

**THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON  
EMPLOYEE PERFORMANCE AT DINAS PARIWISATA KOTA BITUNG***PENGARUH KEPEMIMPINAN DAN BUDAYA ORGANISASI TERHADAP PERFORMA KARYAWAN  
DI DINAS PARIWISATA KOTA BITUNG*

By:

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**Abstract:** This study aims to analyze the influence of leadership and organizational culture on employee performance at Dinas Pariwisata kota Bitung. The data used in this study are primary data of 74 respondents with a questionnaire or questionnaire method. The method used to analyze the relationship between the independent variable and the dependent variable is a multiple linear regression method and classical assumption test. The results of this study indicate that simultaneously, leadership and organizational culture have an effect on employee performance. This means that these two variables can have an influence on the performance of the employees of Dinas Pariwisata kota Bitung simultaneously, partly. Leadership has a positive and significant effect on employee performance at the Dinas Pariwisata kota Bitung. Likewise, organizational culture has a positive and significant effect on the performance of the Dinas Pariwisata kota Bitung employees.

**Keywords:** leadership, organizational culture, employee performance

**Abstrak:** Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan dan budaya organisasi terhadap kinerja pegawai pada Dinas Pariwisata Kota Bitung. Data yang digunakan dalam penelitian ini adalah data primer sebanyak 74 responden dengan metode angket atau angket. Metode yang digunakan untuk menganalisis hubungan antara variabel bebas dan variabel terikat adalah metode regresi linier berganda dan uji asumsi klasik. Hasil penelitian ini menunjukkan bahwa secara simultan kepemimpinan dan budaya organisasi berpengaruh terhadap kinerja karyawan. Artinya kedua variabel tersebut dapat berpengaruh terhadap kinerja pegawai Dinas Pariwisata kota Bitung secara simultan, sebagian. Kepemimpinan berpengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Pariwisata kota Bitung. Demikian juga budaya organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai Dinas Pariwisata kota Bitung.

**Kata Kunci:** kepemimpinan, budaya organisasi, performa karyawan

## INTRODUCTION

### Research Background

An organization or institution certainly has a purpose contained in the vision and mission of that organization or institution. Successful or not, organizational goals are determined by the resources they have, the main human capital that is the main object in the course of the organization. The resources possessed must be utilized to the maximum to achieve organizational goals, especially human resources that must be maintained and continue to be developed to provide maximum performance for the organization. Human resource management is the policies and practices involved in carrying out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising. The top leaders in the organization must be able to formulate strategies in managing their human capital to be able to increase the ability, professionalism, and maximum contribution to the organization.

An organization if it wants to succeed and develop, it needs qualified and competent employees in carrying out the work assignments given. Qualified employees are employees whose performance can meet the targets and targets set by the leader. Mangkuprawira and Hubeis (2007) stated that performance is the result of a certain work process planned at the time and place of employees and organizations concerned. In general, performance measures can be seen in terms of the number (quantity) or quality certain by the standards set by the organization. This means that the performance of employees in an organization is determined by the attitude and behavior of employees towards their work and employee orientation in carrying out these jobs.

As top management, leaders must be able to achieve the mission or goals of the organization by utilizing the resources they have. Human Resources is one of the most important factors that cannot even be separated from an organization, both institutions and companies, although the rapid development of the times has made a lot of work replaced by AI (Artificial Intelligence) but still cannot completely replace humans as the prime mover of an organization or agency. Human Resources is also a key that determines the development of the company, so the role of leaders in providing tasks and direction to members of the organization is very important for the achievement of the goals of an organization. Leadership is the process of influencing or setting an example to his followers through the communication process to achieve organizational goals.

Organizational Culture is the norm, beliefs, attitudes, and organizational philosophy. Culture is a unique system of values, beliefs, and norms that are shared by members of an organization. Thus, it can be concluded that Organizational Culture is a value or belief held by the organization that occurs due to interactions between individuals who have diverse characters and organizational environmental conditions. Organizational Culture has a great influence on employee performance because it is the behavior and interaction between individuals in the organization in this case the Employees of Dinas Pariwisata Kota Bitung.

Dinas Pariwisata Kota Bitung in general has the task of implementing government affairs, in the City of Bitung specifically in the field of Tourism. As executor of government affairs, in the City of Bitung, especially in the field of Tourism. The main task is to regulate the implementation of tourism affairs according to the work area so that it runs smoothly and according to the program from the center that is adjusted to the regional conditions of the city of Bitung. While the function of Dinas Pariwisata is a technical policy formulator in the field of tourism utilization and empowerment. So, everything related to the policy of exploiting the potential and empowering of tourism will be organized by the Bitung City Tourism Office. In addition, the Tourism Office acts as a general organizer in the field of tourism.

### Research Objective

The research objectives are to identify the significant effect of:

1. To find out the influence of leadership and organizational culture toward employee performance simultaneously.
2. To find out the influence of leadership toward employee performance partially.
3. To find out the influence of organizational culture toward employee performance partially.

## THEORETICAL FRAMEWORK

### Leadership

Stogdi in Sutikno (2014) stated there are almost as many definitions of leadership as the number of people who have tried to define them. Meanwhile according to Kartono (2013), Leadership is a form of dominance based

on personal capability/ability, which is able to encourage and invite others to do something to achieve a common goal. Leadership, which is the nature of the individual as a leader, must have characteristics and ideal traits such as motivators, good communication and responsibility. Leadership in this case the leader will be tested when faced with the decision-making process, and attitude in dealing with problems. In its development leadership has its type or commonly referred to as leadership styles, such as bureaucratic, transactional, authoritarian, participatory, situational leadership styles and others, where the application of leadership style must be in accordance with organizational conditions and individual abilities as leaders.

### **Organizational Culture**

Robbins in Sembiring (2012) gives an understanding of organizational culture that organizational culture refers to a system of shared meanings shared by members that distinguishes the organization from other organizations. According to Graham in Siswadi (2012), organizational culture is the norm, beliefs, attitudes and organizational philosophy. Culture is a unique system of values, beliefs and norms that are shared by members of an organization. Culture is also an important cause for the effectiveness of the organization itself. Broadly speaking, we can conclude that organizational culture is the norm, beliefs and shared commitment of employees in an organization.

### **Employee Performance**

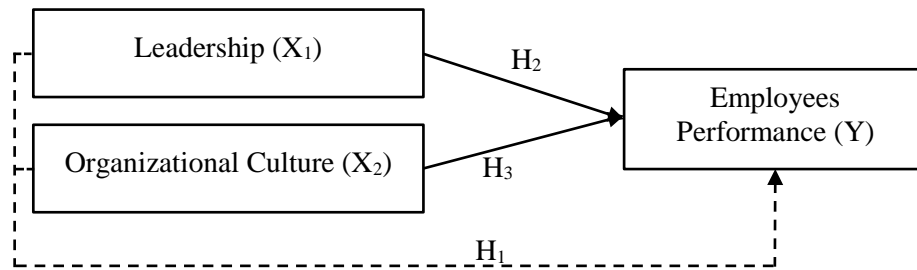
Mangkunegara (2011) stated employee performance is the result of work both quality and quantity produced by employees or actual behavior that is displayed in accordance with the responsibilities given to him. Hasibuan (2012) stated that employee performance is a result achieved by an employee in carrying out the tasks assigned to him. Based on some of the explanations above about employee performance, it can be concluded that employee performance is the work of the employee both in quantity and quality measured from the standard or target set by the leader.

### **Previous Research**

Muhammad Irfan, Badia Perizade, and Marlina Widiyanti (2019) aimed to determine the effect of Leadership and Organizational Culture on employee performance at PT. Pertamina EP Limau Field. The population in this study were all employees of PT. Pertamina EP Limau Field as many as 115 employees. The method of collecting samples in this study using the census (saturated sample) method. The results showed that Leadership and Organizational Culture had a positive and significant influence on the performance of PT. Pertamina EP Limau Field and Organizational Culture have the most dominant influence on the performance of employees of PT. Pertamina EP Limau Field.

Ahsanullah Mohsen, Najibullah Neyazi, and Sarwar Ebtekar determined the impact of organizational culture on the employees' performance in the telecommunication sector in Afghanistan. Researchers applied and adopt previously used questionnaires for the purpose. Both independent variable organizational culture and dependent variable employee performance is divided to their sub-elements to measure them in targeted organizations. As this topic has not been discussed methodically in the context of Afghanistan, therefore, it is perceived vital to conduct such a research and encourage the selected sector for improvement through recommendation. The target population of this research is employees in the telecommunication sector which are about 2000 workforces. This study includes 211 employees of various telecommunication companies in Afghanistan which are selected randomly. To achieve the abovementioned objective, the regression model is used for analyzing the data and finding the relationships among the variables. Findings show the existence of the relationships and influences of organizational culture on the employee performance as whole. However, the extent of this impact is varying based on different sub-elements of organizational culture. Namely, change management, goal achievement, and others.

Alharbi Mohammad Awadh and Mohammaed Saad Alyahya (2013) identified and measured strong relationship between performance and organizational culture. Literature review is adopted as methodology to assess the culture of an organization impacts upon process, employees and systems. Certain dimensions of culture have been identified so far and research shows that value and norms of an organization were based upon employee relationship. The goal of an organization is to increase level of performance by designing strategies. The performance management system has been measured by balance scorecard and by understanding nature and ability of system culture of an organization have been identified.

**Conceptual Framework****Figure 1. Conceptual Framework***Source: Literature Review (2021)***Research Hypothesis**

H<sub>1</sub>: The influence of leadership and organizational culture on employee performance simultaneously.

H<sub>2</sub>: The influence of leadership on employee performance partially

H<sub>3</sub>: The influence of organizational culture on employee performance partially.

**RESEARCH METHOD****Research Approach**

This type of research by the author is quantitative research. According to Sugiyono (2015), Quantitative research is research by obtaining data in the form of numbers or qualitative data that is probed. When viewed from the level of explanation (level of explanation), this study is associative. According to Sugiyono (2015), associative study is a study that aims to determine the relationship between two or more variables.

**Population, Sample Size, and Sampling Technique**

The population in this study is all employees of Dinas Pariwisata Kota Bitung. The sample size of the research will be 74 employees of Dinas Pariwisata Kota Bitung. The sampling technique is purposive sampling because the research did not choose the respondents randomly but the respondent should be the employees of Dinas Pariwisata Kota Bitung.

**Data Collection Method**

The type data taken in this research is Primary data, this data the authors take directly from the data sources themselves. In addition to understanding the concepts that are quite complex in formulating conclusions, the authors also use secondary data. Secondary data is data obtained or used by researchers from existing sources. The data used by the author in the form of data collection from previous studies or books and magazines that contain the data the author wants.

**Operational Definition of Research Variable**

1. Leadership. The ability to influence others by provoking positive feelings in the people to achieve the goals. (Indicators: Leadership Behavior, Managerial Ability, and Motivation)
2. Organizational Culture. The norm, beliefs, attitudes and organizational philosophy. (Indicators: Innovation and risk taking, Attention to detail, Outcome Orientation, People Orientation, Team Orientation, Aggressiveness, and Stability)
3. Employee Performance. Performance is the work achieved by a person in carrying out his duties on his skills, effort and opportunity. (Indicators: Quality of Work, Work Quality, Timeliness, Work Effectiveness, and Independence)

**Validity and Reliability**

Validity tests used to measure the obtaining data are in line with the research concept. Meanwhile, Reliability tests are defined as an index that shows how far instrument items can be trusted or dependable.

### Multiple Linear Regression Model

According to Narimawati (2008), understanding of multiple linear regression analysis is an association analysis that is used simultaneously to examine the effect of two or more independent variables on one variable depending on the interval scale. The analytical method used is the multiple linear regression models. The formula of multiple regression models in this research as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

Y = Dependent Variable (Repurchase Intention)

$\alpha$  = Constant

$\beta_1 \beta_2$  = The regression coefficient of each variable

$X_1$  = Product Attribute

$X_2$  = Consumer Lifestyle

e = Error

## RESULT AND DISCUSSION

### Result

#### Validity Test

This research uses the Pearson Correlation formula. The purpose of the validity test is to know whether the instrument is valid or not. If the correlation coefficient between the value of one indicator and the total value of all indicators is positive and  $\geq R_{table}$  (0.196) then the instrument is considered as valid.

**Table 1. Validity Test**

Variable	Item	R <sub>value</sub>	Status
Leadership (X <sub>1</sub> )	X <sub>1.1</sub>	0.599	Valid
	X <sub>1.2</sub>	0.525	Valid
	X <sub>1.3</sub>	0.668	Valid
	X <sub>1.4</sub>	0.738	Valid
	X <sub>1.5</sub>	0.549	Valid
	X <sub>1.6</sub>	0.562	Valid
Organization Culture (X <sub>2</sub> )	X <sub>2.1</sub>	0.494	Valid
	X <sub>2.2</sub>	0.624	Valid
	X <sub>2.3</sub>	0.746	Valid
	X <sub>2.4</sub>	0.620	Valid
	X <sub>2.5</sub>	0.740	Valid
	X <sub>2.6</sub>	0.633	Valid
	X <sub>2.7</sub>	0.588	Valid
	X <sub>2.8</sub>	0.655	Valid
	X <sub>2.9</sub>	0.584	Valid
	X <sub>2.10</sub>	0.641	Valid
	X <sub>2.11</sub>	0.701	Valid
	X <sub>2.12</sub>	0.734	Valid
	X <sub>2.13</sub>	0.448	Valid
	X <sub>2.14</sub>	0.581	Valid
Purchase Intention (Y)	Y <sub>1</sub>	0.648	Valid
	Y <sub>2</sub>	0.587	Valid
	Y <sub>3</sub>	0.692	Valid
	Y <sub>4</sub>	0.672	Valid
	Y <sub>5</sub>	0.680	Valid
	Y <sub>6</sub>	0.698	Valid
	Y <sub>7</sub>	0.399	Valid
	Y <sub>8</sub>	0.236	Valid
	Y <sub>9</sub>	0.382	Valid
	Y <sub>10</sub>	0.252	Valid

Source: Data Processed, 2021

From the results of the data processing above, it can be seen that all variable dimensions have a value of more than 0.2257 or a minimum of 0.2257, so it is said that the instrument used in this study is valid.

### Reliability Test

The reliability test is used to measure the extent to which an instrument and information can be trusted and in this study, the Cronbach Alpha formula or value is used where if the value is  $> 0.6$ , the questionnaire data is declared reliable or consistent, and the higher the value, the status of the questionnaire is declared the more consistent or stronger.

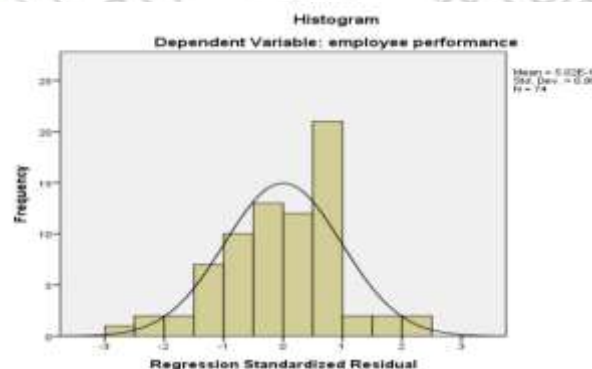
**Table 2. Reliability Test**

No	Variables	Standard Deviation	Cronbach's Alpha
1	Leadership	0.6	0.655
2	Organizational Culture	0.6	0.881
3	Employee Performance	0.6	0.718

Source: Data Processed, 2021

Table 2 shows the Cronbach's Alpha values of all indicators are above 0.60, it means that all the variables (leadership, organizational culture, and employee performance) in this research are considered reliable and can be used to retrieve data.

### Test of Classical Assumption Normality Test



**Figure 2. Normality Test**

Source: Data Processed (2021)

Figure 2 shows that the normal curve on the histogram above, it can be said that the model is normally distributed because it forms a bell.

**Table 3. Multicollinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
Leadership	0.985	1.016
Organizational Culture	0.985	1.016

Source: Data Processed, 2021

Table 3 shows the tolerance and VIF values. The tolerance value of leadership and organizational culture are more than 0.1. The VIF value is less than 10. Since all the tolerance value is more than 0.1 and the VIF value is less than 10, this research is free from multicollinearity.

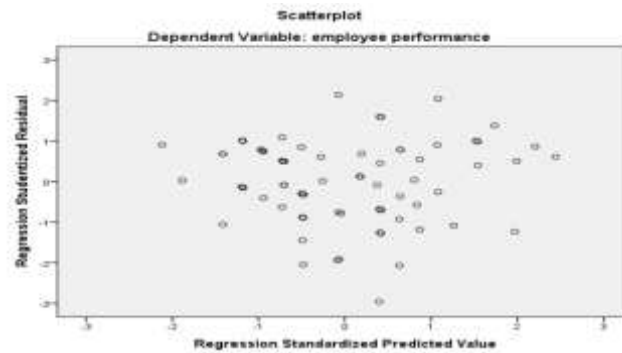
**Heteroscedasticity****Figure 3. Heteroscedasticity Test***Source: Data Processed (2021)*

Figure 3 shows that the pattern such as dots that form a certain regular pattern (wavy, widened, then narrowed) indicates that heteroscedasticity has occurred.

**Multiple Linear Regression Analysis****Table 4. Multiple Linear Regression**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	6.693	4.974	
Leadership	.437	.129	.277
Organizational Culture	.417	.048	.709

*Source: Data Processed, 2021*

The result in the Table 4 can be expressed in regression equation as:

$$Y = 1.663 + 0.645 X_1 + 0.406 X_2 + e$$

The interpretation of the equation is:

1. Constant value of 6.693 means that in a condition of ceteris paribus, if all independent variables equal to zero, then employee performance (Y) as dependent variable is 6.693.
2.  $X_1$  coefficient value of 0.437 means that if there is one unit increase in leadership ( $X_1$ ) then employee performance (Y) will improve and increase by 0.437.
3.  $X_2$  coefficient value of 0.417 means that if there is one unit increase in organizational culture ( $X_2$ ) then employee performance (Y) will improve and increase by 0.417.

**Hypothesis Testing****Table 5. T-Test**

Variables	$T_{count}$	$T_{table}$	Description
Leadership ( $X_1$ )	3.382	.129	Accepted
Organizational Culture ( $X_2$ )	8.658	.048	Accepted

*Source: Data Processed, 2021*

1. Table 5 shows that the result of t-test. tcount of Leadership ( $X_1$ ) is 3.382 and ttable of Leadership Use ( $X_1$ ) is 1.992 means  $t_{count} > t_{table}$  with the significant level is 0.001, below than 0.05. It means that Leadership Use ( $X_1$ ) does have a significant influence on Employee Performance (Y) partially. The second hypothesis (H2) states that Leadership Use ( $X_1$ ) has a significant influence on Employee Performance (Y) partially accepted.
2. Table 5 shows that the result of t-test. tcount of Culture Organization ( $X_2$ ) is 8.658 and ttable of Culture Organization ( $X_2$ ) is 1.992, means means  $t_{count} > t_{table}$  with the significant level is 0.000, below than 0.05. it means Culture Organization ( $X_2$ ) have significant influence on Employee Performance (Y). The third hypothesis (H3) that states Culture Organization ( $X_2$ ) has a significant influence on Employee Performance (Y) partially is accepted.

Based on the result, in conclusion the two independent variables (leadership and organizational culture) have a significant influence toward the dependent variable (employee performance).

**Table 6. F-Test**

		ANOVA <sup>a</sup>				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	250.771	2	125.386	40.189	.000 <sup>b</sup>
	Residual	221.512	71	3.21		
	Total	472.284	73			

Source: Data Processed, 2021

Table 6 shows that the result of F-test in ANOVA output uses the level of significance of 5% ( $\alpha=0.05$ ). On the table, the significant level is 0.000 means below 0.05. Degree of freedom (df) of 2;74, the value of F count from the table above is 40.189, and the F table is 3.12. The result shows that  $40.189 > 3.12$ ,  $F_{count} > F_{table}$ . Based on the result, it shows that Leadership (X1) and Organizational Culture (X2) as independent variables have significant influence simultaneously on Employee Performance (Y) as dependent variable.

## Discussion

### The Influence of Leadership on Employee Performance

The partial test results (t) between the leadership variable on the employee performance variable as seen in table 5 shows that the t value can be seen from the significance value (Sig.) where the significance value must be less than 0.05 t-table. Based on the significance value, it was found that the significance value of the leadership variable was  $0.001 > 0.05$  so that leadership had a significant influence on employee performance. These results are the same as research conducted by Irfan, Perizade, and Widiyanti (2019) with the results of leadership has a direct influence on employee performance. These results indicate the hypothesis that leadership has a positive and significant influence on employee performance at PT. Pertamina EP Limau Field.

### The Influence of Organizational Culture on Employee Performance

The partial test results (t) between the organizational culture variables on the Employee Performance variable as seen in table 5 shows that the t value can be seen from the significance value (Sig.) where the significance value must be less than 0.05. This means that the organizational culture variable has a significant influence on the employee performance of Dinas Pariwisata Kota Bitung employees. These results are the same as research conducted by Mohsen, Neyazi, and Ebtakar (2020) which shows that organizational culture has a positive and significant influence on employee performance. Likewise, research conducted by Awadh and Alyahya (2013) using literature review as a methodology to assess organizational culture has an impact on processes, employees and systems has the result that organizational culture variables have a positive influence on employee performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the result of analyzing and discussing, the conclusion are:

1. The result shows that the Leadership and Organization Culture simultaneously has a positive and significant effect on the Employee Performance of Dinas Pariwisata kota Bitung.
2. The result shows that the Leadership partially has a positive and significant effect on the Employee Performance of Dinas Pariwisata kota Bitung.
3. The result shows that the Organizational Culture partially has a positive and significant effect on the Employee Performance of Dinas Pariwisata kota Bitung.

### Recommendation

Recommendation made as a complement to the research results that can be given are as follows:

1. In this study, leadership and organizational culture show a simultaneous significant influence on employee performance, so this shows that the two variables must be directly proportional, because the two variables are interrelated with leadership and organizational culture and this shows that leaders in making decisions must also pay attention to innovation and risk taking, which is related to the extent to which members or employees



- of the organization are encouraged to be innovative and dare to take risks so that employees when given direction and freedom to innovate and take risks can improve their performance, which will have an impact on the performance of Dinas pariwisata kota Bitung as a whole.
2. It was found that leadership has a direct influence on employee performance, so it can be concluded that the role of the leader is one of the main factors that can improve employee performance, so the leader must plan the right strategy in running the organization, reviewing the performance of each sub-division and sector in the service tourism in the city of Bitung is more specific to each individual, so that leaders can find out what makes employee performance less than optimal.
  3. In this study, organizational culture has a positive and significant influence on employee performance, so it can ask leaders and employees of Dinas Pariwisata kota Bitung so that the commitment and common vision is maintained and preserved so that it can create a conducive working condition or climate and make employees or make maximum contributions to The performance of the Bitung City Tourism Office in order to achieve the goals of the Organization.

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