
The Influence of Millennial Leadership in the 4.0 Era on Employee Performance

Edi Komara

STIE Indonesia Banking School

edi.komara@ibs.ac.id

Abstract

The purpose of this research is to determine the influence of leadership style, motivation and work environment on PT XYZ employee performance. The method used in this research is the data collection method through a questionnaire which is measured using a Likert scale diagram. The sampling method used a saturated sampling technique using all employees as the population and obtained 62 respondents. This research is quantitative research using an associative strategy. Data processing using SPSS version 25 for Windows with Multiple Linear Regression Test. This multiple linear regression analysis test aims to determine the relationship between Leadership Style, Work Motivation and Work Environment which influence employee performance. The results of the research show that Leadership Style, Work Motivation, and Work Environment partially have a positive and quite significant effect on Employee Performance.

Keywords

leadership style; motivation; work environment; employee performance

Introduction

Human Resources (HR) are productive individuals who work as drivers of an organization, both within institutions and companies who function as assets and must be trained and developed. HR is the main element of an organization compared to other resource elements such as capital and technology, because humans themselves control other factors (Susan, 2019). Leadership style involves the process of influence in setting organizational goals, encouraging follower behavior to achieve these goals, and influencing team dynamics and organizational culture (Wulandari, 2021).

Generation Z is the newest generation to enter the workforce, while Baby Boomers are the oldest. Each of these generations coexists with others within the organization, meaning that dealing with a diverse workforce is a necessity. Additionally, as generational diversity has become the norm in organizations around the world, it is vital for employees to understand the nature and members of each generation as this can have a positive impact on organizational success (Kaifi et al., 2017; Salahuddin, 2020).

Another factor that influences performance is that a comfortable working environment will make the employees who work there have motivation so that it will increase their performance and can provide assistance in reducing feelings of boredom and fatigue, and provide increased employee satisfaction and performance. The work environment is also the place where an employee's work is carried out in the form of facilities and equipment, work atmosphere, and workplace environment (Mulyah S. W, 2020). Apart from that, motivation is also closely related to performance.

The importance of motivation requires company managers to be responsive to employee desires. Business managers carry out observations not only of employees, but of their families and environment, so that the company finds things that motivate employees to work. (Themba & Amin 2021).

In order to effectively influence, direct group activities, and coordinate members' goals with organizational goals, a leader must pay

attention to their leadership style. A successful leadership approach is one that can inspire employees to work hard. A leader must consider the diverse abilities, experiences, personalities and motives of each person he leads, according to Widyatmini and Hakim in (Junaidi & Susanti, 2019). The form of this research is a model modification or research modification from the results of previous research, namely Bagasworo, (2021) by taking Motivation & work environment as independent variables, Work Performance as the independent variable.

Theoretical Foundations

Employee performance

Performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements. According to Fahmi in Purnomo, (2021) Employee performance is the work result that has been achieved by a person based on their work behavior in carrying out work activities.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon together. Performance is the result of work, both in terms of quality and quantity, achieved by a person in carrying out tasks according to the responsibilities given. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. (Sutrisno, 2016).

Leadership Style

Leadership is a style, method, process and strategy, where a person is able to manage his subordinates, and his subordinates consciously demonstrate the behavior of following directions in carrying out work voluntarily. Leadership style is a complex way and process in which a person influences other people to achieve a mission, task or goal and direct the organization in a more reasonable way (Kusnawan & Marbun, 2022). Meanwhile, a leader is a person who allows or influences his subordinates to act and work according to the directions given (Silaswara et al., 2021).

Leadership style is a series of characteristics used by leaders to influence their subordinates to achieve organizational goals. Leadership style is a complex way and process in which a person influences other people to achieve a mission, task or goal and direct the organization in a more reasonable way. Leadership style is a way for leaders to influence their subordinates, so that they are willing to cooperate and work productively to achieve organizational goals (Hasibuan, 2013). Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Rivai, 2014)

Motivation

Motivation can be understood as human strength (energy) which can generate a certain decision and enthusiasm in carrying out an activity both from within (internal motivation) and from outside (external motivation). Motivation is the result of a person's interaction with certain situations. Work motivation is the willingness to exert high levels of effort to achieve organizational goals that are conditioned by the ability of the effort to meet certain individual needs (Putra & Adriansyah, 2019).

Work motivation is an encouragement that fosters an individual's desire and increases the level of work in order to achieve job satisfaction in order to realize high quality performance (Padave et al., 2021). Motivation can be the basis for employees to work optimally and carry out high quality work actions. An employee's motivation has a major impact on their performance. Because in general, if the business supports the implementation of their obligations, employees will have high work productivity. Motivation is the willingness to exercise high levels of effort to achieve organizational goals which are conditioned by the ability of the effort to meet certain individual needs.

Work environment

The work environment is an institution that comes from outside and has the power to influence performance within the company. The work environment is the entire environment in which employees work, including the tools and materials used, methods and work arrangements, both individually and in groups. The work environment also has the potential to influence the success of

the organization in achieving its goals, because it shows the main forces inside and outside the organization (Widanegara & Sukarno, 2022).

According to Meilina & Sardanto (2020) The work environment is the entire environment of an employee's workplace, including the tools and materials used, work methods and arrangements, both individually and in groups. The work environment also has the potential to influence the success of an organization in achieving its goals, because it shows the main forces inside and outside the organization.

Maintaining a good working environment or creating working conditions that can motivate employees to work can affect employee morale. Conversely, if the working environment is inadequate, this can have a negative impact on employee performance productivity. The working environment can be said to be good if the working environment is healthy, comfortable and makes an impression on workers when carrying out their work (Sutrisno, 2020). The work environment is divided into two types, namely the physical work environment and the non-physical work environment.

Hypothesis Development

The Influence of Leadership Style on Employee Performance

Leadership as a group of processes, personality, fulfillment, certain behaviors, persuasion, authority, goal achievement, interaction, role differentiation, and initiation of structure. Iqbal et al. (2015), Chandra (2016), Jayanti and Wati (2019) in their research show that leadership style has a positive effect on employee performance variables. Based on the statement above, the second hypothesis of this research is:

H1: Leadership style has a positive effect on employee performance.

The Influence of Motivation on Employee Performance

Motivation is a condition that provides encouragement in a person described as desire, will, and motivation. Motivation includes effort, perseverance, and purpose.

Based on research conducted by Arisanti et al., (2019), it shows that partially the work motivation

variable has a significant effect on employee performance. This is reinforced in research by Azas et al., (2019) showing that work motivation simultaneously has a positive and significant effect on employee performance.

H2: Work Motivation has a positive influence on Employee Performance

The Influence of the Work Environment on Employee Performance

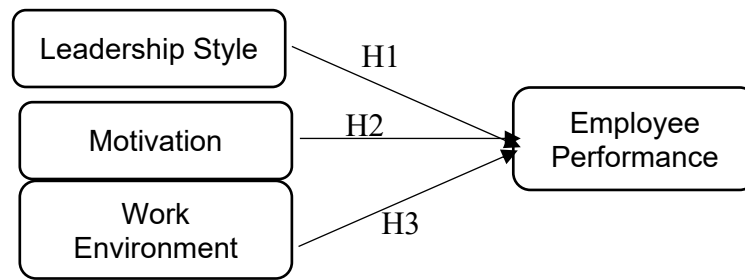
The work environment is the totality of the employee's work environment, including the tools and materials used, the methods and arrangements for working both individually and in groups, and the work arrangements for working both individually and in groups. Research conducted by (Rahmawanti et al., 2014) shows that the results of simultaneous tests show that the work environment has a significant influence on employee performance. This is reinforced by research (Yuliana, 2016). The results of this research show that the work environment has a positive and significant effect on employee performance.

H3: The work environment has a positive influence on employee performance

Research methodology

The objects of this research are employees of PT Smart Technology. This research focuses on problems regarding Leadership, Work Motivation, work environment, and employee performance among PT Smart Technology employees.

Population according to Sugiyono (2016:56) is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to draw conclusions. The population in the study were PT Smart Technology employees, totaling 153 employees. The sample used by the Slovin formula was 62 respondents. The sampling method in this research used the Saturated Sampling Technique. This research is quantitative research using an associative strategy. Data processing using SPSS version 25 for Windows with Multiple Linear Regression Test.



Source: Author

Figure 1. Research Mode

Table 1. Operational variables

Variabel	Indikator
Leadership Style	LS1: Leaders make decisions after receiving suggestions or proposals from subordinates LS2: Leaders always motivate them to be able to carry out their duties as well as possible LS3: Leadership always communicates well so that the message conveyed is as clear as possible LS4: Leaders are responsible for all work that has been given to their subordinates. LS5: Leaders can control their emotions well (Alimudin & Sukoco, 2017)
Motivation	MV1: Physical needs in the form of incentives and facilities provided have been able to meet my living needs. MV2: My work environment is safe and comfortable. MV3: My colleagues and I have a good relationship and support each other. MV4: My performance is appreciated by my superiors both in quality and quantity (Robbins, 2016)
Work Environment	WE1: My work space has sufficient lighting WE2: The room has sufficient air. WE3: The cleanliness of the company makes me feel comfortable at work WE4: Employees use protective equipment that meets safety standards WE4: The company determines the number of hours employees work within a certain time (Nitisemito, 2015)
Employee performance	EP1: Have quality in completing tasks at work EP2: Have a work quantity of work achievements. EP3: Have employee responsibility and carry out duties well. EP4: Carry out the tasks assigned by the company very seriously and be ready to bear all risks EP5: Managers set rules within the company and employees (Sutrisno, 2016)

Results and Discussion

Data analysis results

Data Quality Test with Validity Test of all variables (X1, X2 and X3) Leadership Style, Work Motivation and Work Environment and (Y) Employee Performance are said to be valid. From the reliability test output, it shows that the alpha coefficient value of all instrument items is > 0.60, meaning that all data items (instruments) can be trusted for their reliability and it can be concluded that all items (items) used are reliable. The Work

Motivation and Work Environment variables are said to be very reliable because the Cronbach Alpha value is above 0.80, while the Leadership Style and Employee Performance variables are said to be reliable because the Cronbach Alpha value is above 0.60. This valid statement is reliable so that the next stage of data processing can be carried out.

The Classical Assumption Test produces a sig value of 0.066, meaning the significant value is

0.066 > 0.05 and therefore the data can be said to be normal. The value of the independent variable is smaller than the VIF value, namely $2,284 < 10$ (X1), $2,022 < 10$ (X2) and $1,200 < 10$ (X3), so it can be concluded that multicollinearity does not occur.

Another test, the heteroscedasticity test, aims to test whether in the regression model there is inequality of variance from the residuals from one observation to another. Leadership Style sig value is $0.619 > 0.05$, Work Motivation sig value is $0.816 > 0.05$ and Work Environment sig value is $0.147 > 0.05$. So it can be concluded that the regression model does not experience heteroscedasticity, which means that there is no similarity in variance between one observation and another regarding the variables Leadership Style (X1), Work Motivation (X2) and Work Environment (X3) and Employee Performance (Y).

Hypothesis Test Results

Researchers present data processed using SPSS tools. Multiple Linear Regression Test. The test results in table 1.

$$Y = 39.782 + 0.374X1 + 0.266X2 + 0.190X3$$

The constant value of a is equal to this, meaning that if the variable values for Leadership Style, Work Motivation and Work Environment are assumed to be constant and zero then Employee Performance is equal to 39,782. Employee Performance Values. Leadership style has an influence on employee performance of 0.374 or 37.4%. Work Motivation has an influence on Employee Performance of 0.266 and the coefficient of the Work Motivation variable has a positive value, which means there is a positive relationship with Employee Performance. The

work environment has an influence on employee performance of 0.190 and the coefficient of the work environment variable has a positive value, which means there is a positive relationship with employee performance.

This t test aims to answer the hypothesis, before carrying out this test. Hypothesis testing is carried out by comparing the calculated r with the r table.

Leadership Style (X1) on Employee Performance (Y)

The significance value < 0.05 or $0.014 < 0.05$, then H0 is rejected and H1 is accepted. The Leadership Style variable (X2) has a calculated t of 2.529 with a t table = 2.001, so it can be concluded that the Leadership Style variable has a contribution to employee performance. The results of this study conclude that leadership has a significant effect on employee performance, so it can be recommended to company management that leadership aspects need to be instilled in employees, including awareness of responsibility, willingness to sacrifice and courage.

Work Motivation (X2) on Employee Performance (Y)

It can be seen in the coefficients table that there is a significance value < 0.05 or $0.009 < 0.05$, so H0 is rejected and H1 is accepted. The Work Motivation variable (X2) has a t count of 2,688 with t table = 2.001, so it can be concluded that the Work Motivation variable has a contribution to employee performance. The results of this study can be concluded that work motivation provided by the company will improve employee performance.

Table 2. Multiple Linear Regression

Model	Coefficients ^a				
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	39,782	2,075		19,171	,000
Leadership Style	,374	,148	,349	2,529	,014
Work Motivation	,266	,099	,349	2,688	,009
Work Environment	,190	,089	,214	2,138	,037

a. Dependent Variable: EMPLOYEE PERFORMANCE
Source: SPSS data processing

Table 3. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.499	2.223

a. Predictors: (Constant), WORK ENVIRONMENT, WORK MOTIVATION, LEADERSHIP STYLE

b. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS data processing

Work Environment (X3) on Employee Performance (Y)

It can be seen in the coefficients table that there is a significance value < 0.05 or $0.037 > 0.05$, so H_0 is rejected and H_1 is accepted. The Work Environment variable (X3) has a t count of 2.138 with t table = 2.100, so it can be concluded that the Work Environment variable has a contribution to employee performance. The results can be concluded that a good working environment and support provided by other employees as well as a comfortable workplace will improve employee performance.

To measure the ability of the independent variable to the dependent variable. The R2 value shows the ability of the independent variable to explain variations in the dependent variable.

The results of the coefficient of determination (R2) in Table 3, the results of the R2 are 0.524. This means that the percentage of employee performance variables influenced by the Leadership Style, Work Motivation and Work Environment variables is 52.4% and the remainder is influenced by other factors not examined in this research.

Managerial Implications

Managerial Implications Several managerial implications from the findings of this research include:

1. Leadership style has a positive influence on employee performance. However, there is an indicator that has the lowest scale with a value of 4, namely the GK3 indicator "Leaders can always help employees in solving problems when employees are having difficulties" which means that respondents chose a fairly low scale for this indicator. Thus, leaders must always support employees' difficulties. Based on this statement, leaders must be more sensitive to the difficulties of their

subordinates so that they can achieve the desired goals.

2. Work Motivation Has a Positive Influence. However, there is an indicator that has the lowest scale with a value of 3.67, namely the MK1 indicator "My achievement at the current job is very satisfactory" which means the respondent chose a fairly low scale for this indicator. Employees must work harder to feel satisfied in doing something, so that the company can give appreciation to employees.
3. The Work Environment Has a Positive Influence. In the indicator that has the lowest scale with a value of 4, namely the LK4 indicator "The company ensures a supportive work environment so that employees are comfortable at work." which means the respondent chose a scale that was quite low on this indicator. With this, companies must pay more attention to the work environment so that employees are comfortable in carrying out work assigned by the company.
4. Employee performance has an average value of 3.97, however there is an indicator that has the lowest scale with a value of 3.68, namely the KK4 indicator "Need to take action to resolve conflicts in the workplace." which means the respondent chose a scale that was quite low on this indicator. So employees are required to have the courage to make important decisions to resolve conflicts at work.

Conclusions and recommendations

Conclusions

The results of the analysis using SPSS show that all variables have a positive effect on employee performance. Research to test the hypothesis

contained in PT Contract employees. Smartec Teknologi Indonesia (Bantusaku) can be concluded as follows:

There is a significant influence of Leadership Style on Employee Performance, so it can be seen that Leadership Style has an influence on employee performance. There is a significant influence of work motivation on employee performance, so it can be seen that work motivation has an influence on employee performance. There is a significant influence of the work environment on employee performance, so it can be seen that the work environment has an influence on employee performance.

Research Limitations

The limitations faced by researchers are as follows:

There is limited research time, energy and ability of researchers because they have to follow the hours determined by the company. The population of this study is employees from certain divisions, not the whole. In the process of collecting data, the information provided by respondents through questionnaires sometimes does not show the respondents' true opinions, this happens because sometimes there are differences in thoughts, assumptions and understandings for each respondent, as well as other factors such as the honesty factor in filling in the respondents' opinions in the questionnaire.

Recommendation

The research suggestions that can be given based on the research results are as follows:

1. Based on the results of the questionnaire, Company Leaders must pay more attention to Leadership Style, especially the indicators of Leaders being able to solve problems that get the lowest score in the questionnaire. It is recommended that company leaders be better at solving problems, so that these good habits can be passed on to other subordinates so they can decide problems well.
2. Based on the results of the questionnaire, Company Leaders must pay more attention to Work Motivation, especially the indicator that my performance in this job is satisfactory, which got the lowest score in the questionnaire. It is recommended that company leadership employees improve their performance at work in order to

motivate other employees so that employees can motivate each other's work to achieve common goals and company goals.

3. Based on the results of the questionnaire, Company Leaders must pay more attention to the Work Environment, especially the Supportive Work Environment indicator. Get the lowest score in the questionnaire. It is recommended that company leaders provide a positive work environment and provide encouragement and support to employees so that employees are comfortable carrying out their work so that they can achieve common goals between employees and the company.
4. For further research, it is hoped that other variables will be added that can influence employee work performance, because the better the employee's performance, the better it will be for the industry or company. For example, by adding other variables so that the company can be built to be more optimal in achieving what it wants to achieve.

References

- Alimudin, A., & Sukoco, A. (2017). The Leadership Style Model That Builds Work Behavior Through Organizational Culture.
- Arisanti, K. D., Santoso, A., & Wahyuni, S. (2019). Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan Pada PT Pegadaian (Persero) Cabang Nganjuk. *JIMEK: Jurnal Ilmiah Mahasiswa Ekonomi*, 2(1), 101. <https://doi.org/10.30737/jimek.v2i1.427>
- Azas, A. I., Romadhoni, B., & Tamsah, H. (2019). Pengaruh Motivasi Kerja, Kompensasi dan Pelatihan terhadap Kinerja Pegawai pada Rektorat UIN Alauddin Makassar. *YUME: Journal of Management*, 2(1).
- Bagasworo & Kusumasari, (2021), The Effect of Employee Performance Improvement Based on the Influence of Leadership on Organizational Culture and Work Motivation through Work Discipline (Studies on Employees of PT. X Branch of ABC Airport), *Jurnal*

- Ekonomi, Manajemen dan Perbankan (Journal of Economics, Management and Banking) Vol. 7 No. 2 (2021, DOI: <https://doi.org/10.35384/jemp.v7i2.254>)
- Chandra, T. (2016). The Influence of Leadership Styles, Work Environment and Job Satisfaction of Employee Performance--Studies in the School of SMPN 10 Surabaya. *International Education Studies*, 9(1), 131-140.
- Iqbal, N., Anwar, S., & Haider, N. (2015). Effect of leadership style on employee performance. *Arabian Journal of Business and Management Review*, 5(5), 1-6.
- Jayanti, K.T., & Wati, L.N. 2019. Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan dan Dampaknya Terhadap Loyalitas Karyawan. *Jurnal Ekobis: Ekonomi, Bisnis dan Manajemen*. Vol. 9 No. 2.
- Junaidi, R., & Susanti, F. (2019). Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada UPTD Baltekkomdik Dinas Pendidikan Provinsi Sumatera Barat.
- Kaifi. B, Covella. G, McCarthy. V, and Cocoran. D., *Leadership's Role in Employee Retention, Business Management Dynamics* Vol.7, No.05, Nov 2017, pp.01-15
- Kharisma, M., Prasilowati, S. L., & Ayuningtyas, E. A. (2019). Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening. *Jurnal Pengembangan Wiraswasta*, 21(2), 135. <https://doi.org/10.33370/jpw.v21i2.342>
- Kusnawan & Marbun, (2022), Pengaruh Kepemimpinan, Kompensasi, Beban Kerja, dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada PT. Orienta Jaya Abadi, *Prosiding: Ekonomi dan Bisnis*, 2022, 2 (2), pp-p
- Meilina, R., & Sardanto, R. (2020). Dampak Perubahan Lingkungan Kerja Non Fisik Masa Pandemi Covid-19 bagi Karyawan Toserba Barokah Kota Kediri. *Jurnal Penelitian Manajemen Terapan*, 5, 46-56.
- Mulyah, S.W. (2020). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Pada PT. Kendari Exspres. *Jurnal Ilmu Manajemen*. Vol. 6, No.1.
- Nitisemito, A. (2015). *Manajemen Sumber Daya Manusia*. Bandung.
- Padave, P., Kanekar, R., & chande, K. (2021). Emprical study on organisational commitment of employees in Indian Hotel Industry. *Materials Today: Proceedings*, xxxx. <https://doi.org/10.1016/j.matpr.2021.05.654>
- Purnomo, M. W. (2021). Pengaruh Motivasi Terhadap Kinerja Pegawai Pada Kantor Kpu Kabupaten Lampung Tengah. *Jurnal Mitra Manajemen*.
- Putra, D. A., & Adriansyah, A. (2019). Pengaruh Pelatihan Kerja, Motivasi Kerja, dan Employee Engagement terhadap Kinerja Tenaga Ahli Fraksi X DPR RI. *Journal Indonesia Banking School*, 8114.
- Rahmawanti, N. P., Swasto, B., & Prasetya, A. (2014). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan (Studi pada Karyawan Kantor Pelayanan Pajak Pratama Malang Utara). 8(2), 1-9.
- Robbins, S. (2016). *Perilaku Organisasi* (10th ed.). Jakarta.
- Salahudin Permadi, A. P. (2020). Pengaruh Pemanfaatan Teknologi Informasi Dan Komunikasi Terhadap Motivasi Belajar . *Jurnal Pendidikan Guru Pendidikan Dasar*, 16-21
- Silaswara, D., Parameswari, R., Kurniawan, A., Hernawan, E., & Andy. (2021). *Manajemen Sumber Daya Manusia*. In CV. Pustaka Kreasi Mandiri (Issue 1).
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (25th ed.). Bandung Alfabeta. CV.
- Susan, E. (2019). *Manajemen Sumber Daya Manusia*. 2, 952-962.
- Susanty, A., & Baskoro, S. W. (2012). Pengaruh motivasi kerja dan gaya kepemimpinan terhadap disiplin kerja serta dampaknya pada kinerja karyawan (studi kasus pada pt. Pln (persero) apd semarang). *J@ Ti Undip: Jurnal Teknik Industri*, 7(2), 77-84.
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Media Group
- Themba.O.S., & Amin. A., (2021). *Unsur*

- penentu peningkatan kinerja manajemen PT Pos Indonesia (Perserp), *Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi)* Vol. 5 No. 1, 2021, P-ISSN; 2541-5255 E-ISSN: 2621-5306 | Page 380
- Widanegara. A & Sukarno. G, (2022), *Analisis Lingkungan Kerja dan Budaya Organisasi terhadap Kepuasan Kerja di Industri Tas dan Koper (INTAKO) Tanggulangin Sidoarjo*, *Journal of Economics and Business*, 6(1), Maret 2022, 144-149, ISSN 2597-8829 (Online), DOI 10.33087/ekonomis.v6i1.451
- Yuliana, R. (2016). Pengaruh Kepemimpinan, Motivasi, dan Lingkungan Kerja terhadap Kinerja Karyawan (Studi Kasus pada PT. BCA Syariah Semarang). *Jurnal STEI Semarang*, 8(3), 1-23.
- Hasibuan, Malayu S, (2013), *Manajemen Sumber Daya Manusia, Edisi Revisi*, PT. Bumi Aksara, Jakarta.
- Veithzal Rivai dan Sagala, 2013. *Manajemen Sumber Daya Manusia untuk Perusahaan*. Rajawali Pers, Jakarta.

