

## THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT PT. BUMI MEKAR HIJAU

Agussalim<sup>1</sup>, Hamdan<sup>2</sup>, Popya Enika<sup>3</sup>

University of Palembang<sup>1,2,3</sup>

[agussalim@unpal.ac.id](mailto:agussalim@unpal.ac.id), [hamdan@unpal.ac.id](mailto:hamdan@unpal.ac.id)

**Abstract** :This study examines the analysis of the effect of leadership style and organizational culture on employee performance at PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir, South Sumatra Province. The purpose of this study is to determine whether the leadership style has a partial influence on employee performance at PT BMH then to determine whether the organizational culture has a simultaneous influence on employee performance at PT BMH and to determine which is more dominant between the influence between leadership style and organizational culture on employee performance at PT BMH. The R number is obtained 0, meaning that the correlation between the leadership style and organizational culture variables is 0.816, this means that there is a strong relationship because the value is close to 1. While the results of R Square (R<sup>2</sup>), which shows the coefficient of determination. This figure will be converted to percent form which means the percentage contribution of the dependent variable. The R<sup>2</sup> value of 0.569 means that the contribution of leadership and motivation to job satisfaction is 56.9% while the rest is influenced by other variables not included in this study.

**Keywords:** Employee Performance, Leadership Style, Organizational Culture.

---

### INTRODUCTION

In an organization, leadership is a very important role, leaders must be able to influence and move subordinates so that they can achieve organizational goals effectively and efficiently, namely a maximum work spirit. To achieve organizational goals as expected, an appropriate leadership style is needed. Humans are one of the most important elements in an organization. Whatever the form and activities of the organization, humans always play an important role in it, even though every human being has different goals or individual interests. It is individual goals that will be united into a common goal in the organization. In realizing the ability to organize needed a leader, because they are the ones who have the ability to influence and move other humans to work towards achieving goals. This proves that leadership is the motor or driving force of all components in an organization.

An organization is a place where people carry out activities in order to achieve goals. These goals can be in the form of personal goals of members or global goals of the organization. To achieve organizational goals, it needs qualified human resources. Human resources who have good performance and productivity will support the company in achieving its goals. Therefore the company must have appropriate reciprocity to improve. Likewise subordinates as drivers of organizational activities, not only seen as organizational assets but how to treat them humanely as human beings who need appreciation. each. Where the leadership system carried out in the company concerns the relationship between leaders and subordinates. Likewise with an organization engaged in the industrial sector in particular, namely the influence of leadership style in the effort of employee morale. The influence of leadership style is an important thing that needs to be considered by each individual because, with education, people can understand and understand the development of the world and everything in it. Employee morale is the emotional attitude of employees who are fun and love their work (Hasibuan, 2015:105). Morale reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. As a collection of feelings, morale is dynamic. (Luthan 2016: 78) states that morale is highly dependent on how an individual perceives a person in carrying out their

duties at work so it is subjective for the individual who carries it out. In organizations, calculations can occur between the employees themselves and the leaders themselves. , it happened because of the many people who exist in the company, because each has different traits, attitudes, desires, personalities, and interests. Many kinds of conflict have implications, and if handled properly will continue to stress and pressure felt by employees and will ultimately cause the influence of leadership style and employee morale to decrease. In response to this, a leader in an organization is the most important thing in determining the implementation of an organizational condition.

Leadership is a way for a leader to influence the behavior of subordinates, so they want to work productively to achieve company goals (Hasibuan, 2015: 109). Decisions taken by a leader or manager not only affect success but also affect satisfaction, employee behavior, and performance. Employees who can accept the leader's decisions well will ultimately create efficiency and effectiveness throughout the organization. Organizational culture in a company is a tool to unite every individual who carries out activities together (Kreitner and Kinicki, 2015:532)

According to Armstrong (2019) Organizational culture or corporate culture are values, norms, beliefs, attitudes and assumptions which form how people in the organization behave and do things that can be done. Values are what people believe in behaving in organizations. Norms are unwritten rules that regulate one's behavior. According to Robbins (2016: 289), organizational culture is a shared perception held by members of the organization, and is a system of shared meaning. According to Molenaar (2012) Culture has full power, influencing individuals and their performance even in the work environment. From various definitions, it can be concluded that organizational culture is a perception that is shared by members of the organization that influences individuals in carrying out activities.

PT Bumi Mekar Hijau, Ogan Komering Ilir Regency (OKI) is a company engaged in the Industrial Plantation Forest to replant industrial crops whose lands have experienced fires. Fulfillment of these seeds is obtained by own production and purchase of seeds from outside. There are two types of seeds needed for staple crops, namely Mangium and Crassiacarpa. Some nurseries at PT Bumi Mekar Hijau are being carried out by contractors and by acacia plant seed companies which can be planted in 3-month-old plant areas. PT Bumi Mekar Hijau's working area of 250,370 hectares is located in the government administration area of Ogan Komering Ilir Regency, South Sumatra Province and is included in the area of Tulung Selapan District, Cengal, work of PT. Bumi Mekar Hijau. Employee performance of PT. Bumi Mekar Hijau is still seen from the performance of employees who have not worked well, PT Bumi Mekar Hijau employees have not been able to complete work quickly and on time, employee performance has not reached the targets set by the company, have not done the job properly and correctly, company goals are also often not achieved properly because employees who work often do not pay attention to work procedures so that the tasks given are not maximally carried out. Lack of motivation of employees at PT. Bumi Mekar Hijau is also caused because employees do not get encouragement and direction in doing work because it is triggered by the relationship between fellow employees who behave individually. Lack of relationship between employees, Even as a leader or boss, they don't provide encouragement to foster enthusiasm and motivation for employees, then employees who work in the field are also not given health and safety guarantees like BPJS from the company. So employees are lazy at work and often pile up work. This is what reduces employee performance because employees do not work optimally. This is demonstrated by the evaluation of human resources every month for employees. grow and develop because the evaluation of human resource management contained in it is able to stimulate the morale of existing human resources so that with a good evaluation of human resources it is hoped that it can improve employee performance in achieving company goals.

Based on the phenomena that occurred above, the writer is interested in conducting research with the title " The Influence Of Leadership Style and Organizational Culture on Employee Performance at PT. Bumi Mekar Hijau Ogan Komering Ilir South Sumatra Province"

### METHODS

This research was conducted at the management unit location of PT. Bumi Mekar Hijau, Ogan Komering Ilir Regency, South Sumatra Province. The head office is located at Jl. R. Sukanto, Komplek Ruko PTC Blok I No. 60-63, Kemuning Village, Ilir Timur II District, Palembang. The scope of this research is to discuss and analyze the problems in this study so as not to deviate. This research only limits the problem regarding the influence of leadership style and organizational culture on employee performance.

According to (Subiyanto: 2018: 6) The research design used in this study is a qualitative descriptive research design because researchers want to find facts and interpret the "Influence of Leadership Style and Organizational Culture on Employee performance PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir, South Sumatra Province". This research use primary and secondary data.

According to Sugiyono (2018: 130)The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are applied by research to be studied and then conclusions are drawn. Where the population is 100 people.

According to Sugiyono (2018: 115). The sample is part of the number of characteristics possessed by the population. If the population is large, it is impossible for research to study everything that exists, so it uses a sample as research material.To determine the number of samples in this study using the Slovin formula which is written as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information:

$n$  =Number of Samples

$N$  = Total Population

$e$  = Percent of inaccuracy due to sampling errors that can still be tolerated, namely 0.1 or 10%.

With a population ( $N$ ) of 100 and an error rate ( $e$ ) of 10%, the number of samples is as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$= \frac{100}{1 + (100 \times 0,1^2)}$$

$$= \frac{100}{(1 + (100 \times 0,01))}$$

$$n = \frac{100}{(1 + (1))}$$

$$n = 100 / 2$$

$$n = 50, \text{ so the sample is 50 people}$$

## RESULTS AND DISCUSSION

### Validity test

According to Sugiyono (2018: 445), a valid instrument means that the measuring instrument used to obtain (measure) data is valid. The technique used to measure the validity of the questionnaire question items was the correlation product moment from Karl Pearson (content validity) by correlating each item of the questionnaire question and its total, then comparing  $r$  tables and  $r$  counts. Testing the validity of this study was carried out using the SPSS Ver 22.0 software application. On the results of the research data validity test on the independent and dependent variables, the following results can be obtained:

- In the leadership style variable ( $X_1$ ) that all items from (3 items) are declared valid because the Corrected item total correlation shows greater than  $0 > 0,3$ .
- On the organizational culture variable ( $X_2$ ) that all items from (3 items) are declared valid because the Corrected item total correlation shows greater than  $0 > 0,3$ .
- In the leadership style variable ( $X_1$ ) that all items from (3 items) are declared valid because the Corrected item total correlation shows greater than  $0 > 0,3$ .
- On the organizational culture variable ( $X_2$ ) that all items from (3 items) are declared valid because the Corrected item total correlation shows greater than  $0 > 0,3$ .
- Whereas in the Employee Performance variable ( $Y$ ) that all items from (5 items) are declared valid because the Corrected item total correlation shows greater than  $0 > 0,3$ .

### Reliability Test

The reliability test was carried out to measure the level of consistency between the results of observations with instruments or measuring instruments used at different times. Ghazali in situmorang (2018: 112) states that the technique used to measure the reliability of observations is Cronbach Alpha by comparing the alpha value with the standard, provided that:

1. Cronbach Alpha  $> 0.6$ , the observation instrument is declared reliable
2. Cronbach Alpha  $< 0.6$ , the observation instrument is not reliable

The reliability test is a continuation of the validity test where the items included in the test are valid only. (Priyanto, 2012). According to Priyanto, reliability less than 0.6 is not good, while 0.7 is acceptable and above 0.8 is good.

- Leadership Style Variable Reliability ( $X_1$ )  
The results of calculating the reliability value of Cronbach Alpha for the education variable with the help of SPSS 22.0 is 0.765. This means that the 2 statement items used as indicators on the education variable ( $X_1$ ) are reliable.
- Organizational Culture Reliability ( $X_2$ )  
The results of calculating the Cronbach Alpha reliability value for the variable Motivation with the help of SPSS 22.0 is 0.855. This means that the 3 statement items used as indicators in the Training variable ( $X_2$ ) are reliable.
- Employee Performance Reliability ( $Y$ )  
The results of calculating the reliability value of Cronbach Alpha for the variable Job satisfaction with the help of SPSS 22.0 is 0.868. This means that the 5 statement items used as indicators on the variable Job Satisfaction ( $Y$ ) are reliable. The results of the reliability test in more detail can be seen in the following table:

**Table 1. Reliability Test Results**

| Variable               | Alpha Cronbach ( $\alpha$ ) | Status      |
|------------------------|-----------------------------|-------------|
| Leadership Style       | 0.765                       | Reliability |
| Organizational culture | 0.855                       | Reliability |
| Employee performance   | 0.868                       | Reliability |

Source: SPSS 22.0

**Table 2. Models Summary**

| Model | R     | R Square | Adjusted R Square | std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | ,816a | ,759     | ,079              | 3.44403                    |

Predictors: (Constant), Leadership Style, Organizational Culture

Source: SPSS 22.0

The coefficient of determination (R<sup>2</sup>) basically measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is zero or one. The small value of R<sup>2</sup> means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

- R in multiple regression analysis shows a correlation between the two independent variables and one dependent variable. The R number is 0, meaning that the correlation between the leadership style variable and organizational culture is 0.816, this means that there is a strong relationship because the value is close to 1.
- R Square (R<sup>2</sup>) which shows the value of the coefficient of determination. This figure will be changed to the form of a percentage, which means the percentage of contribution to the influence of the dependent variable. The R<sup>2</sup> value is 0.659, meaning that the contribution of leadership style and organizational culture to employee performance is 65.9%, while the rest is influenced by other variables not included in this study.

### Multiple Regression Test

Data obtained from respondents in this study were analyzed using multiple linear regression models with the aim of knowing the magnitude of the contribution of the independent variables in this study, namely Education (X<sub>1</sub>) and Training (X<sub>2</sub>) to predict Employee Performance variables (Y) as the dependent variable, so that it can also be explained about the independent variables that have the most influence on the dependent variable. Data management is carried out using the SPSS 22.0 program with the results as shown in the following table:

**Table 3. Regression Coefficient Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | std. Error | Beta                      |       |      |
| 1     | (Constant) | 13,736                      | 6,932      |                           | 7,558 | ,000 |
|       | Education  | ,389                        | ,377       | ,154                      | 3,498 | ,000 |
|       | Exercise   | ,250                        | ,342       | .060                      | 3,248 | ,001 |

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS V 22.0 data processing results

Table 3. can be explained as follows:

Column B shows the regression coefficient values for the constants and each independent variable (X<sub>1</sub> and X<sub>2</sub>) column (std. Error) shows the standard error value for the regression coefficient parameter, column (beta) shows the magnitude of the standardized regression coefficient or shows the path coefficient, column ( t ) shows the t-count value for each parameter coefficient column ( sig ) shows the magnitude of the opportunity for errors to occur.

$$Y = a + b_1 X_1 + b_2 X_2$$

$$Y = 13.736 + 0.389 X_1 + 0.250 X_2$$

Where :

- Y = Employee performance  
 $X_1$  = Leadership Style  
 $X_2$  = Organizational Culture  
 $a$  = constant  
 $b_1 b_2$  = regression coefficient

Taking into account the multiple linear regression equation, it is known that the regression coefficient value of each independent variable indicates the amount of value contributed by each independent variable to the dependent variable assuming the other independent variables are considered constant. The coefficient value that has a positive sign means that if the independent variable increases or increases, it will encourage an increase in the value of the dependent variable, and vice versa. A detailed explanation of each variable is as follows:

- The constant number of the unstandardized coefficient which in this study is 13.736 this number is a constant number which has a meaning: if the variables of leadership style and organizational culture are 0, then the total performance is 13.736
- The regression coefficient  $X_1$  is 0.389. This figure means that for every additional 1% discipline, performance will increase by 0.389%.
- The regression coefficient  $X_2$  is 0.250. This figure means that for every additional 1% communication, performance will increase by 0.250%.

### Test individually (T test)

The t test shows how much influence the independent variables consist of leadership style ( $X_1$ ) and organizational culture ( $X_2$ ) have a significant influence individually (partially) on employee performance (Y).

In this case to find out whether the variables of commitment and work discipline partially influence or not significantly on performance. The test uses a significant level of 0.05 and 2 sides. This test is carried out by comparing the value of t arithmetic t table. The t table value is obtained from the statistical table with a significance of  $0.05/2 = 0.025$  and degrees of freedom  $df = 45-2 = 43$  so that the results obtained for the table are 1.987. While the calculated t value obtained from partial analysis can be seen in table 4.2.4 as follows:

**Table 4. Partial analysis**

| Variable               | t count | r table | Sig   | Connection | Information |
|------------------------|---------|---------|-------|------------|-------------|
| Leadership Style       | 4,598   | 1,984   | 0.000 | Positive   | Significant |
| Organizational culture | 3,248   | 1,984   | 0.000 | Positive   | Significant |

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS V 22.0 data processing results

- Testing the leadership style variable ( $b_1$ ) with the hypothesis:

$H_0$  = leadership style regression coefficient partially has no effect on employee performance

$H_1$  = regression coefficient of leadership style partially affects employee performance

Based on the results of the t count output obtained at 4.598. To find a t table at a significant 0.05 with degrees of freedom  $df = nk$  or  $45-2 = 43$ , the value for t table is 1.984. Because t count (4.598) > t table (1.984), then  $H_1$  is rejected,  $H_0$  is accepted, meaning that leadership style partially influences employee performance.



**Testing the organizational culture variable (b2) with the hypothesis:**

$H_0$  = regression coefficient of organizational culture partially does not affect employee performance.

$H_1$  = the regression coefficient of organizational culture partially influences employee performance.

Based on the results of the t count output obtained at 3.248. To find 00.5 with the degree of leadership style  $df = nk$  or  $45-2 = 43$ , the t table value is 1.984. Because t count (3.248) > t table (1.984), then  $H_0$  is rejected,  $H_1$  is accepted, meaning that leadership style and organizational culture partially affect employee performance.

**Test Together ( test f )**

The F-test or joint regression coefficient test is used to determine whether the dependent variable is jointly. In this case to find out whether the variables of leadership style and organizational culture have a significant effect or not on employee performance. The test uses a significant level of 0.05.

**Table 5. ANOVA**

| Model |            | Sum of Squares | Df | MeanSquare | F     | Sig.  |
|-------|------------|----------------|----|------------|-------|-------|
| 1     | Regression | 4,645          | 2  | 2,323      | 7,185 | ,000b |
|       | residual   | 226,593        | 18 | 12,588     |       |       |
|       | Total      | 231,238        | 20 |            |       |       |

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), ORGANIZATIONAL CULTURE, LEADERSHIP STYLE

Source: SPSS V 22.0 data processing results

$H_0: b_1, b_2 = 0$ , meaning that together there is no positive and significant effect of the independent variables ( $X_1, X_2$ ), namely leadership style and organizational culture on employee performance as the dependent variable (Y).

$H_1 : b_1, b_2 \neq 0$ , meaning that simultaneously there is a positive and significant influence of the independent variables ( $X_1, X_2$ ), namely in the form of leadership style and organizational culture on employee performance as the dependent variable (Y).

$H_0$ : There is no influence of leadership style and organizational culture partially on employee performance at PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir South Sumatra Province.

$H_0$ : There is no influence of leadership style and organizational culture together on employee performance at PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir South Sumatra Province.

Based on the results of the output, the calculated F is 7.185. To find the F table at a significance of 0.05 with degrees of freedom  $df = nk$ - or  $45-2 = 43$ , the value for the F table is 3.087. Because F count (7.185) > F table (3.087), then  $H_0$  is rejected,  $H_1$  is accepted, meaning that education and training simultaneously affect employee performance.

**Discussion**

Based on the results of calculations and analysis in the previous section, it can be seen that leadership style and organizational culture affect employee performance in PT. Bumi Mekar Hijau (BMH) of Ogan Komering Ilir, South Sumatra Province is very high. This shows that in work leadership style and organizational culture on employee performance at PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir South Sumatra Province have a high leadership style. the most

dominant leadership style of organizational culture on employee performance, meaning that employees are PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir South Sumatra Province. more have the urge to relate to people on a social basis. So employees at this company will do better at work if they are praised for their pleasant attitude and teamwork.

Based on the results of the leader PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir South Sumatra Province assigning tasks and handing over to his subordinates how to complete them, leaders discuss with subordinates, and emphasize the importance of establishing good relations with subordinates. But not emphasizing the importance of tasks and asking subordinates to carry out tasks as well as possible, not pressing subordinates to complete tasks as soon as possible, and telling subordinates not to damage relationships with other people. So far, leadership has been implemented based on the participation of existing subordinates.

Response to performance is high. So in terms of management, it turns out that the quality of the work of employees is in accordance with the standards. In a company, employees are able to complete work on time, employees are able to use working time effectively, employees have a high level of independence, and employees have a high commitment to their work. But the quantity of employee work is not in accordance with what the company wants and is included in the low category. So this must be corrected and improved in the future.

The results of the regression analysis show that there is a positive and significant influence between leadership style and work organizational culture on employee performance. This means that the higher the employee's work motivation, the employee's performance will increase as well. The results of this study are consistent with and consistent with research conducted by Jamali (2015) which concluded that there is a positive influence between organizational culture and work motivation on employee performance. Also supports research conducted by Mashuri (2017) which states that there is a significant influence between leadership style and organizational culture on employee performance.

## CONCLUSIONS

### Conclusion

Based on observations and analysis of research data conducted. So the researchers took the following research: that education and training did not significantly influence the performance of employees at PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir South Sumatra Province, this can be seen from statistical analysis:

#### a. The coefficient of determination ( $R^2$ )

On the results of R square ( $R^2$ ) A value of 0.659 is obtained, meaning that the percentage of education and training contributions to employee performance is 65.9%, while the remaining 34.1% is influenced by other variables not included in this model.

#### b. T test (partially)

- Testing the leadership style variable ( $b_1$ ) with the hypothesis:

Based on the results of the t count output obtained at 4.598. To find a t table at a significant 0.05 with degrees of freedom  $df = nk$  or  $45-2 = 43$ , the value for t table is 1.984. Because t count (4.598) > t table (1.984), then  $H_1$  is rejected,  $H_0$  is accepted, meaning that education partially affects employee performance.

- Testing organizational culture variables ( $b_2$ ) with the hypothesis:

In the variables of leadership style and organizational culture (X) it is obtained that the t count is 3.248. To find 0.05 with a degree of education  $df = nk-1$  or  $100-2-1 = 97$ , the value for t table is 1.984. Because t count (4.116) > t table (3.248), then  $H_0$  is rejected,  $H_1$  is accepted, meaning that education and training partially affect employee performance.



c. F test (together)

Based on the results of the output, the calculated F is 7.185. To find the F table at a significance of 0.05 with degrees of freedom  $df = nk-1$  or  $100-2-1 = 97$ , the value for the F table is 3.087. Because F count (7.185) > F table (3.087), then  $H_0$  is rejected,  $H_1$  is accepted, meaning that education and training simultaneously affect employee performance.

### **Suggestion**

Suggestions that can be conveyed from the research results are as follows:

1. For Business units PT. Bumi Mekar Hijau (BMH) Ogan Komering Ilir South Sumatra Province,
  - a. Bosses (managers) are expected to be better able to communicate well with employees in the company to explain carefully the goals to be achieved by the company. Submission of unclear company goals will result in not achieving the maximum goals of the company. A company's success is measured when the stated goals are achieved.
  - b. Organizations should be able to improve or direct employees so that the company becomes an important concern for them. The continuity of the company can run smoothly if employees are always present in various situations in the company, especially if there are obstacles that occur.
2. For Further Research
  - a. The research is expected to be able to use more than one subject or compare one company to another, such as private companies and state agencies, so that the research data is more varied and has better generalization abilities.
  - b. In future research, researchers should pay more attention to the questions asked so as not to cause bias by asking questions to second parties or superiors who know the work of the respondents.
  - c. In future research, researchers should pay attention to the instruments used, for example by making interesting or colorful questionnaires, giving prizes to respondents, and so on.

### **REFERENCES**

- Agung ,Roscahyo. (2018). *Manajemen Sumber Daya manusia*. Yogyakarta.
- Acep Rochmat Sunarwan. (2014). *Pengaruh Gaya Kepemimpinan, Motivasi, Disiplin Kerja Terhadap Kinerja Karyawan pada PT. Financia Multi Finance*.
- As'ad, Moch (2015). *Psikologi Industri*.Liberty: Yogyakarta.
- Bryan Johannes Tampi.(2014). *Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan pada PT. Bank Negara Indonesia, Tbk (Regional Sales Manado)*.
- Gomes, Faustino C.(2018). *Manajemn Sumber Daya Manusia*.Andi:Yogyakarta.
- Hasibuan, SP Melayu.(2015). *Manajemen Sumber Daya Manusia*. Edisi Revisi, Bumi Askara: Jakarta.
- Luthan, Fred. (2016). *Perilaku Organisasi*.Andi: Yogyakarta.
- Pangabeian, Mutiara S.(2018). *Manajemen Sumber Daya Manusia*. Ghalia Indonesia: Bogor.
- Rivai, Veithzal. (2016). *Kepemimpinan dan Prilaku Organisasi*, Edisi Ketiga. Rajawali Press: Jakarta.
- Robbins, Stephen P. (2015). *Perilaku Organisasi*, Edisi Kesepuluh. Indeks Ruvendi: Jakarta.
- Siagian, Sondang P. (2018). *Manajemen Sumber Daya Manusia*. Bumi Aksara: Bandung.
- Situmorang, Syafrizal Helmi. (2018). *Analisis Data Penelitian*. USU Press: Medan.
- Sugiyono, (2018). *Metode Penelitian Bisnis*. Alfabeta: Bandung.

- Siti Mujiatin. (2011). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Di Yayasan Pendidikan Sinar Husni.
- Thoha, Miftah. (2015). Kepemimpinan Dalam Manajemen. Rajawali Press: Jakarta.
- Winardi dalam Veithzal Rivai. (2017). Gaya Kepemimpinan. Bumi Aksara: Bandung.