

Effect of Leadership, Work Environment and Compensation on Employee Performance of PT. Glory Industrial Semarang

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Abstract

This study was conducted to find out how the influence between leadership, work environment and compensation with employee performance at PT. Glory Industrial Semarang whether it can have a good impact on the performance of HR. In this study, the authors analyze what are the factors that affect employee performance from year to year. The background behind making this paper is the phenomenon of a decline in the company's production from 2018 to 2020. To obtain the sample itself by means of a non-probability sampling technique, the type is purposive sampling. Subjects that will be targeted are 100 employees of PT. Glory Industrial Semarang. Data was collected through observation by going directly to the location in question and also through questionnaires which were distributed directly to employees as many as 100 copies using a Likert scale. The calculation of data analysis here is through multiple linear regression tests. In this study, it can be taken: (1) Leadership has a positive influence on employee performance with a significance level of $t_{0.000} < t_{0.05}$. (2) Work environment has a positive influence on employee performance with a significant of $t_{0.030} < t_{0.05}$. (3) Compensation has a positive influence on employee performance with a significance $t_{0.003} < t_{0.05}$. Where from the three variables shows that thypothesis tin tresearch tthis tHo rejected tand tHa taccepted, so that the three independent variables proved to have a positive influence on one dependent variable, namely the performance of employees

Keywords

leadership; work environment; compensation; employee



I. Introduction

The increasing development of industry in the era of globalization has made the condition of today's society increasingly rapidly growing so that it has an impact on the cycle of people's lives. These changes create a high expectation of improving the quality of individual work for the better in the future. These changes are influenced by changes in transportation technology, information and computer applications from various aspects of business in various aspects. Meanwhile, an agency or company is doing various ways to deal with change, competition and achieving goals. Not once or twice even often do we find several reasons why a company goes through the process of failing when it reaches its desired goals, whether it is not qualified in competitiveness or unable to adapt to advances in the field

of technology at this time or because its human resources are not qualified/ not qualified. So that an agency must know very well that human resources are the most important factor to prove the success or failure of an agency or company in achieving its goals.

According to Hasibuan (2017) explained that Human Resource Management (HRM) is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. Its functions consist of planning, organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and dismissing.

Prawirosentono (2012) states that 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 responsibilities and authorities in an effort to achieve organizational goals. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Rivai et al (2012) define leadership as an activity to influence the behavior of others so that they will be directed to achieve certain goals. Meanwhile, according to Robbins (2015) leadership is a person's ability to influence a group towards achieving a set vision or goal. According to Sunyoto (2012) the work environment is anything that is still within the scope of the workers and is able to influence each individual to carry out all the tasks given, such as for example cleanliness, sound, lights / lighting and so on. Hasibuan (2010) argues that remuneration or compensation refers to money that will be received by employees, or all goods that will be given directly or indirectly, as a reward as an appreciation from the company. According to Handoko (2012) compensation is a reward that employees get from their work. The following is the production data of PT. Glory Industrial Semarang, which experienced a decline.

Table 1. Production Data of PT. Glory Industrial 2018-2020

NO	YEAR	QTY PRODUCTION	PERCENTAGE
1	2018	3,701,905	100%
2	2019	3,386,997	-8,606%
3	2020	2,942,578	-13.12%

Source: PT. Glory Industrial Semarang, Primary data processed in 2021

From the production data of PT. Glory Industrial Semarang can be seen a decline in the level of production. From 2018 to 2019 it decreased by -8.60% and in 2020 it experienced a very high decline of 13.12%. This indicates the performance of employees at PT. Glory Industrial Semarang is still very low.

Employee performance is influenced by several variables including leadership, work environment and compensation. This is supported by research conducted by Kusrihandayani, Dyah (2017) which found that leadership, work environment, and work motivation had a significant effect on the performance of Bank Kaltim Samarinda employees. Supported by research conducted by Maharani (2018) found that work motivation, work environment and leadership in CV. Marthani has a positive and significant effect on employee performance.

Problem Formulation

From the background of the description above, it can be seen that there is a problem with a decrease in employee performance in the realization of the production of PT. Glory Industrial Semarang. So that the formulation of the problem is how to improve the performance of employees of PT. Glory Industrial Semarang:

1. Does leadership have an influence on the performance of employees of PT. Glory Industrial Semarang?
2. Does the work environment have an influence on the performance of employees of PT. Glory Industrial Semarang?
3. Does compensation have an influence on the performance of employees of PT. Glory Industrial Semarang?

II. Review of Literature

2.1 Employee Performance

According to Hasibuan (2016) Performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Meanwhile, according to Mangkunegara (2007), employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

Dimensions and Performance Indicators

According to Sudarmanto (2014) suggests 4 dimensions that can be used as benchmarks in assessing performance, namely:

1. Quality, namely error rate, damage, accuracy.
2. Quantity, i.e. the amount of work produced.
3. The use of time at work, namely the rate of absence, tardiness, effective working time or lost working hours.
4. Collaborate with others at work.

2.2 Leadership

In this study, the theory used according to Rivai et al (2010) that leadership is an activity of influencing and moving subordinates to achieve goals. In addition to having qualities and characteristics, they are also required to be able to influence and direct their subordinates. Thus, a leader must be able to carry out its functions, namely: the function of coordination, decision making, communication, attention to subordinates and supervision.

2.3 Dimensions and Indicators of Leadership

Adiawaty (2020) describes the dimensions of leadership consisting of:

1. System Thinkers.
2. Change Agents
3. Creators
4. Servants and Managers
5. Coordinator Polychronic
6. Instructors and Trainers
7. Motivators

Effendi (2013) in Ajeng and Rini (2016) suggests indicators that can be used to assess leadership, namely:

1. Able to influence subordinates
2. Provide an example to subordinates
3. Build a work atmosphere with subordinates
4. Communicate with subordinates

2.3 Work Environment

According to Sunyoto (2012) The work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned, such as cleaning, music, lighting, and others. Dimensions and Indicators of the Work Environment

According to Soetjipto in Gustian (2016) the dimensions of the work environment consisting of a physical and non-physical work environment are

1. Lighting
2. Air Circulation,
3. Noise, Color,
4. Air Humidity,
5. Facilities
6. , Harmonious Relationships,
7. Opportunities for Advancement
8. in Security at Work.

The indicators of the work environment according to Sedarmayanti (2009) in Kusrihandayani (2017) suggest that the indicators of the work environment are

1. lighting/light in the workplace
2. Air circulation at work
3. Noise in the workplace
4. Bad odors in the workplace
5. Security at work.

2.4 Compensation

Hasibuan (2010) argues that remuneration refers to the money received by employees, all income in the form of direct or indirect goods, in return for services provided by the company. Compensation is a reward that employees get from their work (Handoko, 2012).

2.5 Dimensions and Indicators of Compensation

According to Suparyadi (2015:272) the dimensions of compensation are as follows:

1. Direct Compensation
 - a. Salary
 - b. Wages
 - c. Benefits
 - d. Incentive
2. Indirect Compensation
 - a. Full
 - b. Retirement Early Retirement
 - c. Severance

Pay Men and Rahyuda (2016) stated Compensation indicators namely salary, incentives, allowances, and facilities

III. Research Method

The object of this research is Leadership (X1), Work Environment (X2). Compensation (X3) on performance (Y) of employees where the subjects are employees of PT. Glory Industrial Semarang which is one of the companies engaged in the garment sector.

3.1 Population and Sample

Population according to (Sugiyono, 2015) is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were employees of PT. Glory Industrial Semarang, totaling 453 employees.

The sample according to Sugiyono (2015) is part of the number and characteristics possessed by the population, the sample taken from the population must be truly *representative*. If the population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken. In this study used *non-probability sampling technique* with *purposive sampling* and to facilitate researchers in selecting respondents, the Slovin formula is used as follows:

Description:

n = number of samples.
e = maximum error tolerance of 10% or 0.1
N = population

$$n = \frac{N}{1 + (Ne^2)} = \frac{453}{1 + (453 \cdot 0,1^2)}$$

$n = 99.7$ rounded up to 100 respondents

3.2 Types of Data and Data Sources

1. Data Primary, obtained from the responses of respondents/employees through a questionnaire regarding the influence of leadership, work environment and compensation on the performance of employees of PT. Glory Industrial Semarang.
2. Secondary data, obtained not directly from sources but from third parties such as from reports/data from the company itself.

3.3 Data Collection Method

1. Carried out by observing and recording directly to the object of research.
2. Questionnaire, by distributing a questionnaire form containing several questions with answers from respondents that have meaning in testing hypotheses.
3. Conceptual Framework and Research

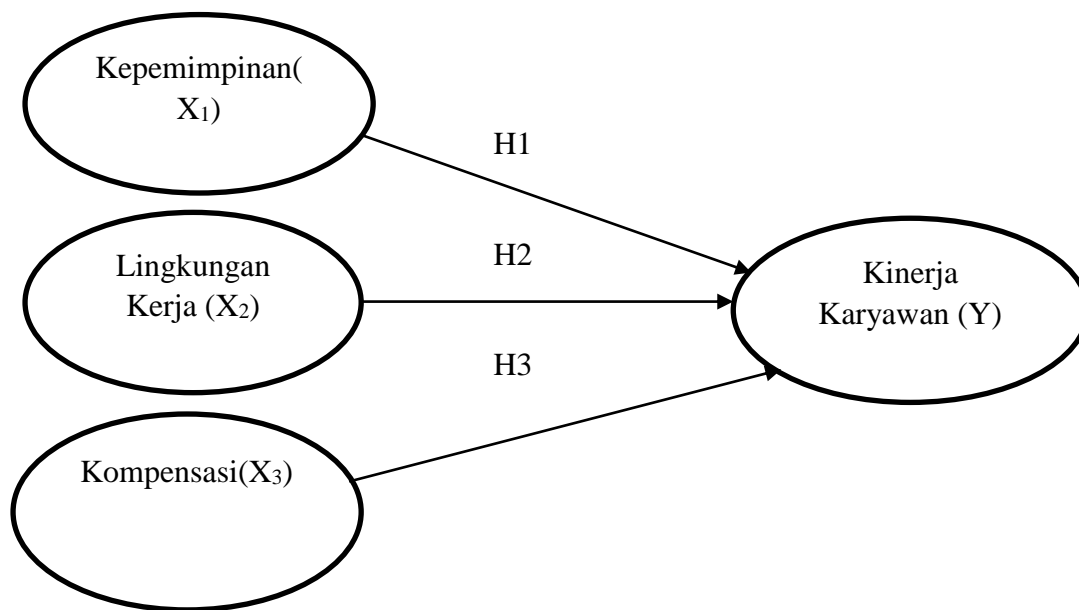


Table 1. Research Framework
Concept and Operational Definition of Variable

N O .	NAME VARIABLE	DEFINITION VARIABLE	DIMENSIONS	INDICATOR
1	Leadership (X ₁)	Leadership is the ability to influence a group towards achieving a set vision or goal. (Robbins, 2015)	1. System thinker 2. Change agent 3. Creator 4. Servant and administrator 5. Polychronic coordinator 6. Instructor and trainer 7. Motivator (Adiawaty, 2020)	1. Able to influence subordinates 2. example 3. Building a work atmosphere 4. Communication (Ajeng and Rini, 2016)
2	Work Environment (X ₂)	work environment is overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group	1. Lighting 2. Air Circulation, 3. Noise, Color, 4. Humidity, 5. Facilities 6. , Harmonious Relationships, 7. Opportunities for Advancement 8. in Security at Work. (Gustian, 2016)	1. Lighting/lighting in the workplace 2. Air circulation in the workplace 3. Noise in the workplace 4. Bad odor at work 5. Security at work (Kusrihandayani, 2016)

		(Sedarmayanti, 2009)		
3	Compensation (X ₃)	Compensation refers to the money received by employees, all income is in the form of direct goods or indirectly, in return for services provided by the company. (Hasibuan, 2010)	1. Salary 2. Wages 3. Allowance 4. Incentive 5. Full Pension 6. Early Retirement 7. Severance pay (Suparyadi, 2015)	1. Salary 2. Incentives 3. Operational Allowance 4. Health Allowance 5. Pension Allowance (Putra and Rahyuda, 2016)
4	Employee Performance (Y)	Performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. (Hasibuan, 2016)	1. Quality 2. Quantity 3. Use of time in 4. cooperation (Sudarmanto, 2014)	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Relationships between individuals (Sudarmanto, 2014))

IV. Results and Discussion

4.1 Results

a. Overview of Research Objects/Subjects

To obtain data, the authors distributed questionnaires The following is a description of the results of research on "The Influence of Leadership, Work Environment and Compensation on Employee Performance" as the object in this study where the data obtained from the questionnaire consists of from: Gender, Age, and Education.

b. Respondent Data

1. Description of Respondents Based on Gender

Table 2. Gender of Respondents

Gender	Total	Percentage (%)
Male	12	12%
Female	88	88%
Total	100 respondents	100%

Data Source: Results of Primary Data Processing, 2021

From table 2 above can know that gender respondent on male total 12 respondent with percentage 12% while on female totals 88 respondent with percentage 88%

2. Description of Respondents Based on Age Respondents

Table 3. Description of Respondents Based on Age Respondents

Age Age	Total	Percentage (%)
18-23 years	34	34%
24-29 years	41	41%
36-40 years	18	18%
>40 years	7	7%
Total	100 respondents	100%

Data Source: Results of Data Processing Primer, 2021

From results table 4 above from then can known total t overall respondents researched includes including be namely : age 18-23 totals 34 respondents with percentage 34%, age 24-29 years totals 41 respondents with percentage 41%, age 36-40 years olds are 18 respondents with percentage 18%, and age >40 years totals 7 respondents with percentage 7%.

3. Description of Respondents Based on Education

Table 4. Level Education Respondents

Education	Total	Percentage (%)
Vocational High School	89	89%
Diploma	6	6%
Bachelor	5	5%
Total	100 respondents	100%

Data Source: Primary Data Processing Results, 2021

From results table 4.3 above then can be known total education level from overall respondents researched among other . namely : SMK amounted to 89 respondents with a percentage of 89DIPLOMA 6 respondents with a percentage of 6% and BACHELOR 5 respondents with a percentage of 5%

c. Test Instruments

1. Validity Test

For level validity carried out by method compares r_{count} with t_{table} is Can be declared valid if $r_{\text{count}} > r_{\text{table}}$. Method find r_{table} with formula df (*degree of freedom*) = nk with significant (α) 5%. Where in research this df (*degree of*

freedom) = 100-2 = 98, with significant (α) 0.05. Then gets r_{table} 98 and significant (α) 0.05 i.e. 0.196 and compared with r_{count} can seen from *Corrected Item Total Correlation*. The results test validity can seen in table following:

Table 5. Validity Test Results

No	Variables		r count	Condi tions	r table	Description
1	Leadership	Indicator X1.1	0.810	>	0.196	Valid
		Indicator X1.2	0.799	>	0.196	Valid
		Indicator X1.3	0.771	>	0.196	Valid
2	Work Environment	Indicator X2.1	0.760	>	0.196	Valid
		Indicator X2.2	0.766	>	0.196	Valid
		Indicator X2.3	0.741	>	0.196	Valid
		Indicator X2.4	0.750	>	0.196	Valid
		Indicator X2.5	0.766	>	0.196	Valid
3	Compensation	Indicator X3.1	0.887	>	0.196	Valid
		Indicator X3.2	0.747	>	0.196	Valid
		Indicator X3.3	0.884	>	0.196	Valid
		Indicator X3.4	0.597	>	0.196	Valid
		Indicator X3.5	0.887	>	0.196	Valid
4	Employee Performance	Indicator Y.1	0.761	>	0.196	Valid
		Indicator Y.2	0.924	>	0.196	Valid
		Indicator Y.3	0.942	>	0.196	Valid
		Indicator Y.4	0.796	>	0.196	Valid

Source: primary data processed 2021

From table 6 results test validity at above, then from respectively $r_{count} > r_{table}$ Thus, can drawn conclusions all indicators questions to used measure variables t leadership, compensation, employee performance respondent is declared valid.

2. Reliability

Test reliability can measured with coefficient *alpha Cronbach's*. Where coefficient *alpha cronbach's* must be > 0.60 . The results test reliability can seen in table following:

Table 6. Reliability Test Results

No	Variable		Alpha	Condi tions	0.946	Descriptio n
1	Leadership	Indicator X1.1	>	0.60	Reliable	Indicator
		X1.2	0.944	>	0.60	Reliable
		Indicator X1.3	0.948	>	0.60	Reliable
2	Work Environment	Indicator X2.1	0.945	>	0.60	Reliable
		Indicator X2.2	0.948	>	0.60	Reliable
		Indicator X2.3	0.945	>	0.60	Reliable
		Indicator X2.4	0.946	>	0.60	Reliable
		Indicator X2.5	0.948	>	0.60	Reliable
3	Compensation	Indicator X3.1	>	0.60	Reliable	Indicator
		X3.2	0.945	>	0.60	Reliable
		Indicator X3.3	0.946	>	0.60	Reliable
		Indicator X3.4	0.947	>	0.60	Reliable

		Indicator X3.5 0.944	>	0.60	Reliable	4
Em plo yee	Performance	Indicator Y.1	0.946	>	0.60	Reliable
		Indicator Y.2	0.945	>	0.60	Reliable
		Indicator Y.3	0.944	>	0.60	Reliable
		Indicator Y.4 0.944	>	0.60	Reliable	Source

Source: primary data processed 2021

From table 6 results reliability above then from respectively's *cronbach alpha*, 0.60. Thus, can drawn conclusions all questions is used declared reliable

d. Classical Assumption Test

Multiple Linear Regression Analysis

To test the hypothesis in this study using multiple linear regression analysis. The results of the regression equations processed using SPSS are as follows:

Table 7. Results of Multiple Linear Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,145	,838		-,	173,863
	Leadership	,745	,112	.528	6,641,000	,
	Work Environment	,120	,054	,172	2,201	,030
	Compensation	,167	,055	,259	3,055	,003

Source: data Primary processed 2021

Based on Table 4.10 above, the regression equation formed in this regression test is:
 $Y = 0.528X_1 + 0.172X_2 + 0.259X_3$

Where:

Y= Employee Performance

X₁= Leadership

X₂= Work Environment

X₃= Compensation

Description:

1. The value coefficient Leadership (X₁) to Employee Performance (Y) shows value positive namely 0,528 with significance of 0.000 so that is getting better Leadership then will be the better Employee Performance (Y).
2. Value coefficient Work Environment (X₂) on Employee Performance (Y) shows value positive i.e. 0.172 with significance of 0.030 so that is getting better Work Environment then will be the better Employee Performance (Y).
3. Value coefficient Compensation (X₃) against Employee Performance (Y) shows value positive i.e. 0,259 with significance of 0.003 so that is getting better Compensation will increase then Performance (Y).

e. Research Model Test

1. Coefficient of Determination (R²)

The coefficient of determination (R²) essentially measures how far the model's ability to explain variations in independent variables can be seen from the *adjusted* R² value. The greater *adjusted* R², the independent variable shows the more dominant influence on the dependent variable. From testing the analysis of the coefficient of determination, the following results can be obtained:

Table 8. Results of the Model Determination Coefficient
Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,890 ^a	,792	,785	1,027

a. Predictors: (Constant), Leadership, Work Environment, Compensation

b. Dependent Variable: Employee Performance

Source: primary data processed in 2021

From the results of the data in table above, it can be seen from the *Adjusted r square* 0.785. This means that the variable Leadership (X₁), Work Environment (X₂) and Compensation (X₃) affect the Employee Performance variable (Y) by 78.5%, while the remaining 100% - 78.5% = 21.5% Performance variable Employees (Y) are influenced by other variables.

2. F Statistical

Test The F on basically shows all variables independent included in model has the effect of together on variable dependent Test F can be performed by compare F_{count} with F_{table}. If F_{count} > F_{table} then Ho rejected and Ha accepted, with uses degree significant 5% (0.05 and freedom t with formula df = nk-1 = 100-3-1 = 96 F_{table} obtained (100) 2.70. If probability significant > 0.05 and F_{count} < F_{table} then Ho accepted and Ha accepted, and if probability significant < 0, 05 and F_{arithmetic} > F_{table} then Ho rejected and Ha accepted. The results test F can seen from table following this:

Table 9. F Test Results
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	385,573	3	128,524	121,755	,000 ^b
	Residual	101,337	96	1,056		
	Total	486,910	99			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Work Environment, Compensation

Source: primary data processed 2021

Based on results test at table 10 above, is obtained value F_{count} 121.755 > F_{table} 2.70 and value significant 0.000 < 0.05. Thus, can be rejected accepted means is influence variable (X₁), Work Environment (X₂) and Compensation (X₃) on Employee Performance (Y) together.

3. Hypothesis Testing t

Test t test is to test the influence of leadership, work environment and compensation on employee performance PT. Glory Industrial Semarang T-test results can be seen from the following table:

Table 10. T-Test Results (Coefficients^a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,145	,838		-,	173,863
	Leadership	,745	,112	,528	6,641,000	,
	Work Environment	,120	,054	,172	2,201	,030
	Compensation	,167	,055	,259	3,055	,003

Source: data primary processed 2021

The effect of each variable Leadership (X_1), Work Environment (X_2) and Compensation (X_3) on Employee Performance (Y) can be at see from direction sign and level significant where all variables has direction which is positive and significant because value is < 0.05 and $t_{\text{count}} > t_{\text{table}}$, at t_{table} can be obtained by formula $df = nk = 100 - 4 = 96$ with $0.05 = 5\% : 2 = :2 = 0.025$ then is obtained $t_{\text{table}} (0.025; 100) 1.984$. In the table of t test results above, can known as following:

a) Hypothesis 1: Leadership has a significant positive effect on employee performance

Based on results calculation variable Leadership (X_1) effect significant on Employee Performance (Y) obtained value significant equal to $0.000 < 0.05$ where H_0 rejected and H_a accepted, then t_{count} equal to $6,641 > t_{\text{table}} 1,984$ where H_0 rejected and H_a accepted.

b) Hypothesis 2: The work environment has a significant positive effect on employee performance.

Based on results calculation variable Work Environment (X_2) effect significant on Employee Performance (Y) obtained value significant of $0.030 < 0.05$ where H_0 rejected and H_a accepted, then t_{count} of $2,201 > t_{\text{table}} 1,984$ where H_0 rejected and H_a accepted.

c). Hypothesis significant positive effect on employee

Based on (X_3) significant Employee Performance (Y) obtained value significant of $0.003 < 0.05$ where H_0 rejected and H_a accepted, then $t_{\text{count}} 3,055 > t_{\text{table}} 1,984$ where H_0 rejected and H_a accepted.

4.2 Discussion

a. The Effect of Leadership on Employee Performance

The results showed a positive influence between the variables Leadership (X_1) on Employee Performance (Y). statement is according with test T is carried out , namely $t_{\text{count}} 6.641 > t_{\text{table}} 1.984$ Or level significance $0.000 < 0.05$, then hypothesis in

research this H_0 rejected and H_a accepted. means that there is influence between Leadership variable (X_1) on Employee Performance (Y) on employees of PT. Glory Industrial Semarang.

The results of the study are in line with research conducted by Kusrihandini (2017), Dewi and Adhita Maharani (2018) and Potu and Aurelia (2013) which state that leadership simultaneously and partially has a positive and significant effect on employee performance.

b. Effect of Work Environment on Employee Performance

The results research show there is influence positive between variables Work Environment (X_2) on Employee Performance (Y). The statement is according with test T is carried out , namely $t_{count} 2.201 > t_{table} 1.984$ Or level significance $0.030 < 0.05$, then hypothesis in research this H_0 rejected and H_a accepted. means that there is influence between variables Work Environment (X_2) on Employee Performance (Y) on employees of PT. Glory Industrial Semarang.

The results of this study are consistent with the results of research conducted by Dewi, Adhita Maharani (2018), Aurelia Potu (2013) and Kusniawati, Nurhayati, Herlina (2014) which state that the work environment has a strong relationship and has a significant effect on employee performance

c. Effect of Compensation Against Employee Performance

The results research show there is influence positive between variables Compensation (X_3) against Employee Performance (Y). statement The according with test T is carried out , namely $t_{count} 3,055 > t_{table} 1,984$ Or level significance $0.003 < 0.05$, then hypothesis in research this H_0 rejected and H_a accepted. means that has influence between variables Compensation (X_3) on Employee Performance (Y) on employees of PT. Glory Industrial Semarang.

The results of this study are consistent with the results of research conducted by Arifudin (2019) which states that the work environment has a strong relationship and has a significant effect on employee performance.

V. Conclusion

1. Leadership has a positive effect on employee performance. . Glory Industrial for the better.
2. Work environment has a positive effect on employee performance. This means that with a safe and comfortable environment it will improve the performance of the employees of PT. Glory Industrial Semarang for the better.
3. Compensation has a positive effect on employee performance. This means that with compensation/appreciation from the company, it will provide encouragement for employees so that their performance is even better.

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