	5	8%
4	Other	3	5%
Total		59	100%

Source : Processed primary data, 2021

From the table above, it turns out that the most respondents have a level of S1 as many as 32 people (54%), then the level of high school education as many as 19 people (32%), the level of S2 education as much as 5 people (8%), and at least other education as many as 3 people (5%). The length of work of respondents from the complete questionnaire is then tabulated as the results are as follows.

Table 3
Respondent Characteristics Based on Length of Work

No	Long Work	Amount	Presentage
1	Less than 10 years	12	20%
2	10 years – 20 years	27	46%
3	20 years – 30 years	15	25%
4	More than 30 years	5	8%
Total		59	100%

Source : Processed primary data, 2021

Based on the table above, it turns out that the most respondents with a working duration of 10 years - 20 years is as many as 27 people (46%), respondents with a working duration of 20 years - 30 years that are as many as 15 people (25%), then respondents with a working duration of fewer than 10 years as many as 12 people (20%), and at least respondents with a working duration of more than 30 years as many as 5 people (8%).

Classic Assumption Test

The classic assumption test in this study consisted of multicollinearity, autocorrelation, normality, and heteroskedasticity tests. The result will be explained as follows:

a. Multicollinearity Test Results

The SPSS test results obtained correlation values between variables X1, X2, X3, and X4 received as follows.

Table 4
Multicollinearity Test Results

No	Model 1 (Constant)	Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	0,540	1,852
2	Motivation	0,902	1,108
3	Job Satisfaction	0,687	1,455
4	Work Environment	0,615	1,627

Source : Appendix page 108

The results showed that the tolerance value of each variable is close to 1, and the VIF value is less than 10. This means that the overall independent/free variables in this study can be said to be free of the symptoms of multicollinearity.

b. Autocorrelation Test Results

The print-out results of the autocorrelation test using Durbin Watson with the help of spss 17.00 for the windows program show a value of 1,850. Therefore, DW in this study amounted to 1,850 being between -2 to 2,

c. Normality Test Results

Research data from the five variables, namely leadership style variables (X1), motivation (X2), job satisfaction (X3), work environment (X4), and employee performance (Y) obtained from 59 respondents through questionnaires, after being analyzed using the SPSS 17.00 for windows program turned out to show standard distribution patterns. This is indicated by output calculations using the Kolmogorov-Smirnov test (K-S). Kolmogorov-Smirnov test results (K-S) showed that all six variables were expected due to Unstandardized d Residual Asymp. Sig (2 tailed) indicates a value of 0.930 more than 0.05 and Normal Parameters.b Mean 0.0000000.

c. Heteroskedastisitas Test Results

The test results using SPSS showed no heteroskedasticity in the regression model, so the regression model is feasible to predict employee performance based on independent variable input of leadership style, motivation, job satisfaction, and work environment.

Multiple Linear Regression Analysis

Equations can show research data from the influence of independent variables, namely leadership style variables (X1), motivation (X2), job satisfaction (X3), work environment (X4), and employee performance (Y) obtained from 59 respondents through questionnaires after being analyzed using multiple linear regression techniques through the SPSS 17.00 for windows program:

$$Y = -5,901 + 0,272 X_1 + 0,256 X_2 + 0,350 X_3 + 0,487 X_4 + e$$

he equation above can be described as follows.

$A_0 = -5,901$ is a constant that describes the average value of employee performance. If there are no variables of leadership style, motivation, job satisfaction, and work environment, then employee performance will decrease,

$b_1 = 0.272$. If the variable leadership style increases by 1 score, then the account will increase by 0.272 scores. Therefore, the sign of parameter b_1 in the above study is positive. This means that the leadership style has a positive relationship (in the direction), so if the employee's better leadership style is given, then the employee's performance will also be better.

$b_2 = 0.256$. If the motivation variable increases by 1 score, then the performance will increase by 0.256 scores. The sign of parameter b_1 in the above study is positive. It means that motivation has a positive relationship (in the direction), so if the employee's better motivation is given, then the employee's performance will also be better.

$b_3 = 0.350$. If the job satisfaction variable increases by 1 score, then the employee's performance will increase by 0.350. The sign of parameter b_1 in the above study is positive. It means that job satisfaction has a positive relationship (in the direction), so if employees give better job satisfaction, then the performance of employees will also be better.

$b_4 = 0.487$. If the work environment variable increases by 1 score, then the employee's performance will increase by 0.487. The sign of parameter b_1 in the above study is positive. It means that the work environment has a positive relationship (in the direction), so if the better the work environment provided by employees, then the performance of employees will also be better. The equation of multiple linear regression can be interpreted that leadership style (X1), motivation (X2), job satisfaction (X3), work environment (X4), positively affect employee performance, for more details see the following table of multiple linear regression results.

Table 5
Multiple Linear Regression Results

Variable	Regression coefficient	t statistic	Sig. t
Constant	-5,901	-1,588	0,118
Leadership style	0,272	3,178	0,002
motivation	0,256	2,543	0,014
Job satisfaction	0,350	2,978	0,004
Work environment	0,487	3,983	0,000
R square	0,673		
F statistic	27,773		
Sig. F	0,000		

* Significance at = 0.05

Source : Appendix pages 111-112

Hypothesis Testing

1. T Result

The regression test showed that the leadership style variable had a t value of 3,178. The calculated t value > table t or 3,178 is greater than the table t (2,001), while the

significance value of the leadership style variable is 0.002 or less than 0.05. So H_0 was rejected, meaning that the variable leadership style had a significant influence on employee performance.

The motivation variable has a t value of 2.543. The t value of 2,543 is greater than the thickness t (2,001), with a significance value of 0.014 or less than 0.05. So H_0 being rejected means that motivational variables have a significant influence on employee performance.

The job satisfaction variable has a t value of 2,978. The t value is 2,978 greater than the table t (2,001), with a significance value of 0.004 or less than 0.05. So H_0 was rejected, meaning that the variable of job satisfaction had a significant influence on employee performance.

The work environment variable has a t value of 3,983. The calculated t value of 3,983 is greater than the table t (2,001), with a significance value of 0.000 or less than 0.05. So H_0 was rejected, meaning there was a significant influence of work environment variables on employee performance.

2. F Result

The result of out put calculation of test F test, with the help of SPSS 17.00 for windows, obtained F count of 27,773 at the level of significant = 0.05 while the significance value of the SPSS result obtained by 0.000. Therefore, the F value calculates $> F$ table, or (27,773 $>$ 2.53), so H_0 is rejected and H_a is accepted, meaning that leadership style, motivation, job satisfaction, and work environment simultaneously influence employee performance..

3. Coefficient of Determination Test . (R^2)

The printout result of calculating the coefficient of determination (R^2) with the help of spss program 17.00 for windows, shows the value $R^2 = 0.673$. This means that 67.3% of the variables selected/entered into the model are correct, namely the variance of leadership style variables, motivation, job satisfaction, and work environment can explain employee performance variables. The remaining 32.7% was influenced by other variables outside the model such as work discipline, organizational culture, competence and organizing climate.

Discussion

Based on the results of research variables research, can be discussed as follows:

1. **The influence of leadership style on the performance of employees in the Technical Implementation Unit of The Central Flood Pump Area 1 Semarang City Public Works Office.**

This research shows that leadership style variables have a positive and significant influence on employee performance. A leader chooses the better the leadership style, the higher the performance of employees in the Technical Implementation Unit of The Central Flood Pump Area 1 Semarang City Public Works Office. Employees carry out their duties always depending on the leadership. If the leader cannot lead, then the tasks of very complex employees can not be done well. If the leadership can carry out its functions properly, it is very likely that the Semarang public works agency can achieve its objectives.

2. **The influence of motivation on the performance of employees in the Technical Implementation Unit of The Flood Pump District 1 Semarang city public works office.**

Motivation variables have a significant influence on employee performance. In addition to the needs of life, employees work because of the belief that working in this organization will provide job satisfaction. Work motivation is something that encourages or encourages work. The strength and weakness of a person's labor motivation contribute to the magnitude of the achievement. Employees of the Technical Implementation Unit of The Central Region Flood Pump Area 1 Semarang City Public Works Office as civil servants have a reasonably high amount of remuneration. The increased payment received by each employee is expected to meet the daily needs of employees. With the fulfillment of requirements, employees become motivated to work better so that performance will also be achieved by the standards set earlier.

3. **Affected job satisfaction on the performance of employees in the Technical Implementation Unit of The Central Pumping Area 1 Semarang City Public Works Office.**

Variable job satisfaction has an impact on employee performance. Job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. Thus, it can be concluded that the high low job satisfaction of employees will affect performance. Employees will be satisfied if they get what they need and expect, the more likely their needs are to be met, the more job satisfaction will increase or vice versa. Therefore, the boost in job satisfaction is related to their work performance. If job satisfaction is achieved, then the performance of employees will be high, and vice versa. Employees need job satisfaction in work. Employee satisfaction factor is an essential factor in fostering employee morale. Employees who are satisfied in position will give maximum results in work, to improve employee performance.

4. **The influence of the organization's work environment on the performance of employees in the Technical Implementation Unit of the Central Pump District 1 Semarang City Public Works Office.**

Work environment variables influence employee performance. The work environment also determines the performance of employees in realizing the goals of the organization. Good working environment conditions characterized by adequate equipment or work facilities, work atmosphere and conducive work environment are conducive to make employees feel at home to work so that with the working environment conditions as described above, employees are expected to improve their performance to achieve the organizational goals that have been outlined and set before.

5. Conclusion

The statistics show an improvement in employee performance when viewed from leadership style, motivation, job satisfaction, and work environment. Furthermore, multiple linear regression analysis shows that the variables of leadership style, motivation, job satisfaction, and work environment both partially and simultaneously have a positive and significant influence on the performance of employees of the Technical Implementation Unit of The Central Flood Pump Area 1 Semarang City Public Works Office.

Based on the results of hypothesis testing 1 to hypothesis 4 which reads there is an influence of leadership style, motivation, job satisfaction, and work environment partially and simultaneously on the performance of employees in the Technical Implementation Unit of The Central Region Flood Pump Area 1 Semarang City Public Works Office supported by empirical evidence at a significant level of 5%. The results of this study indicate that:

1. The increase in leadership style has a significant influence on improving employee performance.
2. Employees who are motivated in work will experience enhanced performance.
3. Job satisfaction felt by employees will have an impact on improving performance.
4. A good work environment will improve employee performance.

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