

Analysis of The Influence of Situational Leadership Style, Work Environment and Work Discipline on Work Motivation and Performance of GSE PT Employees Gapura Surabaya

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Abstract

This study aims to examine and analyze the influence of situational leadership, work environment, work discipline on work motivation and the performance of GSE employees of PT. Gapura Surabaya. Data collection was carried out through distributing questionnaires to 112 employees of PT Gapura Surabaya's GSE Unit. Data analysis in this study uses SPSS and AMOS. The sampling technique used is saturated sampling method and data testing techniques used in this study include validity test with factor analysis, reliability testing with Alpha Cronbach. SEM (Structural Equation Modeling) Test, to test and prove the research hypothesis. The analysis shows that situational leadership has a significant influence on employee motivation. Situational leadership has no significant effect on employee performance. The work environment has a significant influence on work motivation. The work environment has a significant effect on employee performance. Work discipline has a significant influence on work motivation. Work discipline has a significant influence on employee performance. Work motivation has a significant influence on employee performance.

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INTRODUCTION

Every company, large or small, is required to be able to operate effectively and efficiently, including increasing the productivity of its resources. Human resources include thinking and physical abilities as the driving wheels of the company and are assets that are considered in every company. To create quality human resources, good and professional management is needed to be able to explore individual potential and face various problems. A company's climate cannot be conducive if its human resources are not managed optimally.

Employee performance because of work is assessed in terms of quality and capacity that can be achieved by employees based on specified work standards. Company performance is closely related to the performance of its employees. In practice, employee performance is not always in the expected condition, there are many obstacles that affect employee performance both from within and from outside, such as leadership style, work environment, discipline, and work motivation. Apart from being able to provide high stimulation to their employees to achieve the expected goals, companies must also be able to pay attention to the needs and desires of their employees (Lukito & Tarigan, 2023). Efforts to improve employee performance are a serious management challenge because success in achieving company goals and being able to survive in business competition depends on the quality and performance of human resources. Likewise with PT. Gapura as a company involved in Ground Handling Airport Service, and the unit of GSE (Ground Support Equipment) is one part of this company. GSE services provide the largest contribution to Ground Handling PT. Gapura.

In the GSE unit PT. Gapura Surabaya has a variety of employee maturity levels, this can be seen from age, education, tenure, and so on. So, a situational leadership style must be possessed by the GSE unit leader. Uncertain working situations and conditions every day require leaders to be alert in making decisions and directing their subordinates to minimize unexpected events. A conducive work environment can support physical and non-physical needs during work and the quality of employee work life will certainly increase. Work discipline can be a guarantee for the maintenance of order and the smooth implementation of tasks, so that the work results obtained are increasingly optimal. Employees who have high motivation for company goals are a crucial factor in the development of a company. High motivation is expected to increase productivity and successfully achieve company goals. Every work unit has problems that are not easy to deal with, including the GSE unit. Many jobs require high concentration and focus, as well as excellent physical condition. This is very important, because otherwise it will result in material losses for the company and even great danger for employees.

THEORETICAL FRAMEWORK AND HYPOTHESIS

Situational Leadership Style

This theory was first introduced as the life cycle theory of leadership and later changed its name to Situational Leadership theory. The principle of this theory is that different situations require different types of leadership. Situational leadership emphasizes that leadership consists of a command dimension and a support dimension. In certain situations, these dimensions must be applied appropriately. Thoha (2003) suggests that the situational leadership style is based on the interrelationship between the following things: 1) The amount of guidance and direction given by the leader; 2) The amount of emotional support provided by the leader; 3) The level of readiness or maturity of followers in carrying out specific tasks, functions, or certain goals. According to Ivanchevich et al. (2007), situational leadership style is a style that places more emphasis on followers and their level of maturity.

It can be concluded that situational leadership is the ability of a leader to adjust his tactics or leadership style based on the readiness and level of behavior of his followers. This situational leadership model is determined more by situational factors rather than the personal character of a leader.

Work Environment

Heyzer & Render (2001) define the work environment as a place of work that influences work results and the quality of their work life. According to Terry (2006), defines the work environment as the forces that influence, either directly or indirectly, the performance of an organization or company. Temporary Schultz and Schultz (2010) define the work environment or conditions as all physical aspects of work, work psychology and work regulations that can influence work satisfaction and productivity.

From several expert opinions above, it can be concluded that the work environment is everything that is around the employee while working and can have a direct or indirect influence on the employee in carrying out his work duties and responsibilities.

According to Sedarmayanti (2009), broadly speaking, the types of work environments are divided into two, including:

- a. Physical work environment, namely all physical conditions found around the workplace that can affect employees either directly or indirectly. The physical work environment is divided into two categories, namely:
 1. Work environment that is directly related to employees, such as: work center, chairs, tables and so on.
 2. The intermediate environment / general environment can also be called the work environment which can affect human conditions, such as: temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, color and so on.
- b. Non-physical work environment, namely all conditions that occur related to work relationships, both relationships with superiors, relationships with colleagues, or relationships with subordinates.

Work Discipline

Work discipline is a management implementation to strengthen organizational guidelines. According to Understand (2016), discipline is the level of compliance and obedience to applicable rules and willingness to accept sanctions or punishment if they violate the rules set out in this discipline.

Based on the definitions of several experts above, work discipline can be interpreted as the willingness and awareness of employees to obey and obey the rules, both verbal and written, as well as work procedures that apply in a company. Work discipline as a form of self-control and carried out regularly is used as an indicator of the level of employee work seriousness.

According to Sutrisno (2017), employee discipline is influenced by several factors, including: 1) The size of compensation; 2) Whether or not there is exemplary leadership in the company; 3) Whether or not there are definite rules that can be used as a guide; 4) Leadership courage in taking action; 5) Whether or not there is leadership supervision; 6) Whether or not there is attention to employees; 7) Habits are created that support the establishment of discipline.

Work Motivation

According to Robbins (2006) motivation is the willingness to make a high level of effort to achieve organizational goals which is conditioned by the ability of the effort to satisfy the needs of several individuals. While obeying Ivanchevich *et al.* (2007) motivation is a set of attitudes that encourage someone to act for a specific goal. Motivation can provide energy, channels, and maintain a person's state and behavior to achieve company goals. Motivation is the desire to improve circumstances, the desire to progress from a worker (Daft, 2011).

Based on several opinions above, it can be concluded that work motivation is a force that can provide stimulation and encouragement as well as work enthusiasm to employees so that it can change an employee's personal behavior in the direction desired by the company.

According to Sutrisno (2017), factors that influence an employee's motivation can be divided into two, namely internal factors and external factors. Internal factors that influence motivation include: the desire to live, the desire to have, the desire to gain appreciation, the desire to gain recognition, and the will to power. External factors that influence motivation are working environment conditions, adequate compensation, good supervision, job security, status and responsibility, and flexible regulations.

Employee Performance

Definition of performance (*performance*) according to Foster and Seeker (Tanady, 2017) are the results achieved by a person, according to the standards applicable to the work in question. Gomes (2010) stated that employee performance is a record of the outcome of a particular job function or employee activity during a certain period. According to Tewal *et al.* (2017), employee performance is a measure that can be used to determine comparisons of the results of carrying out tasks, responsibilities given by the organization in a certain period and can relatively be used to measure work performance or organizational performance. Based on several opinions above, it can be concluded that employee performance is both achievement and work results in terms of quality and quantity achieved by an employee in completing work targets in accordance with his duties and role in the company within a certain predetermined assessment period.

According to Mathis and Jackson (2001) factors that influence the performance of individual workers, namely: their abilities, motivation, support received, the existence of the work they do, and their relationship with the organization.

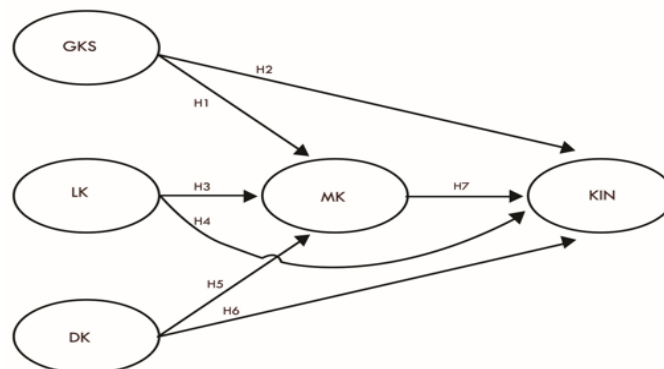


Figure 1. Conceptual Framework

Situational leadership is the ability of a leader to adjust his tactics or leadership style based on the readiness and level of behavior of his followers. This situational leadership model is determined more by situational factors rather than the personal character of a leader. The work environment is everything that is around the employee while working and can have a direct or indirect influence on the employee in carrying out his job duties and responsibilities. Work discipline can be interpreted as the employee's willingness and awareness to obey and comply with regulations, both verbal and written, as well as work procedures that apply in a company. Work discipline as a form of self-control and carried out regularly is used as an indicator of the level of employee work seriousness. Work motivation is a force that can provide stimulation and encouragement as well as work enthusiasm to employees so that it can change an employee's personal behavior in the direction desired by the company. Employee performance is the achievements and results of work in terms of quality and quantity achieved by an employee in completing work targets in accordance with his duties and role in the company within a certain predetermined assessment period. The hypothesis from conceptual frameworks:

- H₁ : It is suspected that the situational leadership style influences the motivation of employees in GSE PT. Gapura Surabaya.
- H₂ : It is suspected that the situational leadership style influences the performance of employees in GSE PT. Gapura Surabaya.
- H₃ : It is suspected that the work environment influences the motivation of employees in GSE PT. Gapura Surabaya.
- H₄ : It is suspected that the work environment influences the performance of employees in GSE PT. Gapura Surabaya.
- H₅ : It is suspected that work discipline influences the motivation of employees in GSE PT. Gapura Surabaya.
- H₆ : It is suspected that work discipline influences the performance of employees in GSE PT. Gapura Surabaya.
- H₇ : It is suspected that motivation influences the performance of employees in GSE PT. Gapura Surabaya.

RESEARCH METHOD

The research method used in this research is the survey research method. The survey research method is included in the quantitative method. According to Sugiyono (2014), quantitative research methods can be interpreted as research methods that are based on the philosophy of positivity, used to research certain populations or samples, collecting data using research instruments, data analysis is quantitative and statistical, with the aim of testing predetermined hypotheses.

Has a population of 112 employees in the GSE unit of PT. GAPURA Surabaya Branch, with a sample of 118 respondents used a saturated sampling technique (census) which used all members of the population as samples. Primary data and secondary data are collected in various ways cross section namely using many respondents for research at a certain time. Research data is collected directly at the research location. Testing the proposed hypothesis, researchers collect data using survey techniques where the variables studied are not controlled (after the fact). According to Sugiyono (2014) There are 4 types of variables, namely independent variables, dependent variables, moderator variables and intervening variables.

This research uses situational leadership style, work environment, work discipline as independent variable, motivation as an intervening variable and employee performance as a dependent variable. Based on the situational leadership style theory, the following indicators were created: telling-directing, selling-coaching, participating-supporting, delegating. Work environment indicators adopted and adapted from Sedarmayanti (2009), namely: lighting, air temperature, noise, use of color, required space for movement, work safety, and employee relations. Labor discipline indicators are adopted and adjusted Soedjono (2002), namely: punctuality, utilization of facilities, high responsibility, and compliance with office rules. Using indicators adopted and adapted from Terry (2006), namely: direction of behavior, level of effort, and level of persistence. With indicators that refer to theory Gomes (2010), namely: quantity of work, quality of work, job knowledge, creativeness, cooperation, and initiative.

The research was carried out using tools in the form of a questionnaire, where the respondents' answers were measured using a Likert scale. The Likert scale asks respondents to indicate the degree of agreement or disagreement. The Likert scale is an interval data scale, so it meets the minimum data scale requirements for SEM analysis.

The data analysis technique used is parametric inferential statistics, causality analysis with SEM (Structural Equation Modeling) operated by AMOS (Structural Equation Modeling Analysis) software, with validity and reliability tests carried out first. Validity tests were carried out on each variable indicator of the construct using the Pearson product moment correlation method. An item is said to be valid if the correlation value is positive and <0.05 then the indicator is considered valid (Solimun, 2005). The reliability test uses the Cronbach alpha coefficient (α) which shows how well a question item has a positive relationship with other question items. If the Cronbach alpha coefficient (α) is 0.6 or more, then the research data is considered good enough or reliable to be used as input for data analysis (Malhotra, 2010).

DATA ANALYSIS AND DISCUSSION

Respondent Characteristics

An overview of the characteristics of respondents was obtained from the questionnaire that was distributed based on gender, age, education, length of service and position. The characteristics of respondents are dominated by male employees with a percentage of 99.1%. Based on age groups, the group of employees aged 20-25 years is the smallest age group with a percentage of around 14.3%. Judging from the educational background of the employees, most of them are high school or vocational school graduates with a percentage of 83.9%. Most of the employees are old employees who have worked for more than 10 years, amounting to 45.5%. Meanwhile, the classification of employees with a length of service of less than 1 year is a minority employee group, namely around 3.6%. Most of the employees are in the GSE T1 operator position with a percentage of 43.8%.

Validity and Reliability Test

In this research, the validity and reliability of the questionnaire was tested using data from 112 respondents. where there are 14 statement items regarding situational leadership style, 21 items regarding the work environment, 16 items regarding work discipline, 9 items regarding work motivation and 30 items regarding employee performance. This research began by testing the validity of the questionnaire. To measure validity, Pearson product moment correlation was used. Based on the results of the validity test, it is known that the Pearson product moment correlation for each statement item has a significance value of less than 5%, so it can be concluded that all statement items used to measure research variables are valid and can be used to measure research variables. Measurement results from Cronbach's alpha for All instruments from indicators which are statement items have been tested for validity through Pearson product moment correlation, showing that the Cronbach's alpha value for all research variables has a value greater than 0.60, so it can be concluded that the questionnaire statement items were prepared in each research variable can be declared reliable and trustworthy as a measuring tool that produces consistent answers.

Results of descriptive variable calculations based on respondents' answers at the GSE Unit PT. Gapura Surabaya received an average situational leadership style score of 3.81, which shows that respondents considered the situational leadership style to be in good condition. The work environment received a score of 3.74, which shows that respondents assess the work environment in good condition. Work discipline received a score of 4.53, which means it is in very good condition. The average score for work motivation style is 4.13, which means it is in good condition. Meanwhile, the employee performance score was 3.96, where respondents considered that the employee's performance was in good condition. Results of calculating index values goodness of fit the resulting initial research model is shown in Table 1.

The calculation results show that the suitability criteria for the model without modification provide an index that does not match the specified criteria (standards), so that the structural model developed in the research needs to be modified to better match the empirical data with the model being developed. Results of calculating index values Goodness of Fit The resulting modified model is shown in Table 2.

The calculation results show that the model suitability criteria have provided an index that meets the specified criteria (standards) and the suitability of the model is much better than previously developed models. GFI became 0.975 from previously only 0.549. So, the Structural Research Model with Modifications (final model) is said to be good and acceptable.

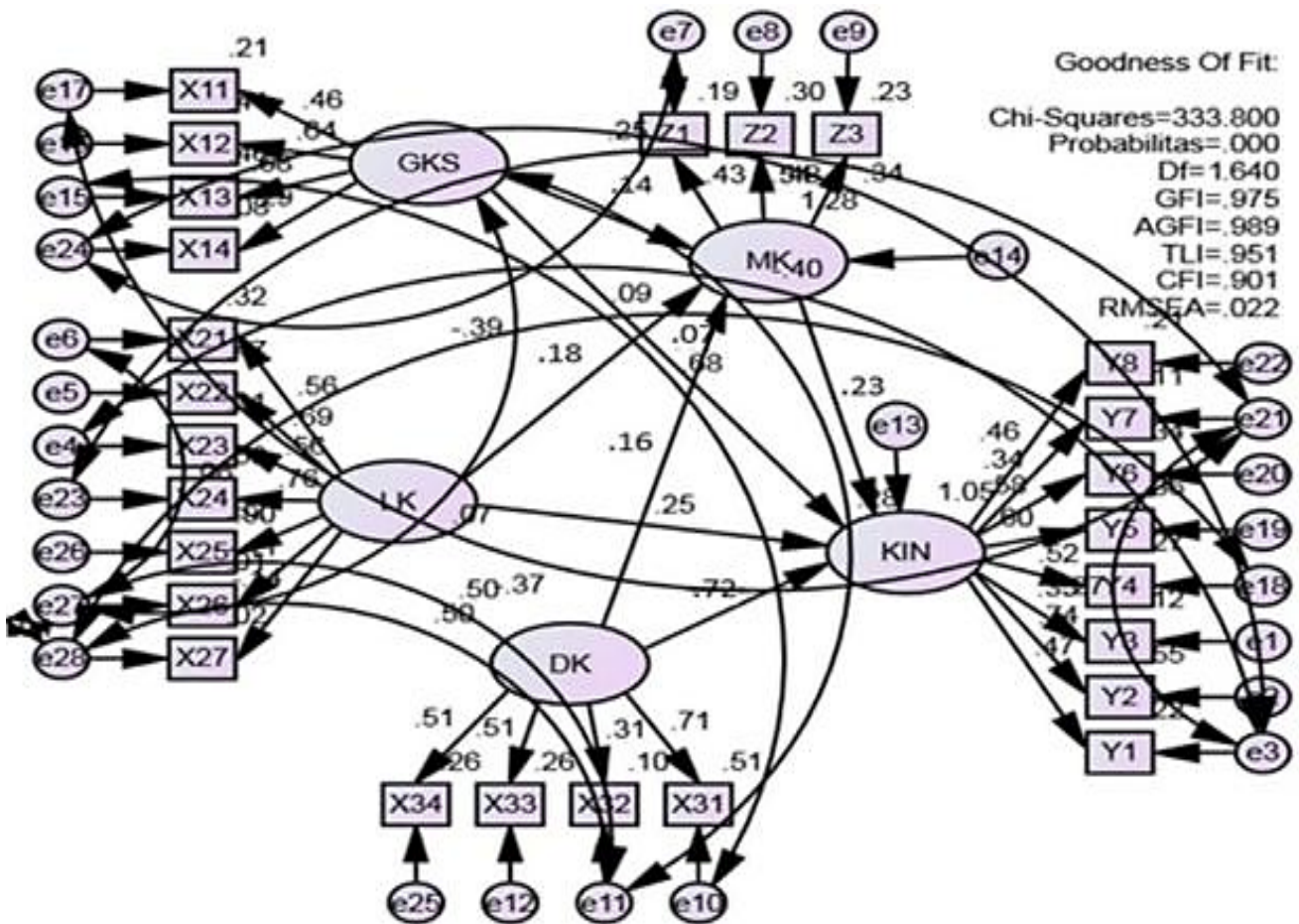


Figure 2. Model Modification Results

Table 1. Mark Goodness of Fit and Cut off Value Early Structural Model

Criteria	Model Test Results	Cut-off Cite	Information
Probability	0.000	≥ 0.05	Good
X^2 Chi square	4.024	≤ 2.00	Less
Cmin/DF	0.549	≥ 0.90	Less
GFI	0.458	≥ 0.90	Less
AGFI	0.356	≥ 0.95	Less
TLI	0.421	≥ 0.95	Less
CFI	0.165	≤ 0.08	Less
RMSEA			

Table 2. Mark Goodness of Fit and Cut off Value Model Modification

Criteria	Model Test Results	Cut-off Cite	Information
Probability X^2 Chi square	0.000	≥ 0.05	Good
Cmin/DF	1.640	≤ 2.00	Good
GFI	0.975	≥ 0.90	Good
AGFI	0.989	≥ 0.90	Good
TLI	0.951	≥ 0.95	Good
CFI	0.901	≥ 0.95	Good
RMSEA	0.022	≤ 0.08	Good

Once the coefficient value of each variable is known, the next step is to test the hypothesis using the values CR (Critical Ratio) and the probability. If CR count > 1.96 or $-CR$ count < -1.96 then there is an influence of exogenous variables on endogenous variables and vice versa. Or it can also be seen from the level of significant $\alpha = 0.05$. If the value is significant ≤ 0.05 means, there is an influence of exogenous variables on endogenous variables and vice versa. The following is Regression Weight and Standardized Regression Weight structural equation model:

Table 3. Causality Test Results

Path	Estimate	Standardized Estimate	S.E.	C.R.	P
MK <--- GKS	.169	.136	.071	2.362	.018
KIN <--- GKS	.088	.065	.238	1.638	.056
MK <--- LK	.195	.180	.087	2.245	.025
KIN <--- LK	.294	.248	.120	2.452	.014
MK <--- DK	.113	.156	.037	3.100	.002
KIN <--- DK	.266	.720	.079	3.371	***
KIN <--- MK	.417	.226	.121	3.452	***

Discussion

The situational leadership style variable has a significant influence on work motivation PT. Gapura. The results of this hypothesis test are values CR =2.362 with a significance level of 0.018 ($p \leq 0.05$) and has a contribution of 0.136 or 13.6%. The results of this research state that situational leadership style variables influence work motivation. The implementation of a situational leadership style makes employees independent and ready to carry out their work. The readiness of employees will give rise to encouragement or motivation from employees to carry out their work in order to achieve a certain goal.

To increase motivation through a situational leadership style, indicators of the situational leadership style can be increased by the leader directly giving direction and providing solutions to each work problem, the leader exchanging opinions with his subordinates, the leader providing motivation and freedom for his employees to determine good work implementation techniques.

The situational leadership style variable has no significant effect on the performance of employees PT. Gapura. The results of this hypothesis test are values CR =0.1638 with a significance level of 0.056 ($p \geq 0.05$). This indicates that the influence of the situational leadership style variable on performance is not significant or cannot be trusted. Situational leadership is based on relationship and task behavior, the effectiveness of a leader is not only reflected in the amount of power but also attention and commitment to his subordinates. This shows that high leadership cannot always make employees willing to carry out all assigned tasks well.

The situational leadership style may not work well because in theory this leadership style is suitable for field workers. However, the research results do not show the same thing based on employee answers. Caused by PT. Gapura, a joint venture subsidiary of PT. Garuda, Angkasa Pura I and II which are BUMN where the leadership style used by BUMN companies is bureaucratic. Members just have to carry out it according to the rules that are already available.

The work environment style variable has a significant effect on the work motivation of employees PT. Gapura, the results of this hypothesis test value CR =2.245 with a significance level of 0.025 ($p \leq 0.05$) and has a contribution of 0.180 or 18.0%. A conducive and good work environment will provide a feeling of comfort to employees. This situation will give rise to motivation and enthusiasm in employees at work. This can be seen from the condition of the working environment which is still considered good by employees even though there are several assessments regarding small things in their working environment which are considered lacking, such as space for movement, noise and lighting in certain places which are considered lacking. However, this does not affect their work as evidenced by the large number of employees who can complete their tasks and obligations on time and in accordance with standard operating procedures.

Work environment style variables have a significant effect on the performance of employees PT. Gapura. The results of this hypothesis test are values CR = 2.452 with a significance level of 0.014 ($p \leq 0.05$) and has a contribution of 0.248 or 24.8%. The research results state that work environment variables influence performance in accordance with the theory of Heyzer & Render (2001) where the work environment as a place of work influences work results and the quality of their work life. The work environment influences employee performance because a conducive work environment allows employees to be able to work optimally and of course will increase employee performance. The work environment can improve employee performance, including by providing job security for employees, tools safety for employees, especially those in the field area, as well as harmonious employee relations in the work environment.

The work discipline style variable has a significant effect on the work motivation of employees PT. Gapura, the results of this hypothesis test value $CR = 3,100$ with a significance level of 0.002 ($p \leq 0.05$) and has a contribution of 0.156 or 15.6% . Work discipline can be improved by completing work on time, using available office facilities properly and carefully, having high responsibility for work, and obeying existing regulations.

The work discipline style variable has a significant effect on the performance of employees PT. Gapura, the results of this hypothesis test value $CR = 3,371$ with a significance level of 0.000 ($p \leq 0.05$) and has a contribution of 0.720 or 72.0% . It can be said that the work discipline of employees GSE PT. Gapura is already running, this can be seen from the results of descriptive calculations of research variables which show a high score of 4.53 from $1-5$, which means it is very good. A good level of discipline will help improve employee work results so that they can achieve the targets set by the company.

Variable work motivation has a significant effect on the performance of employees PT. Gapura, the results of this hypothesis test value $CR = 3.452$ with a significance level of 0.000 ($p \leq 0.05$) and has a contribution of 0.226 or 22.6% . The results of this research state that work motivation variables influence performance in accordance with theory Mathis and Jackson (2001) that factors influence the performance of individual workers, namely: their abilities, motivation, support received, the existence of the work they do, and their relationship with the organization. Employee work motivation is said to be high if the employee can direct himself to complete work with all his abilities, tries to do the work as best as possible, and has persistence in working, including solving problems in his work both in teams and individually.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion, the following conclusions are obtained: situational leadership style has a significant effect on work motivation, situational leadership style has an insignificant effect on employee performance, work environment has a significant effect on employee motivation, work environment has a significant effect on employee performance, work discipline has an effect significant effect on work motivation, work discipline has a significant effect on employee performance, and work motivation has a significant effect on performance.

That there are still shortcomings and limitations of researchers including: the object of this research is in a field work environment so that the research results cannot be generalized, and it does not rule out the possibility of producing different research results if carried out in companies with different cultural backgrounds. And there is a tendency for respondents to give themselves higher answer scores or not answer seriously and honestly due to their busy schedule. The most appropriate leadership style should use a situational leadership style, which can deal with situations in the field that are rapidly changing both in terms of employees and working conditions. Especially for the GSE unit of PT. Gapura to increase discipline motivation must continue to be maintained and leaders must set a good example. Rewards in the form of bonuses, prizes or appreciation for their work results can be given by leaders to increase motivation.

The company should be able to monitor more frequently and in more detail the condition of the working environment by paying attention to things such as freedom of movement that employees feel is lacking by providing air conditioning such as air conditioning, air purifier so that employees will be comfortable with cool room conditions and healthy air after long activities in the field. Lighting in the workplace needs to be added, especially for mechanical parts when repairing GSE both in the workshop and in the field. Apart from that, carry out routine checks for facilities and infrastructure that need repair and replace those that are less suitable for use so that performance can be improved more optimally. Hold a family gathering at the GSE unit to strengthen relationships between leaders and employees as well as between employees.

There is a need for regular and comprehensive training, provision and understanding of the material and practice of using tools for mechanics and operators for all levels so that all employees can operate all existing tools. Enhancement soft skill from each employee can produce even better quality and quantity of performance. For readers who will conduct research in the same field, if you want to use this thesis as a reference, it is necessary to review it again so that there is further research which is expected to be able to make a more meaningful contribution to understanding the factors that influence employee performance.

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