

The Reaction towards the Performance of Non-Educative Employee viewed from Leadership Style and Work Discipline Variables at Paramadina University

Mohamad Sajili

Student of Magister Management, Perbanas Institute
Jakarta, Indonesia

Abstract:- Aim of these study to discover and learned regarding the impact of leadership style and work discipline towards the employee performance at Paramadina University. This research used quantitative data types with total sample of 30 respondents by non-probability sampling method with primary data obtained from questionnaires that are processed by SPSS. The analysis technique used multiple linear regression. The results showed that 1) leadership style variables has an influences towards employee performance at Paramadina University with t arithmetic $> t$ table ($3.361 > 2.0484$) and sig value of $0.002 < 0.005$, 2) work discipline variables has an influence towards employee performance. This averment was proven by the results of data processing with value of t work discipline table of $4.460 t$ count $> t$ table that is ($4.460 > 2.0484$) and significance level of $0.000 < 0.05$, meaning that work discipline has a strong reaction on employee performance and 3) leadership style variables and work discipline togetherness has strong reaction Against employee performance.

Keywords: Leadership Style, Work Discipline, Employee Performance.

I. INTRODUCTION

Human resources has a huge role in an organization, especially in achieving those organizational goals. The Successful in achieving the organizational goals was fully supported by employee behavior. Therefore, the employees play an important role in forming and managing the organizations and utilizing those existing technology. But in fact, the success of an organization was determined by the leadership which developed in that organization and motivation was given to members or subordinates to achieve these goals. This because every leader can exert their influence on theirs subordinates.

To build the peak of performance it is important to increase the maximum work and the use of prospective human resources which owned by employees and formed the organizational targets, and would contribute positively to the growth of organization. Beside that the organizations should focus to various factors that could influence the motivation on their workers. The role of

organization needed to correcting the work discipline and leadership style that help to Shape the form creation of professional attitudes and actions in completing work an accordance to their respective fields and responsibilities employee the leader must ensure that the performance of subordinates was valued appropriately and not otherwise by ignore and do not provide a positive reward for the performance of subordinates.

Leadership has very close connection in implementing the organization in a company, the function of the leader not just to provide guidance and direction to employees, but most importantly is how a leader is capable to provide a vision and mission or a clear direction to where the organization will run so the results that would earned in accordance with company goals. Basically every leader has different behavior in leading his employees, the behavior of the leader has often called as the leadership style.

Work discipline could be seen as something with great benefit, both for organization and the employees. For organizations the existence of work discipline would assure the preservation of order and smooth the tasks Execution, so maximum outcome could be obtained. As for employees, a pleasant atmosphere will obtained so it will increase their morale in carrying their owned work. Thus, employees can carry out their duties with full awareness and develop their energy and mind as much as possible for the realization of the organization goals or company.

The research on leadership style and work discipline which has been widely carried out by previous researchers, such as research who was conducted by Woro Juni Diastuti (2014) which has statements that the influence of leadership style on employee performance was strongly positive. Then the same results were also shown by Rachmawati Madjid and Taufik Hidayanto (2017), they suggested that the leadership style and work discipline had strongly Affection on employee performance. But it contrast to the results of Sudarmo and Hendika's research, Swasti Lukita (2016) states that simultaneous the leadership style, motivation and work discipline do not have strongly reaction on employee performance. While the results from Arfindy Parerung, Adolfinia and Peggy A.

Mekel results (2014) define that work discipline does not have positive influence on employee achievement.

The researchers done these research at the place of researchers working at University of Paramadina in academic directorate. Based on pre survey whicj conducted by the researchers on the field it seen that the declining in employee performance was caused by the leadership style that adopted by an academic leader who is really authoritarian so it causes the pressures on employee performance. Beside that , there has a discrepancy with the main tasks of the employee, which means that some employees do tasks which are not according to their job desk so the employees do not understand their tasks and lead to the decreased of employee performance. This is really needs to get attention because of the high work pressure received by employees, especially from work that should not be their part but they are obliged to do it, the problem is very disturbing the concentration of employees and causes them to not be able to focus on the work that they should be doing.

Based on the assessment result of employee performance which is fluctuating where each year has decreased for very good category intervals in 2013 by 80%, good category 6%, and good enough 3%. The period of 2014 also decreased for the excellent category by 64%, the good category by 22%, and quite good by 12%. In 2015 and 2016 had a percentage of performance above 70%, consist the category of very good 2015 at 76% and in 2016 at 80%. However, there was decrease in 2017, which was a very good category by 63%. The decline could occur due to employees cannot complete their duties on time, so the tasks will always accumulate and cant accomplishes on time. In the last two years of 2016 and 2017 there was a change in organizational structure and leadership changes in the Academic Directorate, so with these changes it will raises policies and regulations that are applied by different leaders and it could affect towards the performance of these employees.

Year	Number of Employee	Performance Assessment							
		Very Good		Good		Good Enough		Not Good	
		3,26 – 4,00		2,51 – 3,25		1,75 – 2,50		< 1,75	
		%		%		%		%	
2013	31	25	80 %	5	16%	1	3%	0	0%
2014	31	20	64%	7	22%	4	12%	0	0%
2015	30	23	76%	4	13%	3	10%	0	0%
2016	31	25	80%	5	16%	1	3%	0	0%
2017	30	19	63%	6	20%	5	16%	0	0%
Amount	153	112	73%	27	17%	14	10%	0	0%

Table 1:- Index of Employee Performance Evaluation for Academic Directorate of Paramadina University
Source: HRD of Paramadina University

The change of leadership also has an impact on employee attendance where the employee performance is not only seen from the results of employee performance evaluations, the attendance recap would also shows a decrease that can be proven by the results of the attendance recap percentage. Based on the attendance recap from

attendance above shows that attendance rates are below 80%, seen in January - July attendance rates are below <80%, January period is 74%, February is 76%, March is 79%, April is equal to 67%, in May it was 72%, in June it was 68%, and in July it was 64%.

No.	Month	Percentage
1.	January	74%
2.	February	76%
3.	March	79%
4.	April	67%
5.	May	72%
6.	June	68%
7.	July	64%
8.	August	83%
9.	September	96%
10.	October	99%
11.	November	87%
12.	December	90%

Table 2:- Recap of Employee Attendance Results at Academic Directorate of Paramadina University
Source: HRD of Paramadina University

The existence on those gap phenomenon has indicates that the employee performance problems which occur and research gaps from the prior research, so the authors will conduct a research with title "*The Reaction towards the Performance of Non-Educative Employee viewed from Leadership Style and Work Discipline Variables at Paramadina University*".

II. THEORETICAL REVIEWS

A. Leadership Style

Leadership factors has plays an important role at organizations because it is the leader who will move and lead the organization to achieving its goals and its include in "not an easy task" catagory. This could be means that showing subordinates in meeting their needs depends on the skills and abilities of a leader. According to Siagian in Sutrisno (2012), Leadership is people skilled that could pursue another , in this case his subordinates are such other people who will do the leader command though they aint agree personally. While Sutrisno (2017:213) said that leadership style is a process of one act to force others by leading, guiding, pursuing anothers to fuse something in order to reach the wish outcome. Furthermore, Sutrisno (2017) echoes that there are several models of leadership style, namely persuasive, refressive, participatory, innovative, motivative, educative, investigative, inspective, narrative, and retrographic. Whereas Hasibuan (2011) said that there are 3 leadership styles, namely tyrannical leadership, participative leadership, and delegative leadership.

B. Work Discipline

Discipline has an HR operative function that has important role because the better discipline, the higher work performance that could be achieved. Without good discipline, it would very difficult to achieve the maximum outturn. According to Hasibuan (2017:193), Discipline is one's awareness and willingness to obey all company regulations and applicable social norms. Good discipline reflects the magnitude of one's sense of responsibility for the tasks assigned to him. According to Singodimedjo in Sutrisno (2017), said discipline is an attitude of justice and someone's willingness to obey and obey the regulatory norms that apply in the surroundings. Good employee discipline will speed up company goals, while declining discipline will become a barrier and slow down the achievement of company goals. While Mangkunegara (2017:129) said that work discipline can be interpreted as the implementation of management to streng then organizational guidelines. Furthermore, Mangkunegara (2017) said there are 2 forms of work discipline, namely preventive discipline and corrective discipline.

C. Employee Performance

Performance according to Sudarmanto (2009) says that performance is a record of the results produced for a particular job function or activity and behavior that is relevant to organizational goals. Performance according to (Mangkunegara, 2013: 67), is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Meanwhile, according to Siswanto in Muhammad Sandy (2015:11) Performance is the achievement achieved by someone in carrying out the tasks and jobs given to him.

Performance according to Moehariono (2012:95), performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Meanwhile, according to Wirawan (2009: 5) performance is the output produced by the functions or indicators of a job or a profession within a certain time. Based on the understanding of the performance of some of the experts can be interpreted that employee performance is closely related to the work results of someone in an organization, the results of the work can involve quality, quantity and punctuality.

D. Prior Research

The results of previous research were very useful as a basic reference of this research. The research result which conducted by Indriyatmoko, Amin Wahyudi, Lamidi (2016) said that the Leadership Style had none reactions to employee performance at the Boyolali Post Office. Meanwhile, according to Endro Sudjiono (2012) said that the leadership strongly positive react to performance of teachers at Primary School in Pati District.

Research results Rachmawati Madjid, Taufik Hidayanto (2017) said that leadership style and work discipline has strongly reacts on employee performance. Meanwhile, according to Ila Rohmatun Nisyak, Trijonowati (2016) said that leadership style and work discipline have a significant positive effect on employee performance. According to Lis Andayani (2013) stated that work discipline has a significant effect on employee performance. Meanwhile according to Woro Juni Diastuti (2014) said that the influence of leadership style on employee performance was significantly positive.

E. Thinking Framework

Based on these theory above, it could be described a thinking framework for these titles as follows:

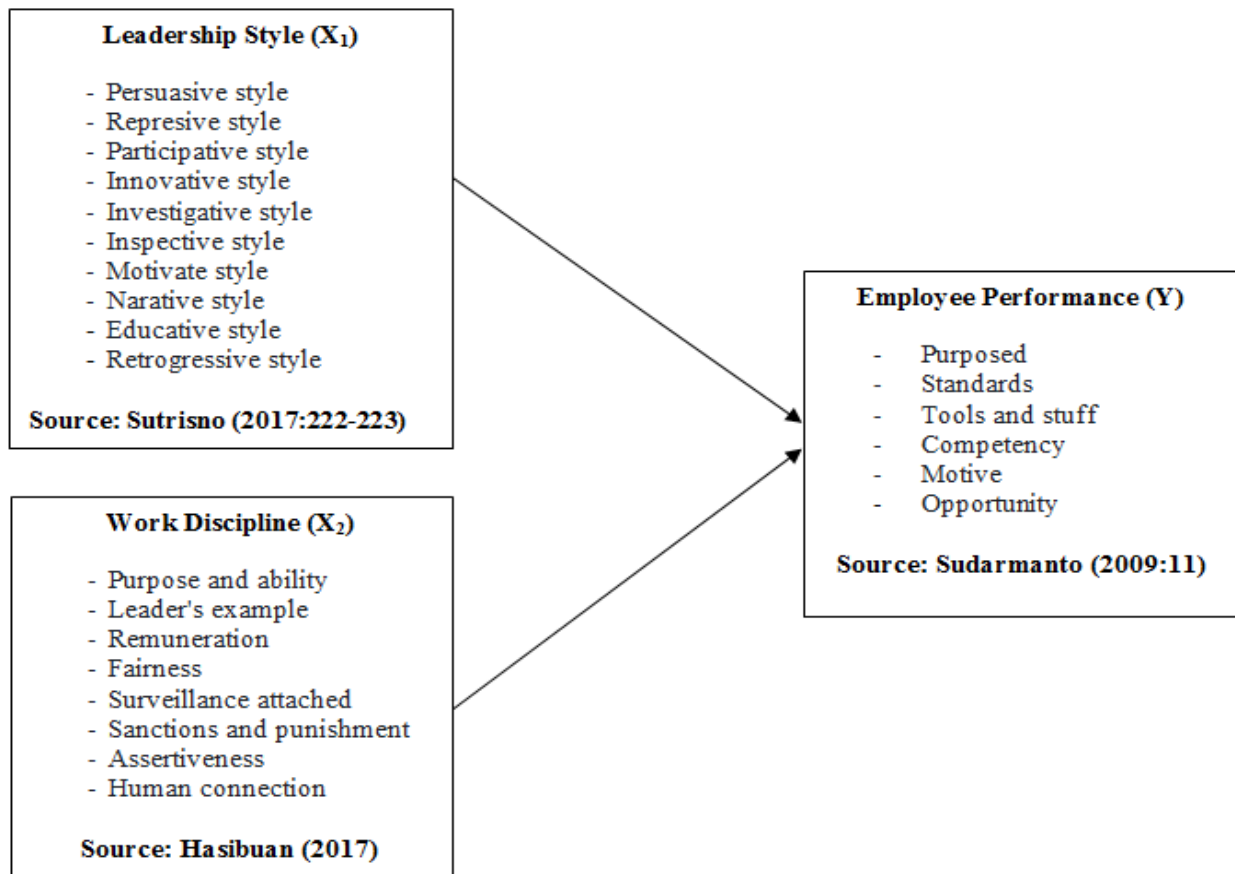


Fig 1:- Thinking Framework

F. Hypothesis

The hypothesis of this cases that could be seen as in follows:

H₁: There has an influence which occur between leadership style towards employee performance at Paramadina University

H₀: There's none reaction which occur between the leadership style towards employee performance at Paramadina University

H₂: There has an influence which occur between work discipline towards employee performance at Paramadina University

H₀: There's none reaction between work discipline to employee performance at Paramadina University

H₃: There has an influence which occur between leadership style and work discipline towards employee performance at Paramadina University

H₀: There's none reaction which occur between leadership style and work discipline towards employee performance at Paramadina University

III. METHODOLOGY

This research belong to causal associative research by using quantitative descriptive approach. Causal associative research is the research that aims to discover the impact between two or more variables. This research would explain the connection of influencing and influenced by variables whom studied, such as impact of leadership style

variables and work discipline variables on employee performance variables. The reason used this method are could explained the real state which temporarily running at the time of the study and examine the causes of a particular symptom. This research based on validity test and reliability test to find out whether these measuring tools were valid. Data collection will be done through survey techniques with questionnaire to respondents. Furthermore, the data that has been obtained will be processed using statistical model SPSS program. The population in this research were non-educative employees of the academic division at Paramadina University, amounted to 30 people. The method used non probability sampling, that method which not provide an equal opportunity / chance for every particles of the population members that has been chosen to be sampled. As for sampling technique used saturated sampling, therefore the sample in this research are all employees from the academic division of Paramadina University, which amounting to 30 people.

IV. RESULTS AND DISCUSSIONS

A. Validity and Reliability Test

The validity test results show that the calculated value of r leadership style, work discipline and employee performance values have a greater value than the specified r table value, so it summerized that the statement items on the leadership style, work discipline, and employee performance variables are declared valid.

No.	r _{count} X ₁	r _{table}	Information	r _{count} X ₂	r _{table}	Information	r _{Count} X ₃	r _{table}	Information
1	0,601	0,361	Valid	0,454	0,361	Valid	0,701	0,361	Valid
2	0,541	0,361	Valid	0,555	0,361	Valid	0,504	0,361	Valid
3	0,471	0,361	Valid	0,578	0,361	Valid	0,627	0,361	Valid
4	0,541	0,361	Valid	0,510	0,361	Valid	0,393	0,361	Valid
5	0,541	0,361	Valid	0,532	0,361	Valid	0,445	0,361	Valid
6	0,493	0,361	Valid	0,816	0,361	Valid	0,521	0,361	Valid
7	0,541	0,361	Valid	0,700	0,361	Valid	0,632	0,361	Valid
8	0,381	0,361	Valid	0,665	0,361	Valid	0,492	0,361	Valid
9	0,635	0,361	Valid	0,688	0,361	Valid	0,492	0,361	Valid
10	0,601	0,361	Valid	0,512	0,361	Valid	0,431	0,361	Valid
11	0,555	0,361	Valid	0,547	0,361	Valid	0,500	0,361	Valid
12	0,444	0,361	Valid	0,571	0,361	Valid	0,561	0,361	Valid
13	0,438	0,361	Valid	0,698	0,361	Valid	0,521	0,361	Valid
14	0,450	0,361	Valid	0,671	0,361	Valid	0,484	0,361	Valid
15	0,464	0,361	Valid	0,699	0,361	Valid			
16	0,425	0,361	Valid	0,470	0,361	Valid			
17	0,635	0,361	Valid						
18	0,650	0,361	Valid						
19	0,512	0,361	Valid						
20	0,488	0,361	Valid						

Table 3:- Validity Test Results

The reliability test results showed that the Cronbach's Alpha value for leadership style variable was 0.837 Work discipline with a Cronbach alpha value of 0.845 and for the employee performance variable was obtained with

0.787. Thus it stated that the statement for all items is reliable (good), because the Cronbach alpha value is already above 0.6.

Variable	Alpha Cronbach	Information
Leadership Style (X ₁)	0,837	Reliable
Work Discipline (X ₂)	0,845	Reliable
Employee Performance (Y)	0,787	Reliable

Table 4:- Reliability Test Results

B. Classic Assumption Test

Based on SPSS results it can be seen that it is normally distributed. This can be seen from the significant

level for Leadership Style (X₁) of 0.200, Work Discipline (X₂) of 0.112 and Employee Performance (Y) of 0.200 which above the significant level of 0.05.

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Leadership Style	.095	30	.200*	.984	30	.917
Work Discipline	.144	30	.112	.970	30	.527
Employee Performance	.111	30	.200*	.951	30	.181

Table 5:- Normality Test Results

Heteroscedasticity test results show that the points do not form a certain pattern or points are spread above and below zero so that it can be concluded that in this research

the regression model did not experienced the heteroscedasticity.

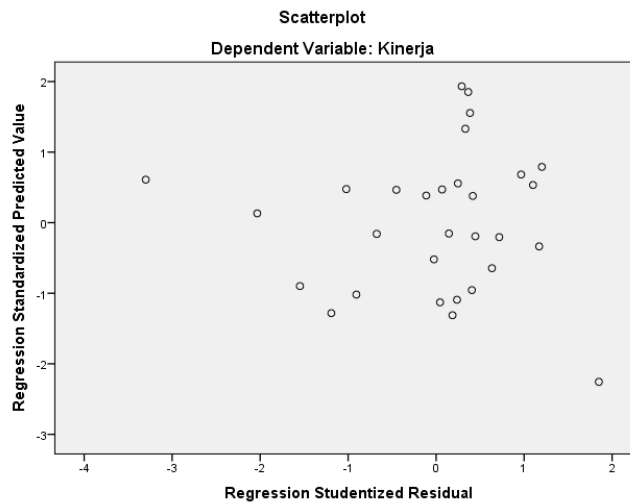


Fig 2:- Heteroscedasticity Test Results

From these multicollinearity test results of the research regression model, the results show that the leadership style variables (X_1) and Work Discipline (X_2) do not occur multicollinearity was indicated by VIF values

below 10 and tolerance values are greater than 0.1, so this shows that this regression model is worth to use because there are no variables has experiencing multicollinearity.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.953	1.049
	Work Discipline	.953	1.049

Table 6:- Multicollinearity Test Results

C. Hypothesis Test

The results of these classical assumptions test which have been made could be summerized that the regression model in this research is feasible because the regression

model is free from the data normality issue, does not occur multicollinearity and also heteroscedasticity not appears. So next the multiple linear estimation test has to performed and presented as in table 7 below.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.010	.778		0.13	.990
	Leadership Style	.444	.132	.473	3.361	.002
	Work Discipline	.591	.132	.628	4.460	.000

Table 7:- Results of Multiple Regression Analysis

From those output from Table 7 if written in the form of a regression equation would be like on this belows:

$$Y = 0.010 + 0.444 X_1 + 0.591 X_2$$

From the above equation it can be concluded that:

- A constant of 0.010 stated that if the leadership style and work discipline variables are considered to be equal to zero, then the employee's performance at Paramadina University is 0.010.
- If the leadership style and work discipline are increased by 1 unit for leadership style there will be a change of 0.444 and for work discipline there will be a change of 0.591.

Base on Table 7 above, as follows:

- Obtained from leadership style t count of 3,361 this figure shows that t count is greater than t table which (3.361 > 2.0484). For the leadership style variable has a significance level of 0.002 < 0.05 meaning that Ho was refused and Ha was received, thus Ha was received, meaning that the leadership style strongly affect the employee performance.
- Obtained from work discipline t count of 4,460 this figure shows that tcount is greater than t table which is (4,460 > 2,0484) with a significance level of 0,000 < 0.05, meaning that Ho was refused and Ha was received, Thus Ha was received, meaning that work discipline also strongly affect the employee performance.

The Adjusted R square value is 0.490. So it defines that the independent variable could effect the dependent variable by 49% of the variance Y can be described by changes in variables X1 and X2 while the remaining 51% was explained by other factors outside the model which not

observed by the authors such as compensation, organizational culture, communication and other factors. The R correlation value of 0.700 was indicates that the reaction was quite strong between both variables.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.700 ^a	.490	.452	.27274	2.091

a. Predictors: (Constant), Disiplin_Kerja, Gaya_Kepemimpinan

b. Dependent Variable: Kinerja_Karyawan

Table 8:- Determination Coefficient Test Results

Based on the results of these research found that the F count value was 12,963 with significance of 0,000. H0 was ejected and H3 was accepted, because the F count value is $12.963 > F$ table 3.34 and the significance value is $0.000 < 0.05$. This means that the model used to explain the influence of leadership style and work discipline on employee performance is acceptable.

D. Discussions

The first hypothesis in this research defines the reaction between the Leadership Style on employee performance. This evidenced was proved by the value of t table of 2.0484 and t count of 3.361 so the (t count $3.361 > t$ table 2.0484) $0.000 < 0.05$. Therefore the (H0) was rejected and (Ha) was accepted means that there has an influence between leadership style on employee performance. The value of the probability result is 0.002 where the value of $\alpha = 0.05$ thus $p = 0.002 < \alpha = 0.05$, because the probability value was far below from the alpha value, the leadership style variable has a positive impact to employee performance. This research has similiar with research conducted by Endro Sudjiono (2012).

The second hypothesis in this research stated that there has an influence between work discipline on employee performance. This evidenced proven by the t value of work discipline at 4.460 and t table 2.0484 this figure shows that t count is greater than t table ($4.460 > 2.0484$) with a significance level of $0.000 < 0.05$, which means that H0 was refused and Ha was received. Thus Ha was accepted, means that work discipline strongly impact towards employee performance. This research has similiar with research which conducted by Ila Rohmatun Nisyak (2016).

The third hypothesis in this research stated that there has an influence between leadership style and work discipline on employee performance. This evidenced proven by the Fcount value of work discipline at 12,963 and F table 3.34 this figure shows that the F count is greater than F table which is ($12,963 > 3.34$) with a significance level of $0,000 < 0.05$, meaning that H0 was rejected and Ha was accepted . Thus Ha was accepted, so it could defined that leadership style and work discipline has strongly reaction against employee performance. This research has similiar with research by Rachmawati Madjid and Taufik Hidayanto (2017).

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

According to the data processing results and the discussion over the variables that studied, it could be concluded as in belows:

- There's reactions between leadership style on the performance of non-educative employees at Paramadina University. This evidenced was proven by the results of data processing with t count $> t$ table $3.361 > 2.0484$ and sig value of $0.002 < 0.005$ meaning that H0 is refused while Ha was received. thus Ha was received, so it could be means that there has an impact from leadership style to employee achievement.
- There's reactions between work discipline on the performance of non-educative employees at Paramadina University. This evidenced was proven by the results of data processing with the point of t count $> t$ table that is $4.460 > 2.0484$ with a significance level of $0.000 < 0.05$, which means that H0 was refused and Ha was received. thus Ha is accepted, so it could define that work discipline has a strongly reaction towards employee performance.
- There's reactions between leadership style and work discipline against the performance of non-educative employees at Paramadina University. Those evidenced was proven by the results of data processing with value of F count $> F$ table which is $12,963 > 3.34$ with significance level of $0,000 < 0.05$, meaning that H0 was refused and Ha was received. Thus Ha is accepted, it could be means that the leadership style and work discipline has influential strongly impact on employee performance.

B. Research Limitations

The limitations faced by researchers when conducting this research are:

- Limitations of research variables. This study only uses 3 variables, such as leadership style, work discipline and employee performance. There are still more variables that might be used in this research to measure the performance of non-educative employees at Paramadina University. Thus this limitations would have potential to causing different conclusions if the next research conducts this research by using the other variables.

- Time limitations when conducting these research because the writer has a little time to conduct these research.
- Possibly has other factors that could impact those employee performance that are not used or explained in this research, so actually the results found by researchers are not so perfect.

C. Suggestions

According to data mentioned above, therefore it creates the suggestions in this research are:

- To leadership style variables, the factors which need to be improved are indicators that "puts excessive suspicion on subordinates", that show good ethics at work and can receive an advice and criticism from subordinates. To overcome this problem, my suggestion should be open mind and accept an advice what's good or lack from them so the relationship between superiors and subordinates would be better. Beside that the need of monitorized the work of employees, so if there has occur the problems it could be solved together.
- To work discipline variables, which need special attention are the results of employee performance appraisal evaluations which are carried out annually but the results of these evaluations have never been submitted to subordinates, whether the assessment results are good or bad, so the subordinates cannot improve their performance results. The writer's suggest on this matter that it should be corrected immediately because the feedback assessment is really needed by the employees to improve performance. Beside that to get known if performance are also influences the career opportunities that could achieved.
- The performance variable which needs to get attention is the lack of appreciation for the achievement towards employee performance. In this case like if the good employee performance never gets any appreciation or reward that can be obtained from their hard work, but it happen in other way if the results of poor performance always get quick response from superiors. The author's advice that it should be evaluated because by appreciation to one of employees it would encourage the other employees to compete to get the reward or award so do with improving the employee performance.

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