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Journal of Business and Organization Management



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Vol. 2 No. 1 | May 2023

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Muhammad Ariq Fakhri Utomo, Widhy Tri Astuti, Abdul Ghofar **1-14**

Influence of Job Embeddedness on Employee Performance Mediated by Work Engagement and OCB on Klaten District

Johan Jefriyanto, Hery Sutanto, Tri Mardiana **15-24**

The Influence of Leadership, Work Environment, and Motivation on Employee Performance at PT Modern Polaris Teknologi Jakarta

Wahyuni Panggabean, Ninik Probosari, Hery Sutanto **25-34**

Effect of Transformational Leadership Style on Performance of Civil Servant Teacher at SMKN 3 Wonosari Gunungkidul with Work Commitment as an Intervening Variable

Alip Yanuri, Arief Subyantoro **35-46**

The Role of Job Satisfaction as a Mediation Variable of the Influence of Work Stress on Teacher Performance SMK 1 Gedangsari

Nursiyami, Tri Mardiana **47-62**

The Influence of Workload and Achievement Motivation on Performance at Yogyakarta State SMA/SMK Finance Section Official

Siti Nuraini, Krisnandini Wahyu Pratiwi **63-72**

Influence of Work Discipline, Work Motivation, and Work Environment on the Performance of Implementing Staff in the Pamong Praja Police Unit in Yogyakarta

Trihadi, AYN Warsiki **73-82**

Comparison of Banking Profitability before and during Covid-19 at Banks Registered on the IDX in 2017-2022

Alpius Priswanto Bangun, Sri Isworo Ediningsih, S.T. Haryono **83-94**



is published by Department of Management, UPN "Veteran" Yogyakarta as a medium to study various phenomena and research related to business and organization management in a broad sense. J-BOM is published twice a year, every May and November. Editors accept articles written in English. The editor has the right to shorten or improve the writing to be published without changing the intent and content. Opinions expressed in the article are the author's personal opinion, not the opinion of the Editorial Board.

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from the
DESK
of the **EDITOR**

Dear Readers,

Our journal enter second year! Yeay!

All of the topics issued in this edition are interesting. **Utomo** et al. invite us to discuss influence social media marketing activities, electronic word of mouth and brand equity on product purchase intention skincare local brand. **Jefriyanto** et al. talk about the influence of job embeddedness on employee performance mediated by work engagement and OCB at Klaten District, **Panggabean** et al. deliver their research result about the influence of leadership, work environment, and motivation on employee performance at PT Modern Polaris Teknologi Jakarta; **Yanuri** and **Subyantoro** tell us about the effect of transformational leadership style on performance of civil servant teacher at SMKN 3 Wonosari Gunungkidul with work commitment as an intervening variable; then **Nursiyami** and **Mardiana** present their research result about the role of job satisfaction as a mediation variable of the influence of work stress on teacher performance SMK 1 Gedangsari, **Nuraini** and **Pratiwi** write about the influence of workload and achievement motivation on performance at Yogyakarta State SMA/SMK Finance Section Official. **Trihadi** and **Warsiki** discuss the influence of work discipline, work motivation, and work environment on the performance of implementing staff in the Pamong Praja Police Unit in Yogyakarta, while **Bangun** et al. write about the comparison of banking profitability before and during covid-19 at banks registered on the IDX in 2017-2022.

We will publish a new edition every May and November, so make sure you take part in it.

Happy reading!

Editorial Team

The Influence of Leadership, Work Environment, and Motivation on Employee Performance at PT Modern Polaris Teknologi Jakarta

Wahyuni Panggabean^{1*}, Ninik Probosari², Hery Sutanto³

| Received: 07.02.2023

| Reviewed: 11.02.2023

| Accepted: 10.03.2023

Abstract

Human resource management is the (Human Resource Management-HRM) process of acquiring, appraising, training, and operating employees and managing their labor relations, health and safety, and fairness matters. Human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. The population of this study was all employees at PT. Modern Polaris Technology Jakarta has as many as 37 people. The sampling technique used is Non Probability Sampling with saturated sampling (census) so that the entire population is sampled, as many as 37 people. The analytical tool used in this research is Multiple Linear Regression analysis. The results showed that: 1. There is a positive influence of leadership on employee performance at PT. Modern Polaris Technology Jakarta, 2. There is a positive influence of the work environment on employee performance at PT. Modern Polaris Technology Jakarta, 3. There is a positive influence of motivation on employee performance at PT. Modern Polaris Technology Jakarta, 4. The joint positive influence of leadership, work environment, and motivation on employee performance at PT. Modern Polaris Technology Jakarta.

Keywords: Leadership, work environment, motivation, employee performance.

Introduction

In the modern business world, the competitiveness of companies is largely determined by the competence of employees and the extent to which the industry can improve and maintain these competencies so that they can produce superior performance from time to time (Salman et al., 2020: 2). According to Hasibuan (2016: 10), human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. The achievement of company goals is a manifestation of good or optimal employee performance and the success of a leader in directing and influencing employees to work optimally. According to Handoko (2018: 14), employee performance is the achievement of tasks at work that must be in accordance with the organization's work program to achieve the vision, mission, and goals of the organization. Leadership is a process of influencing and motivating employee behavior to achieve company goals (Rivai et al., 2017: 2).

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At this time, employees demand a more personal relationship with their leaders (Kaswan, 2018: 343). According to Fahmi (2016: 15), "Leadership is a science that examines comprehensively how to direct, influence, and supervise other people to carry out tasks according to planned orders. Employees must meet the performance criteria set by the organization to ensure the quality of their work. To meet organizational standards, employees need a work environment that allows them to work freely without any problems that might hold them back from performing to their full potential level (Aiken et al., referred to in Raziq and Maulabakhsh, 2015).

According to Effendy & Fitria (2019: 50), the work environment is direct work interaction with someone who has a higher position, the same position, or a lower position. Genetically, each individual has the ability to adapt to their environment. According to Wibowo (2017: 322), motivation is the impetus for a series of processes of human behavior in achieving goals, while the elements contained in motivation include elements of arousing, directing, and showing continuous intensity and goals. Every activity carried out by someone must have a factor that drives the activity. Therefore, the motivating factor for a person to carry out a certain activity is generally the needs and desires of that person. Giving work motivation to employees can be done by fulfilling needs as a basis for doing work and by persuasive communication so that employees have high motivation and feel satisfied with the work done. Without motivation, an employee cannot fulfill his work according to standards or exceed standards because what motivates him to work is not fulfilled.

Based on this description, the authors are interested in conducting more in-depth research and studies on "The Influence of Leadership, Work Environment, and Motivation on Employee Performance at PT. Modern Polaris Technology Jakarta.

Literature Review

Leadership

Leadership theory discusses how a person becomes a leader or how a person becomes a leader.

Work Environment

According to Danang (2015; 38), the work environment is everything that is around the workers and which can influence them in carrying out the tasks assigned to them. According to Sedarmayanti in Desi (2015; 25), the work environment is the whole of the tools and materials encountered, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group.

In the explanation above, it can be concluded that the work environment is the condition around the employee that can affect him in carrying out the tasks he carries out or is his responsibility.

Motivation

According to Robbins and Judge (2015: 127), motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals. According to Hasibuan (2017: 219), motivation is providing a driving force that

creates enthusiasm for someone's work so that they want to work together, work effectively, and be integrated with all their efforts to achieve goals. Work motivation is a basic human need and is an incentive that is expected to fulfill the desired basic needs so that if the need exists, it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

Employee Performance

According to Siswanto (in Muhammad Sandy, 2015: 11), performance is an achievement achieved by a person in carrying out the tasks and work assigned to him. According to Robert Bacal (2015: 153), performance is the level of contribution made by employees to the goals of their work or work units and companies/organizations as a result of their behavior and the application of their skills, abilities, and knowledge. So it can be concluded that the definition of employee work performance, both in quality and quantity achieved by employees in a certain period, is in accordance with the responsibilities given.

Hypothesis

the formulation of the hypothesis based on previous theory and research, which was proposed in this study, includes:

H1. Allegedly Leadership (X1) has a positive effect on Employee Performance (Y) at PT. Modern Polaris Technology Jakarta

H2. It is suspected that the work environment (X2) has a positive effect on employee performance (Y) at PT. Modern Polaris Technology Jakarta

H3. It is suspected that motivation (X3) has a positive effect on employee performance (Y) at PT. Modern Polaris Technology Jakarta

H4. Allegedly Leadership (X1), Work Environment (X2), and Motivation (X3) together have a positive effect on Employee Performance (Y) at PT. Modern Polaris Technology Jakarta.

Methods

Sampling and Procedures

This research was conducted at PT. Modern Polaris Teknologi Jakarta, the data obtained in this study were taken using a questionnaire distributed to employees who work at PT. Modern Polaris Teknologi with a total of 37 respondents. Respondents were asked to fill out statements that had been made with a Likert scale from 1 (strongly disagree) to 5 (strongly agree). In this study, the analysis technique used is the program SPSS 25.0 for windows.

Measures

Leadership (X1)

According to Fahmi (2016:15), leadership is a science that comprehensively examines how to direct, influence, and supervise other people to carry out tasks according to

planned orders. The leadership was measured using an instrument developed by R. Terry (2017), a 5-point Likert-type scale with 14 items.

Work Environment (X2)

Nitisemito (2015: 183) suggests the notion of a work environment, namely everything that is around workers and can affect them in carrying out assigned tasks, for example, cleaning, music, and so on. Work environments were measured using an instrument developed by Afandi (2018), a 5-point Likert-type scale with 12 items.

Motivation (X3)

According to Robbins and Judge (2015:127), motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals. The motivation was measured using an instrument developed by Robbin and Judge (2017), a 5-point Likert-type scale with 10 items.

Employee Performance (Y)

According to Afandi (2018: 83), performance is the result of work that can be achieved by a person or group of people in a company according to their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Employee performance was measured using an instrument developed by Robbins (2016), a 5-point Likert-type scale with 19 items.

Table 1. Characteristics of PT. Modern Polaris Teknologi Jakarta Employee

Identity	Category	Frequency	Percentage
Gender	Male	16	43.2%
	Female	21	56.8%
	Total	37	100%
Age	23 s/d 34 Years	37	100 %
	Total	37	100%
Last Education	High School	1	2.7%%
	Diploma/Equivalent	0	0%
	S1	36	97.3%
	S2	0	0%
	Total	37	100%
Service Period	0 – 1 years	1	2.7%
	2 - 3 years	26	70.3%
	4 – 5 years	10	27%
	Total	37	100%

Data Analysis

The hypothesis was tested using ANOVA (analyses of variance). ANOVA is used to determine the main effect (main effect) and interaction effect (interaction effect) of categorical independent variables (often called factors) on the metric dependent variable.

Result and Discussion

Result

Based on table 1, overall, employees at PT. Modern Polaris Teknologi Jakarta has dominated women as many as 21 people or 56.8%, aged 23 years to 34 years, as many as 37 employees or 100%, then the most recent level of education PT. Modern Polaris Teknologi Jakarta is S1/Degree with a total of 36 people or 97.3%. The length of service of all employees at PT. Modern Polaris Teknologi Jakarta is with a working period of 2-3 years, totaling 26 people or 70.3%.

Based on the results of data processing regarding the influence of leadership, work environment, and motivation on employee performance using the SPSS 25.0 program for windows obtained results that can be seen in Table 2 as follows:

Taking into account the regression model and the results of multiple linear regression, the following equation is obtained:

$$Y = 0,964 + 0,207 X_1 + 0,358 X_2 + 1,121 X_3$$

Description:

- Y = Employee Performance
- X1 = Leadership
- X2 = Work Environment
- X3 = Motivation.

Table 2. Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.964	14.788	
Leadership (X1)	.207	.266	.110
Work Environment (X2)	.358	.283	.187
Motivation (X3)	1.121	.347	.552

a. Dependent Variable: Employee Performance (Y)

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.572	.533	7.52595

a. Predictors: (Constant), motivation X3, Leadership (X1), Work Environment (X2)

Based on Table 3, it can be seen that the Adjusted R Square value is 0.533 or 53.3%, which means that the variable leadership, work environment, and motivation contribute 0.533 or 53.3%, and the remaining 46.7% is influenced by other variables not contained in this research.

Hypothesis Testing

Based on the F test results in Table 4, the F count is 14.710, with a significant probability of <0.001 . With a sig value $<0.001 <0.05$; and obtained F (table) of 2.88 $<F$ (count) 14.710, it can be concluded that there is an influence of leadership, work environment, and motivation on employee performance together. Based on the results of this F test, the first hypothesis used in this study is supported.

Based on the t-test results in Table 5, the following results are obtained.

The influence of leadership variables on employee performance

Based on the calculation results in Table 5, significances tests with the t statistic obtained a sig probability of 0.042. Because sig probability <0.05 ; and obtained t (table) of 2.035 $> t$ (count) 0.779, it can be concluded that there is no significant effect partially on the leadership variable on employee performance.

The influence of work environment variables on employee performance

Based on the calculation results in Table 5, significance tests with the t statistic obtained a sig probability of 0.016. Because sig probability <0.05 ; and t (table) of 2.035 $> t$ (count) 1.262, it can be concluded that there is no significant effect partially of work environment variables on employee performance.

Table 4. F-Test Results

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2499.586	3	833.195	14.710	$<.001^b$
	Residual	1869.117	33	56.640		
	Total	4368	36			

a. Dependent Variable: Kinerja (Y)

b. Predictors: (Constant), Motivasi (X₃), Kepemimpinan (X₁), Lingkungan Kerja (X₂)

Table 5. t-Test Results

	Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.964	14.788		.065	.948
	Kepemimpinan (X ₁)	.207	.266	.110	.779	.042
	Lingkungan kerja (X ₂)	.358	.283	.187	1.262	.016
	Motivasi (X ₃)	1.121	.347	.552	3.231	.003

a. Dependent Variable: Kinerja (Y)

The influence of motivational variables on employee performance

Based on the calculation results in Table 5, significance tests with the t statistic obtained a sig probability of 0.003. Because the sig probability <0.05 and t (table) is $2.035 < t$ (count) 3.231, it can be concluded that there is a partially significant effect of motivational variables on employee performance.

Based on the results of data processing, it was found that the standardized beta coefficients for the leadership variable were 0.110, while for the work environment variable, 0.187, and for motivation, 0.552. So it can be concluded that among the variables of leadership, work environment, and motivation, the dominant variable influencing employee performance is motivation.

Discussion*Leadership has a positive effect on the performance of employees of PT. Modern Polaris Teknologi Jakarta*

Based on the results of partial hypothesis testing shows that the leadership variable has a regression coefficient of 0.207 (positive) and has a significance of $0.042 < 0.05$, so it can be concluded that the leadership variable has a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. This means that the higher the leadership, the higher the employee's performance, and vice versa if the leadership is low, the employee's performance will also be low. The results of this first hypothesis support previous research conducted by Fitri, Abdul, and Mapparenta (2019), which stated that leadership has a positive influence on employee performance.

The work environment has a positive effect on the performance of employees of PT. Modern Polaris Teknologi Jakarta

Based on the results of partial hypothesis testing shows that the work environment variable has a regression coefficient of 0.358 (positive) and has a significance of $0.016 < 0.05$, so it can be concluded that the work environment variable has a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. This means that the better the work environment, the more optimal the employees will be in carrying out their work, conversely, if the work environment is not comfortable, their performance will also decrease. The results of this second hypothesis support previous research conducted by Fitri, Abdul, and Mapparenta (2,019), which stated that the work environment has a positive influence on employee performance.

Motivation has a positive effect on the performance of employees of PT. Modern Polaris Teknologi Jakarta

Based on the results of partial hypothesis testing shows that the motivation variable has a regression coefficient of 1.121 (positive) and has a significance of $0.003 < 0.05$, so it can be concluded that the motivational variable has a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. This means that the better the motivation is, the more optimal the employees are in doing their jobs, conversely, if the motivation is not good, the employee's performance will also decrease. The results of this third hypothesis support previous research conducted by Fitri, Abdul, and Mapparenta (2019), which stated that motivation has a positive influence on employee performance.

Leadership, work environment, and motivation together have a positive effect on the performance of employees of PT. Modern Polaris Technology Jakarta

The results of the F test analysis show an F value of 14.710 with a significance of $<0.001 <0.05$. So it can be concluded that leadership, work environment, and motivation together have a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. The results of this fourth hypothesis do not support previous research conducted by Fitri Devi LI, Abdul, and Mapparenta, which shows that leadership, discipline, and the work environment simultaneously has a positive and significant effect on the performance of employees of PT. Garuda Indonesia Sultan Hasanuddin Makassar Airport.

Conclusion

Based on the results of the analysis and discussion that have been described in the previous chapter regarding the influence of leadership, work environment, and motivation on employee performance at PT. Modern Polaris Technology Jakarta, the following conclusions can be drawn:

- ☑ Leadership has a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. Thus, the first hypothesis of this study is supported.
- ☑ The work environment has a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. Thus, the second hypothesis of this study is supported.
- ☑ Motivation has a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. Thus, the third hypothesis of this study is supported.
- ☑ Leadership, work environment, and motivation together have a positive effect on employee performance at PT. Modern Polaris Technology Jakarta. Thus, the fourth hypothesis of this study is supported.

Management Implication

Based on the conclusions and indicators that are the lowest in this study, namely motivation, the researchers suggest PT. Modern Polaris Technology Jakarta further increases motivation within the company, such as involving fellow employees in work. The company is expected to be a forum for exchanging thoughts, opinions, suggestions, or criticisms while working. By involving each other, the cooperation in the company will be better, and this will also make employees more comfortable with each other, as related to achieving company success, it will be better if fellow employees work together and don't use their own thinking.

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