

The Effectiveness of Leadership Style and Compensation on Employee Performance with Job Comfort as an Intervening Variable at PT. Permodalan Nasional Madani Mekaar Asahan Area

Weni Mega Sari^{1*}, Siti Safaria²
ABFII Perbanas

Corresponding Author: Weni Mega Sari wenimegasari@gmail.com

ARTICLE INFO

Keywords: Leadership Style, Compensation, Performance and Work Comfort

Received : 1 July

Revised : 18 July

Accepted: 20 August

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ABSTRACT

Effectiveness of leadership, compensation, on employee's performance with work leisure as intervening variable at PT Permodalan Nasional Madani Mekaar Asahan Area. The results are Leadership style affecting job comfort. Leadership Style affecting Employee's Performance, Work Comfort affecting Employee Performance, Compensation affecting Work Comfort, Compensation affecting Performance. Work Comfort significantly mediates the ties between Leadership Style, Work Comfort significantly mediates the ties between Compensation and Employee's Performance

INTRODUCTION

HR is fundamental factor in company. In the implementation of company's missions is organized by humans. Without a qualified employee it is impossible for organizational goals to be achieved properly. A company organization can work well influenced by the relationships between employees and leaders. To achieve organizational missions, vision and goals, good leadership is needed. Leadership itself can be defined as a process of influencing the behavior of others to behave as desired.

Based on the researcher's observation with the head of one of PT PNM Mekaar Asahan Area, the problem in the area is that there are 78 out of 80 employees who feel dissatisfied with the compensation policies served by the company compared to the work and responsibilities they do. The compensation provided by the company here is in the form of financial compensation in the form of wages and incentives. Employees think that the wages provided considered insufficient to meet their needs, seeing that basic needs are increasing day by day. In addition, the work targets set by the company are quite burdensome for employees, so employees rarely get incentives from their work.

Based on observations made to PT PNM Mekaar Asahan employees that they work in an uncomfortable environment when in the field. Employees complain that the target terrain is sometimes quite dangerous for themselves, damaged roads and less cooperative customer treatment. With 80 employees and 9485 customers, the duties of PT PNM Mekaar Asahan employees must be greater. The following is the data of PT PNM Mekaar Asahan customers that must be handled by employees.

Table 1. PT PNM Mekaar Asahan Customer Data in 2023

No.	Branch	District	Number Customers of
1	M-AJM2 - Air Joman 2	Asahan	2553
2	M-ARB2 - Air Batu 2	Asahan	1995
3	M-ARBT - Air Batu	Asahan	2066
4	M-ARJM - Air Homan	Asahan	2871
Total		-	9485

Source: Data Year 2023 PT PNM Asahan

The author's findings, that employees of PT PNM Mekaar Asahan have a lack of a competitive attitude that can result in employees being fired or terminated, problems that make employees less productive at work occur because of the inappropriate salary given by the company to employees, and the absence of additional salaries or compensation such as incentives and lack of motivation at work. PNM is a company engaged in business capital lending, which requires good employee performance in order to achieve the targets desired by the company.

1. The effectiveness of leadership style on employee work comfort at PT. PNM Mekaar Asahan Area.
2. The effectiveness of compensation on employee work comfort at PT. PNM Mekaar Asahan Area.
3. The effectiveness of leadership style on employee performance at PT PNM Mekaar Asahan Area.
4. The effectiveness of compensation on employee performance at PT. PNM Mekaar Asahan Area.
5. The effectiveness of work comfort on employee performance at PT. PNM Mekaar Asahan Area.
6. Leadership style effectiveness on employee performance with leisure as an intervening variable at PT. PNM Mekaar Asahan Area.
7. Compensation effectiveness on employee performance with leisure as an intervening variabe at PT. PNM Mekaar Area Asahan.

LITERATURE REVIEW

Comfort/leisure is a state of mind of a person that experiencing particular situation. Its almost impossible to know the level of comfort on people's mind or only by observation. To know what they want, service providers must think one step ahead of the passengers themselves. The company must first know what passengers need and how to address those needs. Although the needs of passengers are different, they have the same goal, namely a sense of comfort (Setyaningsih Sri Utami, 2016).

Comfort/leisure is a state where people's feel that we are valued, safe, happy and peace of mind. Comfort needs to be obtained by everyone in every activity, because if it is not comfortable, something that is done will not be the maximum result. That comfort is what the agency as much as possible provides to employees so that employees feel comfortable and happy to work at the agency so that they provide the best performance to the agency, so that the agency also benefits. In the Big Indonesian Dictionary, the word "comfort" which comes from the word "comfortable" means good, healthy, fresh and safe, about or feeling safe, happy because it feels fulfilled all the desires of his heart, (Poerwadarminta, 2015: 988).

Hasibuan said compensation is all income in the form of direct or indirect goods and money in return for jobs done for company. Effective compensation system is needed because it helps attracting and retain talented workers. Therefore the company's compensation system affecting strategic performance (Muhammad Yani, 2021: 2). Meanwhile, employee comfort is all the circumstances that happened tied to work relationships, both relationships with coworkers and superior, or relationships with subordinates from the most comfortable feelings to the most uncomfortable feelings and other individuals may not necessarily feel it. Thus, work comfort is a condition felt by someone at work, a condition where we feel appreciated, feel safe, happy, and peace of mind. Comfort needs to be obtained by everyone at work.

There are many component on Performance action itself and cannot be seen instantly. Leadership that protects, serves, and provides compassion to employees can create higher employee performance.

According to Mahmudah (2019: 37) Basically humans work with their life goals. An employee will work and show loyal behaviour to company, therefore company also rewards their performance by giving compensation. In general, compensation can be defined as a reward to appreciate employees contribution and work for the company, it can be in the form of direct or indirect financial.

Basically, performance is individual, since each employee has a distinct level of skill to work. Based on the definitions above, it can be concluded that performance is the result of the achievement of peoples in carrying out an activity to realize the main objectives of an organization.

According to Huseno (2016: 86) the purpose of conducting performance appraisals is to give feedback to employees to improve their performance and increase organizational productivity, especially with regard to policies towards employees such as for the purpose of salary increases, promotion training and education. Compensation has vital role in enhancing employee performance, since one of the main reasons employees work is to meet their needs. A fair compensation system can make employee more excited and trigger better motivation and improved performance (Careza, et al, 2023: 19).

Compensation is something employees receive in return for services for completed work. Compensation divided into two types, financial and non-financial compensation. Inadequate compensation can reduce commitment, job satisfaction and employee motivation. Fair compensation through job satisfaction can build organizational commitment and reduce employee turnover (Frederick, 2022: 443).

The hypothesis formulation is organized as follows:

- H1 : Effectiveness of leadership style on employee work comfort at PT PNM Mekaar Asahan Area.
- H2 : Effectiveness of compensation on employee work comfort at PT. PNM Mekaar Asahan Area.
- H3 : Effectiveness of leadership style on employee performance at PT PNM Mekaar Asahan Area.
- H4 : Effectiveness of compensation on employee performance at PT PNM Mekaar Asahan Area.
- H5 : Effectiveness of work comfort on employee performance at PT. PNM Mekaar Asahan Area.

This research method is quantitative research, namely researchers will find the direct influence of independent variables, namely leadership style, compensation, work comfort as an intervening variable and employee performance at PT PNM Mekaar Asahan Area. Because in this study the population was 80 employees, the authors used the total side technique so that the entire population was sampled in the study.

METHODOLOGY

Uses a quantitative research method, nonprobability sampling with a purposive sample technique. A total of 80 respondents and two analysis methods used, namely outer model analysis with Convergent Validity, Discriminant Validity, Composite Reliability, Cronbach's Alpha and using inner model analysis with Hypothesis Testing.

RESULT AND DISCUSSION

Outer Model Evaluation (Measurement Mode)

2 criteria to assess if the outer model meets convergent validity requirements for the reflective construct, first the loading must above 0.7, second p-value should <0.05. loading between 0.40-0.70 should still be maintained in new questionnaire, below that score should be removed loading between 0.40 to 0.70 should be analyzed for the impact of the decision to remove the indicator on composite reliability and average variance extracted (AVE). only remove it if these indicators can increase the composite reliability and AVE above the limit, AVE limit value is 0.50 (Mahfud Rahmono, 2013: 67).

Table 2. Validity Testing Based on Outer Loading

	Leadership Style (X1)	Work comfort (Z)	Employee Performance (Y)	Compensation (X2)
X1_1	0.854			
X1_10	0.913			
X1_2	0.888			
X1_3	0.890			
X1_4	0.817			
X1_5	0.853			
X1_6	0.908			
X1_7	0.885			
X1_8	0.914			
X1_9	0.859			
X2_1				0.921
X2_10				0.887
X2_2				0.875
X2_3				0.825
X2_4				0.867
X2_5				0.811
X2_6				0.850
X2_7				0.850
X2_8				0.832
X2_9				0.841
Y1			0.863	
Y10			0.884	
Y2			0.861	
Y3			0.936	

Y4			0.877	
Y5			0.863	
Y6			0.906	
Y7			0.865	
Y8			0.833	
Y9			0.861	
Z1		0.855		
Z10		0.913		
Z2		0.838		
Z3		0.878		
Z4		0.830		
Z5		0.845		
Z6		0.926		
Z7		0.844		
Z8		0.798		
Z9		0.927		

Source: Researcher Analysis (2023)

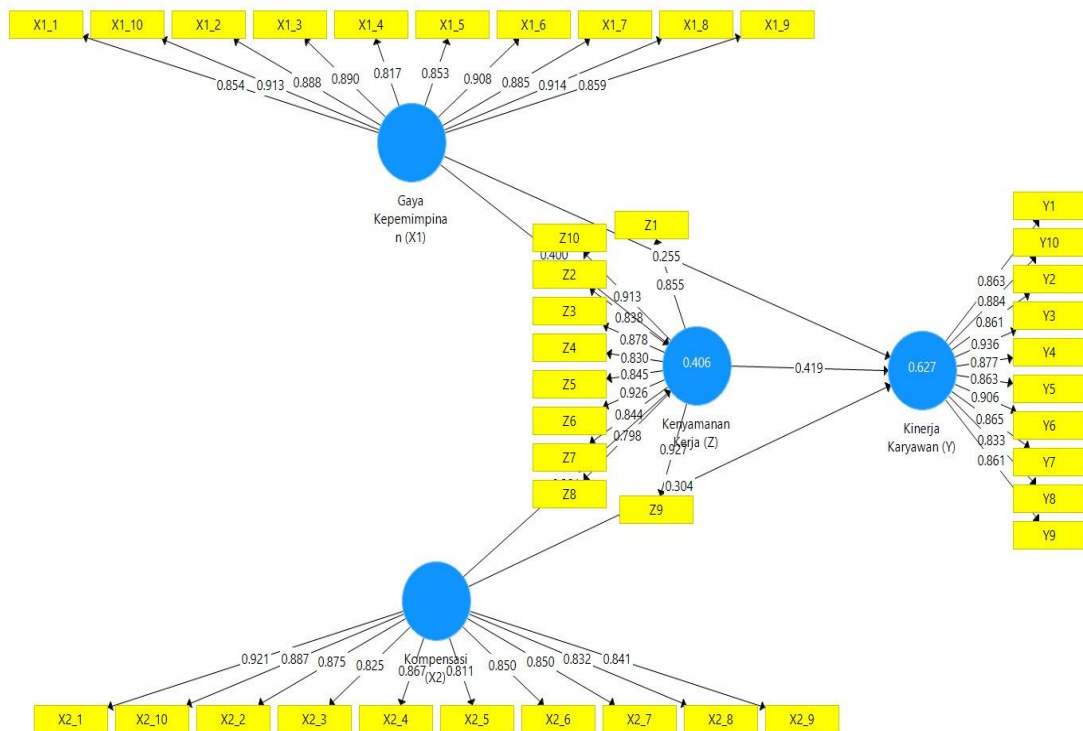


Figure 1. Validity Testing Based on Outer Loading
Source: Researcher Analysis (2023)

All outer loading values are above 0.7

Table 3. Validity Testing based on Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Leadership Style (X1)	0.772
Work comfort (Z)	0.751
Employee Performance (Y)	0.766
Compensation (X2)	0.733

Source: Researcher Analysis (2023)

All AVE values > 0.5

Table 4. Reliability Testing Based on Composite Reliability (CR)

	Composite Reliability
Leadership Style (X1)	0.971
Work comfort (Z)	0.968
Employee Performance (Y)	0.970
Compensation (X2)	0.965

Source: Researcher Analysis (2023)

Recommended CR value is above 0.7, every CR values a > 0.7

Table 5. Reliability Testing Based on Cronbach's Apha (CA)

	Cronbach's Apha
Leadership Style (X1)	0.967
Work comfort (Z)	0.963
Employee Performance (Y)	0.966
Compensation (X2)	0.959

Source: Researcher Analysis (2023)

Recommended CA value is above 0.7, every CA values are > 0.7

Table 6. Discriminant Validity Testing: Forne & Arcker

	Leadership Style (X1)	Work Comfort (Z)	Employee Performance (Y)	Compensation (X2)
Leadership Style (X1)	(0.879)			
Work comfort (Z)	0.526	(0.866)		
Employee Performance (Y)	0.576	0.709	(0.875)	
Compensation (X2)	0.332	0.513	0.603	(0.856)

Source: Researcher Analysis (2023)

Table 7. Discriminant Validity Testing: HTMT

	Leadership Style (X1)	Job Comfort (Z)	Employee Performance (Y)	Compensation (X2)
Leadership Style (X1)				
Job Comfort (Z)	0.543			
Employee Performance (Y)	0.593	0.734		
Compensation (X2)	0.346	0.533	0.625	

Source: Researcher Analysis (2023)

Discriminant validity with the HTMT approach all values are <0.9 , which means it has met the requirements for discriminant validity based on the HTMT approach.

Table 8. Path Coefficient & Significance Test Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Leadership Style (X1) -> Job Comfort (Z)	0.400	0.397	0.131	3.055	0.002
Leadership Style (X1) -> Employee Performance (Y)	0.255	0.247	0.120	2.128	0.034
Job Comfort (Z) -> Employee Performance (Y)	0.419	0.414	0.135	3.115	0.002
Compensation (X2) -> Job Comfort (Z)	0.381	0.385	0.128	2.976	0.003
Compensation (X2) -> Employee Performance (Y)	0.304	0.306	0.123	2.463	0.014

Source: Researcher Analysis (2023)

1. Leadership Style (X1) affecting Job Comfort (Z), coefficient value 0.400, P-Values = 0.002 <0.05 (Hypothesis Accepted).
2. Leadership Style (X1) affecting Employee Performance (Y), coefficient value 0.255, and P-Values = 0.034 <0.05 (Hypothesis Accepted).
3. Job Comfort (Z) affecting Employee Performance (Y), coefficient value 0.419, and P-Values = 0.002 <0.05 (Hypothesis Accepted).
4. Compensation (X2) affecting Job Comfort (Z), coefficient value 0.381, and P-Values = 0.003 <0.05 (Hypothesis Accepted).

5. Compensation (X2) affecting Employee Performance (Y), coefficient value 0.304, and P-Values = 0.014 < 0.05 (Hypothesis Accepted).

Table 9. R-Square

	R Square
Work comfort (Z)	0.406
Employee Performance (Y)	0.627

Source: Researcher Analysis (2023)

1. The R-Square score of Work Comfort (Z) is 0.406, means that Leadership Style (X1) and Compensation (X2) are able to explain Work Comfort (Z) by 40.6%.
2. The R-Square score of Employee Performance (Y) is 0.627, means that Leadership Style (X1), Compensation (X2) and Work Comfort (Z) are able to explain Employee Performance (Y) by 62.7%.

Table 10. Q-Square

	Q ² (=1-SSE/SSO)
Work comfort (Z)	0.295
Employee Performance (Y)	0.476

Source: Researcher Analysis (2023)

1. The Q-Square (Q2) value of Work Comfort (Z) is 0.295 > 0, meaning that Leadership Style (X1) and Compensation (X2) have predictive relevance to Work Comfort (Z).
2. The Q-Square (Q2) value of Employee Performance (Y) is 0.476 > 0, meaning that Leadership Style (X1), Compensation (X2) and Job Comfort (Z) have predictive relevance to Employee Performance (Y).
- 3.

Table 11. Testing Goodness of Fit Mode

	Estimated Mode
SRMR	0.069

Source: Researcher Analysis (2023)

Based on the results of the SRMR goodness of fit test, the SRMR value = 0.069 < 0.1, it means the mode has FIT.

Table 12. Mediation Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Leadership Style (X1)-> Work Comfort (Z) -> Employee Performance (Y)	0.168	0.165	0.079	2.119	0.035
Compensation (X2) -> Job Comfort (Z) -> Employee Performance (Y)	0.160	0.162	0.081	1.981	0.048

Source: Researcher Analysis (2023)

1. Job Comfort (Z) mediates ties of Leadership Style (X1) and Employee Performance (Y) significantly, P-Values = 0.035 under 0.05 (Mediation Hypothesis Accepted).

Job Comfort (Z) mediates ties of Compensation (X2) and Employee Performance (Y) significantly, P-Values = 0.048 under 0.05 (Mediation Hypothesis Accepted).

Effectiveness of Leadership Style on Employee Work Comfort at PT PNM Mekaar Asahan Area

Leadership Style (X1) affecting Work Comfort (Z), coefficient value 0.400, and P-Values = 0.002 under 0.05. Leadership style is strategy and behavior, a combination of ability, philosophies, attitudes, traits, a leader often applies when they tries to improve the performance of their subordinates. A good culture is a handy tool to direct someones behavior, to do better work, so each employee must know the culture and how it is work.

Same as Syarifatul (2018) which proves that there is positive and significant influence between leadership style and work environment on job satisfaction.

Effectiveness of Compensation on Employee Work Comfort at PT. PNM Mekaar Asahan Area

Compensation (X2) affecting Job Comfort (Z), coefficient 0.381, and P-Values = 0.003 under 0.05. Employees need fair and adequate rewards or compensation. great compensation system will affect the productivity and morale. Great compensation system should be supported by many method so that a person compensated or paid according to their job guidance. Anas (2016) states that providing good compensation affecting employee job satisfaction and this will improve employee performance. this indicate that the higher the level of compensation received, the higher the level of employee job satisfaction also improve employee performance.

Effectiveness of Leadership Style on Employee Performance at PT PNM Mekaar Asahan Area

Leadership Style (X1) affecting Employee Performance (Y), coefficient value 0.255, and P-Values = 0.034 under 0.05. According to Umar Siddiq (2021: 1) Leadership comes from the word leader. The leader is the one who leads. Fielder argues, leader as the individual in the group have a job of coordinating and directing task relevant to group activities. From this understanding, it shows that a leader is a group member who has the ability to coordinate and direct performance to achieve goals.

There is an Effectiveness of Compensation on Employee Performance at PT PNM Mekaar Asahan Area

Compensation (X2) affecting Employee Performance (Y), coefficient value 0.304, and P-Values = 0.014 under 0.05. The results of Apriliansyah, et al (2018) state that better compensation takes part in enhancing performance. The results of Rahmawati & Supartha Supartha's research (2018) also state that better compensation takes part in enhancing performance. Widagdo et al., (2018) and Anugrah (2020) explain that that better compensation takes part in enhancing performance. As well as the results of research by Sumiatik et al., (2021) states that compensation affecting employee performance.

Effectiveness of Work Comfort on Employee Performance at PT PNM Mekaar Asahan Area

Work Comfort (Z) affecting Employee Performance (Y), coefficient value 0.419, and P-Values = 0.002 under 0.05. we should ask the person how their feelings. Companies must first know what employees need and how to address those needs. Although the needs are different, they have the same goal, namely a sense of comfort (Setyaningsih Sri Utami, 2016). This study supports research conducted by Lia Siskawati (2020) The effect of work comfort on employee work productivity at PT. Penjuru wisata negeri tour and travel pekanbaru. Work comfort (X) Employee work productivity (Y) Linear regression analysis. The results obtained through the linear regression test show a significant influence between work comfort on employee work productivity, with the test results achieved being $F\text{-count } 11.32 \geq F\text{-table } 7.71$, then H_0 is rejected and H_a is accepted.

Effectiveness of Leadership Style on Employee Performance with Comfort as an Intervening Variable at PT PNM Mekaar Asahan Area

Job Comfort (Z) mediates the ties between Leadership Style (X1) and Employee Performance (Y) significantly, P-Values = 0.035 under 0.05. leadership usually relates to level of determination, proficiency, and skill a person have, so leadership can be possessed by someone who are not leaders. Thoha (2013: 49) said leadership style is a behavior used to influence others. Rivai (2013: 42) said leadership style is characteristics influencing others to achieve goals or a pattern of strategies and behavior by a leader. Same as Iris Anggun Cahyani Ocky Sundari Johnson Dongoran (2020), with the title "The Effect of Organizational Commitment and Job Satisfaction on Employee Performance". Tests for the organizational commitment variable (X1) obtained a sig. value of 0.011 (sig = 0.011 < 0.050). This shows that the organizational commitment affects employee

performance. Testing for job satisfaction variables (X2) obtained a sig value. 0.000 (sig = 0.000).

Effectiveness of Compensation on Employee Performance with Comfort as an Intervening Variable at PT PNM Mekaar Asahan Area

Job Comfort (Z) mediates the ties between Compensation (X2) and Employee Performance (Y) significantly, P-Values = 0.048 under 0.05. same as Widha Sari research (2021) The effect of the Physical Work environment on Employee Work Comfort at State Senior High School 1 Tembilahan resulting physical work environment affecting employee work comfort at state senior high school 1 tembilahan with a significant level of 5%, namely 0.381 (0.648>0.381).

CONCLUSION AND RECOMMENDATION

1. Leadership Style affecting Work Comfort with a coefficient value of
2. Leadership style affecting employee performance
3. Work comfort affecting performance
4. Compensation affecting Job Comfort
5. Compensation affecting Employee Performance
6. Job Comfort has a significant effect on mediating the ties between Leadership Style
7. Job Comfort has a significant effect on mediating the ties between Compensation and Employee Performance.
8. The R-Square score of Work Comfort and Leadership Style and Compensation is able to explain Work Comfort by 40.6%.
9. The R-Square score of Employee Performance is 0.627, which means that Leadership Style Compensation and Work Comfort are able to explain Employee Performance by 62.7%.

Based on the research conclusions above, it is suggested by the researcher that:

1. PT PNM to choose leaders who have a good leadership style so that it will affect employee performance well.
2. PT PNM should provide bonus compensation to workers who do good work loyaitas and make a big contribution to PT PNM.
3. PT PNM creates work comfort so that employees can give their best performance.

FURTHER STUDY

This research still has limitations, so it is necessary to carry out further research related to the topic of The Effectiveness of Leadership Style and Compensation on Employee Performance with Job Comfort as an Intervening Variable in order to improve this research and add insight to readers.

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