
THE INFLUENCE OF DEMOCRATIC LEADERSHIP STYLE AND MOTIVATION ON THE PERFORMANCE OF SABHARA MEMBERS AT TOMOHON RESORT POLICE**PENGARUH GAYA KEPEMIMPINAN DEMOKRATIS DAN MOTIVASI TERHADAP KINERJA ANGGOTA SABHARA POLRES TOMOHON**

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Abstract: This study aims to figure out the influence of democratic leadership style and motivation on performance partially and simultaneously. The population in this research is 42. The sampling technique used is saturated sampling, where all members of the population are used as samples. The analytical method used is multiple linear analysis with the help of SPSS 29.0 program. The results show that partially democratic leadership style does not have a positive and significant influence on the performance of Sabhara Members at Tomohon Police. However, there is a positive and significant influence of motivation on the performance of Sabhara Members at Tomohon Police. Whereas simultaneously democratic leadership style and motivation have a positive and significant influence on the performance of SABHARA members at Tomohon resort police.

Keywords: democratic leadership style, motivation, employee performance

Abstrak: Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan demokratis dan motivasi terhadap kinerja secara parsial dan simultan. Populasi dalam penelitian ini adalah 42. Teknik pengambilan sampel yang digunakan adalah sampling jenuh, dimana semua anggota populasi digunakan sebagai sampel. Metode analisis yang digunakan adalah analisis linier berganda dengan bantuan program SPSS 29.0. Hasil penelitian menunjukkan bahwa gaya kepemimpinan demokratis secara parsial tidak berpengaruh positif dan signifikan terhadap kinerja Anggota Sabhara Polres Tomohon. Namun terdapat pengaruh positif dan signifikan motivasi terhadap kinerja Anggota Sabhara Polres Tomohon. Sedangkan secara simultan gaya kepemimpinan demokratis dan motivasi berpengaruh positif dan signifikan terhadap kinerja anggota SABHARA Polres Tomohon.

Kata Kunci: gaya kepemimpinan demokratis, motivasi, kinerja karyawan

INTRODUCTION

Research Background

Human Resources is a very important asset in an organization or agency. In the face of the harsh competition currents of globalization today, the success or failure of an organization in achieving its goals is highly dependent on the ability of Human Resources to carry out the tasks assigned by the organization. Human resources are also the most solid foundation to support the success of a company. The foundation or other contributions such as facilities and systems may be the same as other companies, but when it comes to human resources, this is something special, unique, and has capabilities that differentiate a company from other companies. Broadly speaking, the notion of human resources as stated by Ansory and Indrasari (2018:59) is an individual who works as a driving force for an organization, both institutions and companies and functions as an asset whose capabilities must be trained and developed. The success of the entire implementation of the work

tasks of a company is largely determined by the availability of quality human resources. With the support of quality human resources, of course, it is hoped that they can play an active role as planners, executors as well as supervisors of all company management activities. The company will look for potential quality human resources and develop them into someone who is rich in competence so that they can support the company's performance in the future.

Motivation is very important for the high or low productivity of an organization. Without employee motivation to work, company goals that have been set will not be achieved. By using motivation or encouragement, it is hoped that someone can continue to strive to be able to increase enthusiasm at work in an organization. Based on Zainal and Sagala (2011), motivation means a set of behaviors and values that influence individuals to achieve certain things according to individual goals. These behaviors and values are intangible which provide the power to encourage individuals to act in successful ways to achieve goals. Meanwhile, according to Mulyasa (2003), motivation is the driving force or attraction that produces behavior towards a certain goal. Motivation is an important factor that affects a person's performance. Someone can work well because of good motivation. Motivation that exists in a person will be manifested in an action. Motivation is given to encourage employee performance so that they can work optimally and be disciplined in the tasks given by superiors. The motivation given is in the form of attention, direction, and inspiration that can build employee morale to be more active at work, so that the expected goals can be achieved. In connection with that, performance in the organization is very important, therefore performance needs to be improved and evaluated periodically. According to Potu (2013:25), a person's performance is an individual thing, because each person has a different level of ability in carrying out their duties. This means that performance appraisal is carried out individually, so that later it will be easier to carry out coaching whose stages and materials will differ according to performance.

In the world of POLRI, the performance of members is said to be most important, because it can be used to find out and assess the extent to which members can carry out the tasks and jobs that have been given. With that in mind in achieving these goals all existing resources within the company must be utilized as best as possible, including the main human resources. The performance of Polri members is regulated in article 13 of Law No. 2 of the Year. 2002 concerning the Police which includes maintaining security and public order, enforcing the law and providing protection, protection and service to the community.

Performance as a police officer is not easy, there are many challenges that must be faced. Police performance can be measured from various aspects, for example in solving a crime case that occurred. The ideal performance of a police officer is to protect and serve the community, but in reality many police commit violations. Meanwhile, Polri members use the Performance Management System to evaluate the performance of members, as stated in PERKAP-No-16 of 2011 concerning Performance Management. In assessing the performance of members, agencies have their own performance standards, so that performance appraisals in agencies can be carried out as objectively as possible. POLRI uses a Performance Management System in conducting performance appraisals for members, as stated in PERKAP-No-16 of 2011 concerning Performance Management. The data obtained by researchers regarding the performance of POLRI members from PERKAP RI No.2 of 2018 concerning evaluation of the performance of POLRI members, where the accumulated results of the performance appraisal of members of the Tomohon resort police for the last 2 years, starting from 2021-2022. That the performance of members of the Tomohon resort police in 2021 will be at 58 which means "Less", while in 2022 it will increase to 79 which means "Good". The existence of the "Poor" rating category indicates that the maximum performance target has not been achieved, namely "Very Good". This is a serious problem that must be faced and overcome by the agency.

From the results of the researcher's interview with a member of the Tomohon resort police who has the rank of Briptu, one of the factors that influence the performance of members is leadership style, even though members already know their duties and responsibilities, members also need closeness, motivation and sensitivity from the leadership, the leadership style applied by the leadership is also a decrease and increase in achieving maximum member performance. Leaders are also required to be sensitive and able to analyze what are the weaknesses and strengths of their members, both internal and external, so they are able to solve the problems they face and further improve the performance of their members. Democratic leadership style is one effective leadership style to bring success to an organization. Robbins and Coulter (2010) stated that the democratic leadership style is how leaders respect and take into account the opinions and suggestions of their subordinates. A democratic leader is one who encourages participation in decision-making, and democratic leadership relates to higher morale in most leadership situations. Leaders with a democratic leadership style are

much liked by their subordinates. But leaders must also know how to place a leadership style that suits their organization.

Leadership style and motivation is important in a modern era where organizations want democracy in work implementation and good motivation, the possible result of having a bad leadership style and motivation is a decrease in employee performance which will have an impact on decreasing the company's total performance. Based on the background of the problem, the researcher are interested in conducting research with on influence of democratic leadership style and motivation on the performance. The research will be conducted on Sabhara members at Tomohon resort police.

Research Objectives

1. To find out the influence of democratic leadership style on the performance of SABHARA members at Tomohon Resort Police.
2. To find out the influence of motivation on the performance of SABHARA members at Tomohon Resort Police.
3. To find out the influence of democratic leadership style and motivation on the performance of SABHARA members at Tomohon Resort Police.

TINJAUAN PUSTAKA

Human Resource Management

According to Hariandja (2015:1) states that human resource management is defined as human resources management is the activities undertaken to attract, develop, motivate, and maintain a high performing workforce within the organization.

Leadership

According to Kadarusman (2012), leadership is divided three, namely: (1) Self Leadership, (2) Team Leadership and (3) Organizational Leadership. Self Leadership in question is Lead yourself so you don't fail in life. Team Leadership is defined as leading others. The leader is known as a group leader who understands what the responsibility of his leadership is, explores the conditions of his subordinates, his willingness to merge with the demands and consequences of the responsibilities he bears, and has a commitment to bring each of his subordinates to explore their own capacities to produce highest achievements. While organizational leadership is seen in the context of an organization led by an organizational leader who is able to understand the breath of the business of the company he leads, builds a vision and mission for business development, a willingness to merge with the demands and consequences of social responsibility, and a high commitment to making a company that he leads as a bearer of blessings for the good community in local, national and international levels.

Leadership Style

According to Zainal (2014), leadership style is a way that leaders use in interacting with their subordinates. Leadership style represents the philosophy, skills, and attitude of a leader in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals (Ranupandjojo and Husnan, 2002:224).

Democratic Leadership Style

Robbins and Coulter (2010:149) states that democratic style describes leaders who involve employees in making decisions, delegate authority and use feedback as an opportunity to coach employees.

Motivation

Motivation as defined by Robbins (2008:107) is the willingness to use a high level of effort for organizational goals, which is conditioned by the ability of the business to fulfill some individual needs. In this definition there are three important elements, namely; goals and needs. The effort element is a measure of intensity. Effort directed toward and consistent with organizational goals is the type of effort that should be sought and motivation is the process of fulfilling needs.

Employee Performance

Mangkunegara (2016:9) argues that employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out tasks according to the responsibilities given.

Previous Research

Hendrawan et al. (2020) determined the influence of the work environment and democratic leadership style on the performance of personnel in the North Jakarta Navy Colindamil. This research was conducted on TNI AL personnel Kolinlamil. Data was collected by distributing questionnaires to 79 personnel. Data testing techniques used in this study include validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, t test, determination test, multiple linear regression analysis and mean value analysis. The results of the study show that the work environment has an effect on performance and a democratic leadership style has no effect on performance

Zahra et al. (2020) determined the effect of democratic leadership style on employee performance at PT. Hope with Lestari Medan. The method in this study uses a quantitative approach. The results of this study are: partially the democratic leadership style variable (X1) has no effect on the employee performance variable (Y) PT. Harapan Bersama Lestari Medan; and Leadership style, motivation and compensation simultaneously have a significant effect on employee performance in working at PT. Harapan Bersama Lestari Medan.

Supriyadi and Nurmayanti (2021) measured how much impact work motivation, democratic leadership style and work environment have on employee performance at UPT Puskesmas Ambulu Jember. This type of research is quantitative. The population in this study amounted to 95 people, the determination of the sample using random sampling technique and using the Slovin formula so that the number of respondents obtained was 77 people. The data collection technique used is by observation, distributing questionnaires to respondents and studying the literature. The data analysis technique used is multiple linear regression analysis. The results of the regression test show that partially the variables of work motivation and democratic leadership style have a positive and significant effect on employee performance, while the work environment variable has no effect on employee performance. Simultaneous testing shows that the independent variable has an effect on the dependent variable.

Coceptual Framework

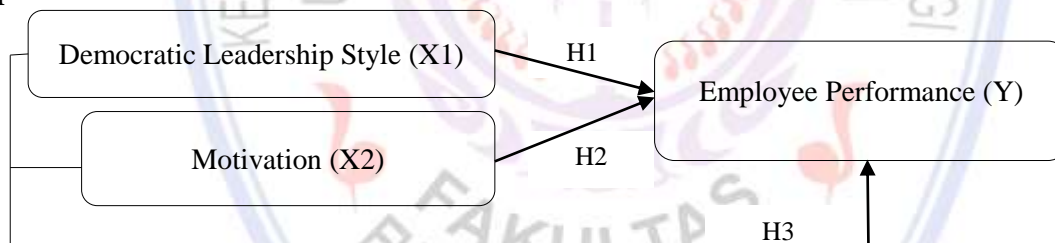


Figure 1. Conceptual Framework

Source: Data Proceseed, 2023

Research Hypothesis

Based on the background and research problem, so the hypothesis can be formulated, as follows:

- H1: There is an influence of democratic leadership style (X1) on the performance (Y) of SABHARA members at Tomohon Resort Police
- H2: There is an influence of motivation (X2) on the performance (Y) of SABHARA members at Tomohon Resort Police
- H3: There is an influence of leadership style (X1) and motivation (X2) on the performance (Y) of SABHARA members at Tomohon Resort Police

RESEARCH METHOD

Research Approach

The research method used in this study is a quantitative approach. Malhotra defines quantitative is a research methodology that seeks to quantify the data and, typically, applies some form of statistical analysis.

Population, Sample, and Sampling Technique

Sugiyono (2014:148) suggests the definition of population is a degeneralized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn. And in this research, the population is SABHARA members of the Tomohon Police, totaling 42 people. In this study researchers used saturated sampling techniques. According to Sugiyono (2014:118), saturated sampling technique is a sampling technique in which all members of the population are used as samples. The researcher chose the sample using saturated sampling technique because the population is relatively small. Then the entire population is used as a sample, namely 42 people.

Source of Data

There are two types of resources to gain the data needed for this research. The first is the primary data, According to Supriyanto and Maharani (2013:9), Primary data, is data that is collected and obtained directly from the source. Primary data sources in this study were obtained from distributing questionnaires and direct observation to those concerned. The second is the secondary data. According to Supriyanto and Maharani (2013:9), secondary data is data obtained in a ready-made form, which has been collected and processed by other parties, usually in the form of documents or publications on websites. In this case the secondary data is in the form of company profiles and the number of employees.

Data Analysis Technique

Data analysis using multiple linear regression analysis with IBM SPSS version 29.0 computer software. Regression analysis is used to measure the influence between the independent variables and the dependent variable. If there is only one independent variable and one dependent variable, then the regression is called simple linear regression (Juliandi, Umsu, and Manurung, 2014).

RESULT AND DISCUSSION

Result

Table 1. Multiple Linear Regression Data Analysis

		Coefficients ^a			
Model		Unstandardized B	Coefficients std. Error	Standardized Beta	t
1	(Constant)	221.065	2	110.533	5.666
	Democratic Leadership Style (X1)	760.840	39	19.509	
	Motivation	981.905	41		

a. Dependent Variable: Performance (Y)

Source: *Data Procceed, 2023*

Based on the table above, it can be seen that the constant value (a) is 30,782 and democratic leadership style (b value) is -0.018 and for motivation (b value) is 0.436. From the regression results obtained, a multiple regression equation can be made as follows:

$$Y = 30.782 - 0.018X_1 + 0.436X_2$$

Where:

Y = Performance

X₁ = Democratic Leadership Style

X₂ = Motivation

e = Error

From the regression equation, an explanation can be given as follows:

1. The constant value (a) has a positive value of 30.782. This shows that if all the independent variables which include democratic leadership style (X₁) and motivation (X₂) are 0 or if X₁ and X₂ do not exist then the performance score is 30.782.
2. The regression coefficient value for the democratic leadership style variable (X₁) is -0.018. This value shows a negative effect on the variable of democratic leadership style on performance. This means that if the

democratic leadership style variable increases by 1%, then on the other hand the performance variable will decrease by 0.018. Assuming that the other independent variables remain constant.

- The regression coefficient value for the motivational variable (X2) has a positive value of 0.436. This shows that if motivation increases by 1%, performance will increase by 0.436 assuming the other independent variables are held constant. The positive sign means that if X goes up, Y goes up, if X goes down, then Y goes down.

Hypothesis Testing

This research intended to determine the influence of democratic leadership style and motivation as independent variables on employee performance as the dependent variable simultaneously and partially. F-test is used to determine the simultaneous effect, while t-test is used to determine the partial effect of each independent variable to dependent variable.

Simultaneous Test (F-Test)

Table 2. F-Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	221.065	2	110.533	5.666	.007 ^b
	Residual	760.840	39	19.509		
	Total	981.905	41			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), motivation (X2), democratic leadership style (X1)

Source: Data Procseed, 2023

It is known that the significance value for the simultaneous effect of X1 and X2 on Y is $0.007 < 0.05$ with $F_{\text{count}} 5,666 > F_{\text{table}} 3.23$. So it can be concluded that H3 is accepted, which means that there is an influence of democratic leadership style (X1) and motivation (X2) simultaneously on the performance (Y).

Partial Test (T Test)

Table 3. T Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Beta	t	Sig.
1	(Constant)	221.065	2	110.533	5.666	.007 ^b
	Democratic Leadership Style (X1)	760.840	39	19.509		
	Motivation	981.905	41			

a. Dependent Variable: Performance (Y)

Source: Data Procseed, 2023

- It is known that the significant value for the partial effect of X1 on Y is $0.961 > 0.05$ with a $t_{\text{count}} -0.049 < t_{\text{table}} 2.022$. so it can be concluded that Hypothesis 1 is rejected, meaning there is no influence of leadership style (X1) on performance (Y)
- It is known that the significant value for the partial effect of X2 on Y is $0.013 < 0.05$ with a $t_{\text{count}} 2.608 > t_{\text{table}} 2.022$. so it can be concluded that Hypothesis 2 is accepted, meaning that there is an influence of motivational style (X2) on performance (Y)

Coefficient of Determination (R²)

Table 4. Coefficient of Determination (R²) result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474 ^a	.225	.185	4.417

a. Predictors: (Constant), motivation (X2), democratic leadership style (X2)

Source: Data Procseed, 2023

Based on the table above, it is known that the coefficient of determination (R Square) is 0.225. this value comes from squaring the value of the correlation coefficient (R), which is $0.474 \times 0.474 = 0.225$. the magnitude of the coefficient of determination (R square) is 0.225 or equal to 22.5%, this number means that the democratic leadership style variable (X1) and motivation (X2) simultaneously affect the performance variable (Y) of 22.5%, while the remaining 77,5 % is explained by factors outside the model.

Discussion

The Influence Of Democratic Leadership Style On Performance

The results of this study do not support Robbins and Coulter (2010) which states that the democratic style describes leaders who involve employees in making decisions, delegating authority and using feedback as an opportunity to train employees. From the results of testing this study it is known that the democratic leadership style has a negative and not significant effect on the performance of Sabhara members at Tomohon Resort Police. Which means the results of the implementation of leadership activities carried out have not fully had a positive or good impact on the organization. Thus the organization needs to consider the leadership style that best suits the characteristics of the organizational culture in POLRI. In this case, Polri members will continue to carry out their duties and responsibilities, regardless of how the leader leads the institution. One of the characteristics of democratic leadership style, according to Robbins, is that leaders involve members in making decisions, namely that they are not effective in implementing leadership in the National Police institution, because this institution is still attached to the command culture that continues to this day. The culture that whatever the boss gives must be ready to be implemented is still difficult to change. This research is not in line with research findings from Djunaedi and Gunawan (2018) with the result that democratic leadership style has a significant effect on employee performance in the business of IBM students at Ciputra University and also research by Supriyadi and Nurmayanti (2021) with the result that democratic leadership style has a positive and significant effect on performance. However, the results of this study support the findings of the research by Hendrawan et al. (2022); Zahra et al. (2020) that partially the democratic leadership style variable has no effect on the employee performance variable at PT. Hope with Lestari Medan.

The Influence of Motivation on Performance

This study supports Hakim (2006) which states that one of the factors that influence employee performance is the motivation factor, where motivation is a condition that moves a person to try to achieve a goal or achieve the desired result. The formation of a strong motivation, it will be able to produce results or good performance and the quality of the work done. This means that any increase in motivation possessed by employees in carrying out their work will provide an increase in their performance. Based on the results of this study, it shows that there is a positive and significant influence of the variable Motivation on the performance of Sabhara members at Tomohon resort Police. This finding illustrates that in order to improve the performance of Sabhara members at Tomohon resort Police, agencies need to increase motivation first, after motivation is fulfilled members will do work outside the role they should be doing. With high motivation, members will try harder to carry out their work so as to produce good performance. This shows that good and correct management is needed in managing human resources because basically agencies do not only expect Members to be willing and able to work optimally, but also have high motivation to achieve goals. The results of this study are in line with the results of research from Yuseila (2016) with the results showing that there is a positive and significant relationship between motivation on employee performance at the Department of Industry Trade, Cooperatives and SMEs in Bontang City; Larasati and Gilang (2014), work motivation has a positive and significant effect on the performance of Witel Bekasi employees.

Influence of democratic leadership style and motivation on performance

Leadership style has a strong influence on work motivation because the success of a leader in moving others to achieve a goal depends on how the leader creates motivation within each employee. According to Kartono (2018), work motivation can be influenced by leadership style if the leader is able to influence his subordinates to establish good communication, always motivate employees to work. The results of this study support the Kartono (2018) that there is a positive and significant (simultaneous) effect of the democratic leadership style variable and motivation on the performance of Sabhara members at Tomohon Resort Police. Democratic leadership style and motivation, related to employee performance in carrying out tasks. Positive motivation and leadership style will be able to improve employee performance. Leadership style is the way a leader uses to lead and influence his members. Motivation is a factor that also determines one's performance.

Motivation is an encouragement from within a person that makes people move to carry out productive activities to produce something useful for themselves and others. The existence of motivation turns out to have a big influence on one's success. A person will not work optimally or even succeed in achieving success without a motivational drive followed by a strong determination to work hard. This research is in line with the results of Sinurat (2022) that leadership style and work discipline have simultaneous or simultaneous effect on principal performance for principals at UPT SMP Negeri Medan city. Also the research of Handayani and Arrosid (2021) with the results of Leadership Style and Work Motivation which simultaneously affect employee performance.

CONCLUSION AND RECOMMENDATION

CONCLUSION

Based on the analysis and discussion, several conclusion can be formulated:

1. Based on the results of research and calculations of the Democratic Leadership Style Variable (X1), it partially does not have a positive and significant effect on performance (Y). So with that the Democratic Leadership Style has no effect on performance and is not able to improve the performance of Sabhara members of the Tomohon police.
2. Based on the results of the tests conducted, the motivation variable (X2) partially indicates that there is a positive and significant influence on employee performance variables (Y) namely motivation to be able to improve the performance of Sabhara members of the Tomohon Police.
3. The two independent variables, namely democratic leadership style (X1) and motivation (X2) jointly (simultaneously) have a positive and significant effect on employee performance variables (Y).

Recommendation

Recommendations of this research are:

1. Tomohon Resort Police may use the results of this research as a consideration in evaluating decision making. Agencies also need to pay attention to other factors that can affect performance such as organizational culture, commitment and compensation so that the performance produced by Sabhara members at Tomohon Resort Police can increase continuously from before.
2. Future researchers can examine more deeply about the influence of democratic leadership style, motivation, and performance, future researchers can also use other variables in order to obtain varied, more complete and even better research results, because there are still many shortcomings and limitations of this research this, so it is hoped that it will encourage other research, especially in the field of human resource

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