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**THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP AND THE
PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE OF
PT. PLN (PERSERO) MAIN UNIT FOR NORTH SUMATRA REGION**

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ABSTRACT

This study aims to determine the effect of transformational leadership and the physical work environment on the performance of PT. PLN (Persero) Main Unit for North Sumatra Region. This research approach uses associative and quantitative approaches. The population in this study were all employees of PT. PLN (Persero) Main Unit for North Sumatra Region, totaling 184 people. The sampling technique uses a sampling technique using the Slovin formula, totaling 65 people. The data collection technique used in this study used a questionnaire/questionnaire and interview techniques. Data analysis techniques in this study used Multiple Linear Regression, Classical Assumption Test, Hypothesis Test (t test and f test) and the Coefficient of Determination. Data processing in this study used the SPSS (Statistics Package For the Social Sciences) version 16.0. The results showed that transformational leadership and the physical work environment simultaneously had a positive and significant effect on the performance of employees at PT. PLN (Persero) Main Unit for North Sumatra Region. Based on the partial test, it shows that the transformational leadership variable has a positive and significant effect on employee performance, and the physical work environment variable has a positive and significant effect on PT. PLN (Persero) Main Unit for North Sumatra Region.

Keywords: Transformational Leadership, Physical Work Environment, Employee Performance

INTRODUCTION

Within a company, employee performance is very influential on the company. Companies can assess the quality of their employees' work from the performance of these employees. Increased employee performance will also affect and improve company performance, because both are dependent. So that the company goals that have been determined can be achieved. And to encourage employees to perform well, support is needed, one of which is leadership (Moeheriono, 2012) and a decent work environment (Kasmir, 2016) .

Performance is a person's success in carrying out a job (Moeheriono, 2012) . Employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or does not exceed the time limit provided so that the goals will be in accordance with company morals and ethics (Pioh & Tawas, 2016) . To achieve good performance, the most

dominant element is human resources, even though the planning has been prepared properly and neatly but if the people or personnel who carry out it are not qualified and do not have high morale, then the plans that have been prepared will be in vain. (Muis, Jufrizen, & Fahmi, 2018). therefore employees must work better so that the plans or targets set can be achieved optimally and support the sustainability of the company (Prayogi, Lesmana, & Siregar, 2019). And to find out whether employees have performed well, it is necessary to have periodic performance appraisals. Performance appraisal is a company process to assess the performance of its employees. The purpose of performance appraisal is to provide feedback to employees in an effort to improve their performance and increase company productivity, especially with regard to employee skills such as for promotional purposes, providing compensation, education, leadership style, work environment and training (Meithiana, 2017).

Leadership can be said as a way of a leader in directing, encouraging and managing all elements within a group or organization to achieve a desired organizational goal so as to produce maximum employee performance. Improving employee performance means achieving the work results of a person or employee in achieving organizational goals (Madyarti, 2021). Transformational leadership is a type of leadership in which leaders provide inspiration and support to employees to further develop organizational goals. the transformational leadership style is a leader who pays attention to the problems faced by his followers by providing enthusiasm and encouragement to achieve his goals (Madyarti, 2021). So it can be seen that the transformational leadership style can inspire subordinates regarding the importance of the value of cooperation to achieve set organizational goals (Mootalu, 2019). Leadership is very motivating closely related to ability, communication and relationships between human beings.

The work environment is the overall work facilities and infrastructure that are around employees who are doing work that can affect the implementation of work, this work environment includes the workplace, facilities, work aids, cleanliness, lighting, calm, including working relationships between people in that place (Diputra & Mujiati, 2016). A good work environment is very influential and is expected to improve the performance of employees in the company. The work environment is divided into two, namely the physical work environment and the day-to-day non-physical work environment (Paita, Tewal, & Sendow, 2015). The physical work environment is everything that is located or is around employees that affect directly or indirectly in carrying out their work (Sedarmayanti, 2011). Meanwhile, the non-physical work environment is a relationship within the work environment in the form of a relationship between superiors, subordinates and co-workers whose existence cannot be ignored (Sedarmayanti, 2014). A working environment condition can be said to be good if the employee can complete the assigned task optimally due to a healthy, safe and comfortable working environment without any disturbances, such as the right level of air temperature,

sufficient building conditions, good lighting in a room, not presence of noise and other disturbances.

Based on preliminary research on transformational leadership, it was found that there was a tendency to decrease employee performance marked by a lack of motivation and reprimands given by leaders to their employees, this was caused by employees who worked less than making the best use of their time and there were still employees who were less diligent, by doing other activities. during working hours so that the results of the work carried out are less than optimal and employees spend more time telling stories. Even though in a company it is the rule that employees must do their job as well as possible.

Meanwhile, based on preliminary research on the physical work environment, it was found that there was a tendency to decrease employee performance as a result of an uncomfortable work environment/work space and unfulfilled work needs such as company areas or rooms that often flood causing high tides, computers that work poorly so that it inhibits employees in completing the work set by the company. But if the work environment is good, such as adequate lighting, a clean workplace, a good air situation, a neat workplace, complete equipment and work equipment, then employees will be more enthusiastic at work and provide additional items that complement or meet the needs of employees. will be enthusiastic at work and improve employee welfare.

Good and bad employee performance is influenced by many factors, including individual factors, psychological factors, and organizational factors (Moehariono, 2012) . Other factors that affect employee performance are the work environment, organizational climate, organizational culture (Wirawan, 2015) , leadership style, work atmosphere, morale and work motivation (Kasmir, 2016) .

Based on the explanation above, the authors feel interested in researching and writing research with the title "The Influence of Transformational Leadership and the Physical Work Environment on Employee Performance at PT. PLN (Persero) Main Unit for North Sumatra Region".

THEORETICAL BASIS

EMPLOYEE PERFORMANCE

The success of a company is influenced by employee performance, for that every company will try to improve employee performance in achieving organizational goals that have been set. Employee performance refers to a person's achievements as measured by the standards and criteria set by the company. Performance is the result of work in quality and quantity achieved by employees in carrying out their work in accordance with the responsibilities given to them (Meithiana, 2017) . According to other people's views,

Performance is a record of the results obtained from certain work functions or activities over a certain period of time (Moeheriono, 2012) . Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing goals, objectives, the vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2012) . Performance is energy possessed by humans if employed will generate company profits and achieve company goals (Wirawan, 2015) . Meanwhile, employee performance is the result of the work of people in a company to achieve the company's goals (Ismail, 2013) . According to another view, employee performance is an achievement obtained by someone in carrying out the tasks assigned by the company (Sutrisno, 2010) . From the definition described above, it can be interpreted that employee performance is the result of the work of each individual from work in his company within a certain period of time to achieve the goals or targets of the company.

According to (Kasmir, 2016) there are several factors that influence performance, namely: (a) Ability and Expertise, (b) Knowledge, (c) Work Design, (d) personality, (d) Work Motivation, (e) Leadership, (f) Leadership Style, (g) Organizational Culture, (h) Job Satisfaction, (i) Work Environment, (j) Loyalty, (k) Commitment, (l) Work Discipline. As for other opinions according to (Moeheriono, 2012) the factors that influence employee performance, namely: (a) Individual Factors, Individual factors are abilities, skills, family background, social level experience, and one's demographics, (b) Psychological Factors, Psychological factors are perceptions, roles, attitudes, personality, motivation, and one's job satisfaction / rewards / additional compensation one receives, (c) Organizational Factors, Organizational factors are an organizational structure, job design, leadership, reward system that each organization.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership is leadership where the leader provides individual attention, intellectual stimulation and the leader has charisma. Transformational leadership calls more on the moral values of followers in an effort to increase their awareness of ethical issues (Rorimpandey, 2013).

According to (Yulk, 2010) "Transformational leadership invokes moral values from followers in its efforts to increase their awareness of ethical issues and to mobilize their energy and resources to reform institutions." According to (Yulk, 2010) that leadership transformation as a leader has the power to influence subordinates in certain ways. Transformational leadership is often defined by its impact on how leaders strengthen attitudes of mutual cooperation and trust, collective self-efficacy, and team learning. Thus, transformational leadership is a leadership in which the leader motivates his subordinates to do more than was

originally expected by increasing the sense of importance of the subordinates and the importance of the work. According to (Robbins, 2012) the factors of transformational leadership are as follows: (a) Charisma, (b) Inspirational, (c) Individual Attention, (d) Intellectual Stimulus.

PHYSICAL WORK ENVIRONMENT

According to (Armida Silvia, 2016) the physical work environment is the whole or every aspect of the physical and socio-cultural symptoms that trigger or affect individuals. The physical work environment is a condition of the work environment in material or physical form and influences employee performance (Joseph, 2016).

A good work environment will provide personal comfort and improve employee performance. An employee who works in a physical work environment that supports him to work optimally will produce good performance. Conversely, if an employee works in an inadequate physical work environment and supports him to work optimally it will make the employee concerned become lazy, get tired quickly so that the employee's performance will be low.

Therefore it can be concluded that the physical work environment is a physical factor that can affect the performance of an employee and affect the tasks he is charged. Factors that influence the physical work environment quoted from (Sedermayanti, 2013) are: (a) Lighting/lighting in the workplace, (b) Temperature in the workplace, (c) Humidity in the workplace, (d) Air circulation in the workplace, (e) Noise at work, (f) Mechanical vibration at work, (g) Odors at work, (h) Color layout at work. (i) Decoration at work, (j) Music at work, (k) Safety at work.

RESEARCH METHODS

The type of research used is associative research. The approach used is quantitative. This research is to see the effect of additional compensation and work environment on employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region. The population in this study are all employees who work at PT. PLN (Persero) Main Unit for North Sumatra Region, totaling 184 people. By using a sample of 65 people. In this research, in drawing samples from the population using the sampling technique, the sampling technique uses the sampling technique, which means that the researcher determines a number of employees in selecting the objects of research. Before testing the hypothesis of this study, classical assumption testing was first carried out to ensure that the multiple regression test tool can be used or not in the study. If the assumptions of the classical test have been met, then the multiple linear regression statistical test tool can be used.

RESULTS AND DISCUSSION

Classic assumption test

Before testing the hypothesis, classical assumption testing is first carried out to ensure that the multiple regression test tool can be used or not in research. If the classical assumption test has been fulfilled, then the multiple linear regression statistical test tool can be used. There are several classical assumption tests including normality, multicollinearity, and heteroscedasticity tests with the following results:

The data normality test was carried out to see whether in the regression model, the dependent and independent variables have a normal distribution or not. Following are the results of the normality test to test all the research variable data using histogram graphs and *probability plots* as follows:

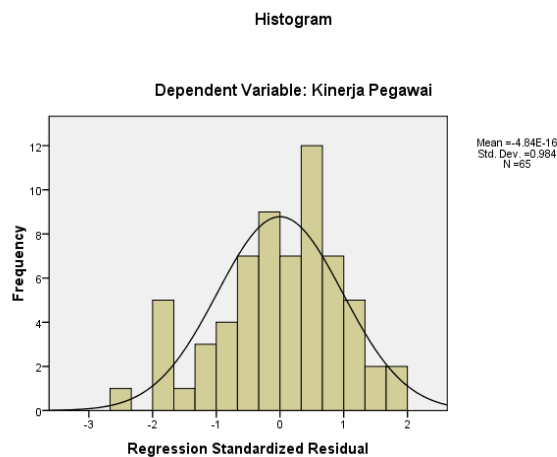


Figure 1. Histogram Normality Test Results

Based on the results of the normality test in the figure above, it shows that in the histogram graph above the data distribution follows a bell-shaped curve, not skewed to the right and to the left, it can be concluded that the data is normally distributed.

Likewise, by using the P-Plot graph in this graph, it can be seen that the points spread around the diagonal line and the distribution is somewhat close to the diagonal line or the distribution is in the direction of the diagonal line so that it can be concluded that the regression model in this study is normally distributed.

Normal P-P Plot of Regression Standardized Residual

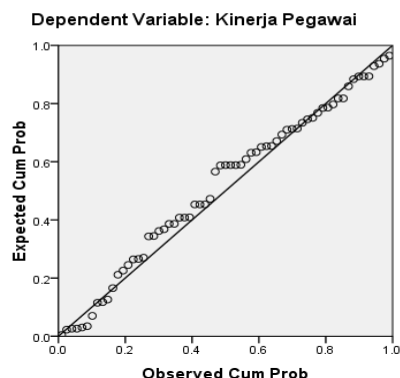


Figure II. P-Plot Normality Test Results

Multicollinearity testing was carried out to see whether the regression model found a correlation between the independent variables. A good regression model should not have multicollinearity. To detect the presence or absence of multicollinearity, it can be seen through the value of the inflation factor (VIP) variable and the tolerance value <0.10 or the same as the $VIP \text{ value} > 10$, so the value has multicollinearity between the independent variables.

Coefficients^a

Model	Collinearity Statistics	
	tolerance	VIF
1 (Constant)		
Additional Compensation	.772	1,296
Work environment	.772	1,296

a. Dependent Variable: Employee Performance

Table I. Multicollinearity Test Results

tolerance value of 0.772 < 1.0 and a *VIP* value of 1.296 < 10.0 , this means that the regression used for the two independent variables does not have multicollinearity.

Heteroscedasticity is used to test whether in the regression model, there is an unequal variance of the residuals in another observation. If the residual variance from another observation remains, then it is called homoscedasticity, and if the variance is different it is called heteroscedasticity.

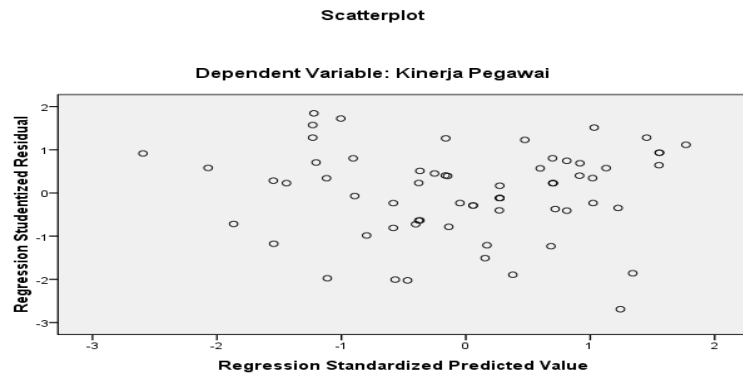


Figure III. Heteroscedasticity Test Results

The picture above shows that the points randomly do not form a clear or regular pattern, are scattered both above and below the number 0 on the Y axis. Thus "heteroscedasticity does not occur" in the regression model.

Multiple Linear Regression Test

The multiple linear equation model can be used in analyzing the significant level of the influence of factors affecting employee performance which is explained through transformational leadership and the physical work environment at PT. PLN (Persero) Main Unit for North Sumatra Region.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	25,083	3,812		6,580	.000
	Transformational leadership	.196	.086	.290	2,276	.026
	Physical Work Environment	.202	.099	.260	2045	.045

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	Physical Work Environment	.202	099	.260	2045	045

a. Dependent Variable: Employee Performance

Table II. Multiple Regression Coefficient Test Results

From the table above, it can be seen the following values:

- Constant (a) = 25.083
- Transformational Leadership (X₁) = 0.196
- Physical Work Environment (X₂) = 0.202

From the table above, the multiple regression equation can be compiled as follows:

$$Y = 25.083 + 0.196 X_1 + 0.202 X_2 + e$$

A constant value (α) was obtained of 25.083 indicating that if the independent variables, namely transformational leadership (X₁) and the physical work environment (X₂) are constant or do not change (equal to zero). Transformational leadership (X₁) of 0.196 indicates that if transformational leadership increases by 1%, it will result in increased employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region North Sumatra by 19.6%. Physical work environment (X₂) of 0.202 indicates that if the physical work environment increases by 1%, it will result in increased employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region by 20.2%. The above equation shows that all independent variables (X₁) and (X₂) have positive coefficients, meaning that all independent variables have a unidirectional influence on the dependent variable (Y).

Hypothesis test

t-test (Partially)

The t-test is used to test whether the independent variable (X) individually has a relationship with variable (Y). The data is presented in the table below, while the t_{table} is 1.998 (see table t for N = 63).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	25,083	3,812		6,580	.000
	Transformational Leadership	.196	.086	.290	2,276	.026
	Physical Work Environment	.202	.099	.260	2,045	.045

a. Dependent Variable: Employee Performance

Table III. t-test

The Influence of Transformational Leadership on Employee Performance

The test results are obtained by comparing the value of t_{table} with t_{count} determined in advance the value of t_{table} and using a significant value = 0.000 < 0.05, based on these data it can be determined that the magnitude of t_{table} is 1.998 and it is known that transformational leadership has a t_{count} value of 2.276, then the resulting t value is $2.276 > t_{table}$ value is 1.998, so it can be concluded that transformational leadership has a significant effect on employee performance.

Effect of Physical Work Environment on Employee Performance

The test results are obtained by comparing the value of t_{table} with t_{count} determined beforehand the value of t_{table} and by using a significant value = 0.000 < 0.05, then the magnitude of t_{table} is 1.998 and it is known that the physical work environment has a t_{count} of 2.045, then the value t_{count} 2.045 > t_{table} value 1.998, so it can be concluded that the physical work environment has a significant effect on employee performance.

F-Test (Simultaneously)

The test results of the F-test are presented in the table below:

ANOVA ^b

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	222,131	2	111065	8,951	.000 ^a
	residual	769,315	62	12,408		
	Total	991,446	64			

a. Predictors: (Constant), Physical Work Environment, Transformational Leadership

Table IV. F-Test

Based on the F test table data it is known that there is a significant value of $0.000 < 0.005$ and it is known that the $f_{table \text{ value}}$ is 3.15 when compared to the f_{value} calculated with the f_{table} it produces $8.951 > 3.15$. So it is concluded that transformational leadership and the physical work environment have a significant and simultaneous effect on employee performance.

Coefficient of Determination (r^2)

The test uses the coefficient of determination test (r^2), namely to see the magnitude of the influence of the independent variable on the dependent variable, namely:

Summary Model ^b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.473 ^a	.224	.199	3.52254

a. Predictors: (Constant), Physical Work Environment, Transformational Leadership

b. Dependent Variable: Employee Performance

Table V. Coefficient of Determination

Based on the test results for the coefficient of determination in the table above, the value of R square in the table above (summary model) is 0.224 or 22.4%. This means that the contribution given to transformational leadership and the physical work environment together

on employee performance is 22.4%, the remaining 77.6% is influenced by other variables not examined in this study.

The Effect of Performance Transformational Leadership on Employees

The results of this study prove that leadership transformation has a positive and significant effect on the performance of PT. PLN (Persero) Main Unit for North Sumatra Region. Thus it means that the better the transformational leadership at PT. PLN (Persero) Main Unit for North Sumatra Region, the better the performance of employees at PT. PLN (Persero) Main Unit for North Sumatra Region. The results of this study indicate that the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region. Because based on the angle that the researcher spread to the respondents there were still some respondents who gave statements that did not agree with the variables of employee performance and transformational leadership. This shows that the performance of employees addressed by PT. PLN (Persero) Main Unit for North Sumatra Region is still unsatisfactory because of the transformational leadership given to PT. PLN (Persero) Main Unit for North Sumatra Region to unsatisfactory employees. Therefore for PT. PLN (Persero) Main Unit for North Sumatra Region must improve transformational leadership by paying more attention to its employees and motivating its employees to improve employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region. PLN (Persero) Main Unit for North Sumatra Region must improve transformational leadership by paying more attention to its employees and motivating its employees to improve employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region. PLN (Persero) Main Unit for North Sumatra Region must improve transformational leadership by paying more attention to its employees and motivating its employees to improve employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region.

The Effect of the Physical Work Environment on Employee Performance

The results of this study prove that the physical work environment has a positive and significant effect on the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region. Thus it means that the better the physical work environment at PT. PLN (Persero) Main Unit for North Sumatra Region, the better the performance of employees at PT. PLN (Persero) Main Unit for North Sumatra Region. The results of this study indicate that the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region. Because based on the angle that the researcher spread to the respondents there were still some respondents who gave statements that did not agree with the variables of employee performance and work environment. This shows that the performance of employees addressed

by PT. PLN (Persero) Main Unit for North Sumatra Region is still unsatisfactory because the work environment for employees of PT. PLN (Persero) Main Unit for North Sumatra Region is unsatisfactory. Therefore for PT. PLN (Persero) Main Unit for North Sumatra Region must improve the work environment of its employees by paying more attention to its employees to improve employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region.

The Influence of Transformational Leadership and Physical Work Environment on Employee Performance

The results of this study prove that transformational leadership and the physical work environment have a significant and simultaneous effect on the performance of PT. PLN (Persero) Main Unit for North Sumatra Region. The results showed that if the leadership in the company is good and the work environment is comfortable, the employee's performance will automatically increase at PT. PLN (Persero) Main Unit for North Sumatra Region.

CONCLUSION

Based on the results of the analysis that has been discussed, it can be concluded, the results of the study indicate that there is a positive and significant influence between transformational leadership variables and employee performance variables. The results showed that there was a positive and significant influence between physical work environment variables and employee performance variables. The results of the study show that the transformational leadership variable and the physical work environment variable have a significant and simultaneous effect on employee performance variables.

The suggestion that the author gives is that PT. PLN (Persero) Main Unit for North Sumatra Region in transformational leadership for employees, leadership must pay attention to employee work, motivate employee work and set a good example as a leader in the company. These steps are expected to improve employee performance. To improve employee work, the company should continue to provide a comfortable work environment for employees. The need for a comfortable work environment to build morale and create quality employees to work well and increase company profits. And in improving employee performance it is necessary to have good transformational leadership and a comfortable work environment that can support employee morale. This will be an illustration to improve the performance of these employees.

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