Leadership model in improving employee perfoemance CV. Plainthing Group

Reggy Wulan Apriansyah [a,1,*], M. Najih Farihanto [b,2], Jian Chang [c,3]

[a] Communications Science Ahmad Dahlan University, Indonesia

[b] Communications Science Ahmad Dahlan University, Indonesia

[c] Nanjing Normal University, China

[1] reggy1600030194@webmail.uad.ac.id *; [2] muhammad.farihanto@comm.uad.ac.id, [3] 311192053@njnu.edu.cn

* corresponding author

ABSTRACT

An effective leadership model can influence the personality of the leader himself. Every leader must be able to have aspects that can support efforts in improving good relations with members of the organization. The reality is that leaders must be able to deal with their members (employees) who have different characters, dispositions, and ideologies, the same as individual human traits who have different traits, attitudes, ways of thinking and views. Therefore, the figure of a leader must have the ability to influence the opinions and attitudes of others in order to carry out employee duties professionally. Employee performance really determines the results of the achievement of organizational performance, it is necessary to have a good system to be able to improve employee performance to support success in leading the company. The method in this study uses qualitative research with a descriptive approach. This research uses Aji's theory which includes Ingarso sung tulodo, Ing madyo mangunkarso, and Tut wuri handayani and also uses Bernandin and Russel's theory which covers the amount of work, work quality, work knowledge, creativity, cooperation, initiative, and personality. The results of this study indicate that the leadership model is very influential in improving employee performance and can also provide the best results for the company so that this increase becomes an achievement for all.

1. Introduction

A leader is a person who has skills and strengths, especially skills and strengths in one area, so that he is able to influence other people to jointly carry out certain activities in order to achieve one or more goals (Jandevi & Zareen, 2020). Leadership which is defined conceptually is the skill and ability of people to occupy a structural position or work unit leadership to be able to influence the behavior of others, especially their subordinates to be able to think and act in such a way that they can go through positive behavior and make a real contribution in achieve the goals of an organization (Supartha & Sintaasih, 2017).

A good leadership model and most importantly this model can be adapted to the circumstances and conditions of the job, so that subordinates can work optimally and comfortably (Sagala, 2018). Something real and unavoidable is that a leader faces his employees with a variety of behaviors and traits that differ from one another and in carrying out the assigned tasks is not the same, sometimes showing the opposite attitude, namely disobedience (Fadillah, Nuryana, & -, 2020). According to Bush (2008) that a leader is a person who can set goals, take action, and motivate his subordinates. a

leader has a very vital role in leading because all policies in the organization depend on a decision by a leader.

The success of an organization itself depends on the capacity and ability of its leaders. With the ability of a leader to influence his employees to do the work he wants.

The theory taken by the researcher in Sagala (2018) in Ki Hajar Dewantoro's statement is ingarso sung tulodo, ing madyo mangunkarso, and tut wuri handayani. more than that, this meaning has a very broad and profound meaning when applied by everyone, especially to a leader, who will definitely bring big changes to the organization if these three points are applied. In this case in the company CV.Plainthing Group there are also problems in it because it does not rule out that every organization will have problems including employee productivity at work and completing tasks, work discipline, difficult communication with personal, technical or non-technical constraints (Hawali & Cyrielle, 2020). until the difficulty of receiving reports from employees who rarely attend meetings because each individual employee is very decisive in the development of a company. Motivation is important because with motivation it is expected that each individual employee will want to work and be enthusiastic to achieve high work productivity (Sagala, 2018).

CV company. Plainthing Group creates digital campaign solutions that build lasting relationships with customers who currently have good relationships with companies both at home and abroad (Rismayadi & Maemunah, 2016). CV.Planthing Group is now known in various companies ranging from regional, national and international (Indriyani, 2017). This proves that the important role of a leader is very influential in improving the quality and quantity of the company in an effort to empower all employees who work under its auspices (Dewa, Maria Ursula Jawa Mukin, & Oktavina Pandango, 2020). It is fitting for a leader to be able to plan, move and supervise the organization and activities of the employees that he has been holding so far (Murti & Srimulyani, 2013). The success of a leader is if the leader is able to be the motor of creators and impetus for his subordinates by creating an atmosphere and work culture that can increase the growth and progress of employee performance (Maith, 2013).

2. Theorotocal Framework

Based on the results of the title that researchers propose to discuss related to leadership in improving employee performance in the company CV.Plainthing Group, researchers use communication theory and leadership theory is divided into several forms of theory, this study uses charismatic leadership theory (Avolio, Walumbwa, & Weber, 2009).

a) Leadership Model Leadership

model is a pattern or behavior that a person uses when that person tries to influence the behavior of others, where the leadership model used is the leadership model according to Ki Hajar Dewantoro, namely ing ngarso sun tuloddho, ing madyo mangunkarso and tut wuri handayani (Supartha & Sintaasih, 2017).

1) Ingarso sung tulodo.

As a leader, you must be a good role model in front of your subordinates (employees) in a disciplined, honest way that means not corruption, full of tolerance, and always acts fairly.

2) Ing madyo mangunkarso

As a leader, in the middle, he must be able to be and provide inspiration, motivation, enthusiasm and manage existing resources so that his subordinates are happy to carry out their duties well together. Leaders not only rule but also carry out tasks with their subordinates so that common goals and objectives can be achieved properly and satisfactorily (Jainuri, 2016).

3) Tut wuri handayani

As a leader, he must be able to provide advice, provide strength, encouragement and strength, enthusiasm and delegate authority to his subordinates according to his abilities. In this case the leader must be able to give full trust to his subordinates. As long as his subordinates are able to carry out their duties properly in accordance with applicable regulations, are full of dedication and responsibility, the leader only has to bless (Dewi, 2020).

a) Employee

Performance The performance of an employee of an organization or company is strongly influenced by the quality and competitive ability of its human resources. An employee has different abilities in doing his job (Style & Performance, 2015). Many leaders in an organization or company do not understand and understand the importance of the performance of an employee in an organization or company, so management is able to measure employees based on the performance of each employee. Králík, Katina, & Urbanová (2014) defines performance as a business activity or program initiated and implemented by the leadership of the organization (company) to plan, direct and control employee performance. Mangkunegara (2012) also states that performance can be defined as the quality and quantity of work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him.

According to the theory the performance of Fadillah, Nuryana, & -, (2020) the conceptual definition of employee performance is the result of achieved employees for the implementation of the work which they are responsible and can demonstrate results and contribute useful and efficient organization that is shown on the quantity of work (number work), quality of work (quality of work),qualities job knowledge (work knowledge), creativeness (creativity), cooperation (cooperation), initiative (work initiative), and personal (personality).There are seven conceptual definitions of employee performance that are derived, namely (Brayfield & Crockett, 1955) : (1) Dimensions of the quantity of work (amount of work), derived into indicators: a) work targets, b) work goals, and c) work performance. (2) The dimensions of quality of work are derived into indicators: a) work planning, b) work implementation, and c) job evaluation. (3) The dimension of job knowledge (work knowledge) is derived into indicators: a) skills, b) abilities, and c) knowledge of work procedures, (4) Dimensions of creativeness (creativity), are derived into indicators: a) ideas, b) ideas, and c) action. (5) The dimensions of cooperation (cooperation), are reduced to indicators: a) work engagement, b) concern for colleagues, and c) mutual understanding. (6) The dimension of initiative (work initiative) is reduced to indicators: a) responsibility, b) morale, and c) work motive. (7) Dimensions of personal qualities (personality), derived into indicators: a) friendliness, b) work behavior, and c) work discipline.

3. Method

Type of research is descriptive research. According to Ruslan (2018) descriptive research only explains situations or events. This study does not seek or explain relationships, nor does it test hypotheses or make predictions. Researchers here only go directly to the field without any burden or based on the direction of the theory above (Sugiyono, 2018).

4. Results and Discussion

In the discussion of this chapter, the researcher will describe more clearly the data related to the corporate leadership under study and the results of research related to the problems formulated in the previous chapter, namely how the leadership model in improving employee performance at the company CV. Plainthing Group (Brayfield & Crockett, 1955). These efforts include how the leader improves the performance of his employees, how the leader deals with a problem, how a leader increases the creativity and ability of his employees and how a leader must be an example for his employees (Silalahi, 2015).

The process of presenting data in this study will be carried out sequentially according to the thought framework that has been prepared in the previous chapter by the researcher. Where the data is described descriptively, namely the researcher will describe, present and describe the leadership model related to improving the performance of CV employees. Plainthing Group.

The leadership model is an effort that must be made by a leader in a company or organization in order to create a good atmosphere in the organization so that the expected common goals can be achieved. In this case the company CV. Plainthing Group has the goal of improving employee

capabilities, increasing a sense of kinship and care with fellow work teams and most importantly providing the best service to clients. What is certain is not only that, with a good leadership model it will certainly make a company that has good quality, especially to improve the performance of company employees (Lumban Gaol, 2017).

At this stage of analysis, the researcher will try to take several steps that need to be done, namely making a list of interview questions, collecting data, and analyzing data which of course is carried out by the researcher himself. The goal is to be able to find out what kind of leader is in improving employee performance in the company CV.Plainthing Group and to what extent the leader carries out his duties as a leader so that later it can be seen whether the efforts made by a leader are appropriate, good, appropriate or not. If it is not suitable, of course it needs better efforts to be able to improve employee performance which is getting better (Akk, 2013).

1) Ingarso Sung Tulodo

Being a leader in an organization or company is not easy in managing employees who have different characters and backgrounds so that a leader must have special abilities to influence his employees. In the leadership model that occurs in the company CV.Plainthing Group, a leader must be a role model or role model for its employees so that they can transmit positive things or behavior to their employees (Syska Lady Sulistyowati, 2018).

The leadership of the company CV.Plainthing Group in improving employee performance does not only use authority as a leader, but more than that as a company leader who must stand upright in front of him must show an example as an exemplary figure in the company he leads (Wiandari & Darma, 2017). The application of a leadership model in a company as described by the director of the company CV.Plainthing Group, namely Mr. Permadi Satria Dewanto, every leader must provide a good example to his employees so that employees can follow me as a leader, because leaders are role models for their employees, in a company the most important thing is discipline, discipline is the most important thing in a company.

2) Ing Madyo Mangunkarso

As a leader, he must be flexible in any condition and in this case the leader stands tall in the middle because he must be someone who can provide inspiration, motivation, enthusiasm, and manage resources so that employees can be happy in carrying out their duties. Not only is that what the leader does, but at any time a leader must continue to provide enthusiasm, because it can have a positive influence on employees in carrying out tasks in the company (Usman & Eko Raharjo, 2013).

According to information from the asief of one of the company's employees, the leader here besides working or giving an example and becoming their inspiration, motivation to employees can also bring refreshment of thought for employees so that they can come up with new ideas at work, enthusiasm or can provide rewards for what they do can also encourage employees.

Being a good leader does not only give orders or information related to tasks or jobs, but also must be able to understand the abilities of each employee, because of course everyone has different abilities in producing a design. Fairness of a leader greatly affects this, and must be considered properly by the leader in order to run the company well. On the other hand, leaders must also provide brainstorms to their employees, such as providing design examples from influencers who already have good design work. This can lead to good new ideas to start an interesting design (Sadono, 2008).

3) Tut Wuri Handayani

To encourage employee performance, a leader must also be able to stand behind to provide advice, encouragement, and strength in employees. Therefore the task of a leader is quite heavy in being responsible for his leadership, especially in a company that is led by having employees with various characters

Every employee certainly has their own problems, be it work problems or personal problems. The task of the leader is how to provide a comfortable work environment for employees, by asking and giving advice on problems faced by employees in accordance with the required portion.

According to a statement from Solomon, Concern in giving advice from leaders or other members we often give advice to remind each other. In working on projects in the office, of course fellow employees always provide encouragement or also provide encouragement in the form of positive motivation (Burns & Burns, 2020).

a. Employee Performance Improvement in the Company

This CV.Plainthing Group company in an effort to improve employee performance, a leader not only supervises the organization through many daily activities which indirectly become activities that are considered normal by employees, but more than that it also carries out capacity building and resource competency development. human power that is in it. After conducting the research, this process is carried out by all employees, where later there will be good coordination between employees needed. Then the criteria will be sought according to each employee.

1) Amount of Work

Based on the results of observations made by researchers, it was found that the targets, goals, and achievements given by the director could be partially completed according to predetermined targets by referring to the number of existing employees, but some were not in accordance with the target due to internal problems. experienced by some employees (Mount, Ilies, & Johnson, 2006).

2) Quality of Work

Based on the results of research in the field, it was found that there were still misunderstandings of information received by employees, which led to the implementation of a project that had been given incorrectly, therefore there should be even tighter supervision from superiors to subordinates directly, so that errors that occur can be minimized so that the next error does not occur.

3) Working Knowledge

One of the most fundamental problems in company life is work knowledge that maybe some employees in every company underestimate this, actually this is one of our benchmarks or pivot in our work, every knowledge must be important to be known by people in the organization. in this case the company CV.Plainthing Group. that the company opens and provides opportunities for its employees to improve their individual abilities and broader knowledge about the world of design with activities outside the company, but they must also study and understand the fundamentals of the company, which are related to Standard Operating Procedures because there are also some employees who do not understand this (Barrick, Mount, & Judge, 2001).

4) Creativity

Participation from employees is very necessary in the development of this company, in this era of globalization, it is increasingly having good values. It is also important to discuss in the long term and it is hoped that ideas, ideas, and ideas that are very innovative, creative and have broad insight into the future for the development of this company and most importantly the close relationship between the dream and its employees.

In the company, both leaders and employees are asked and required to always provide new and bright ideas, even though sometimes the ideas or ideas given are rejected by the company leadership, but are forced to provide a new innovation because it has lived in the times millennial where brilliant creativity and innovation are needed in order to maintain the company.

5) Cooperation

CV company. Plainthing Group in an effort to improve the performance of employees within the company not only does and completes work, but also has to collaborate in every work within the office and also outside, because cooperation is needed in an organization so that a good relationship in the company continues to be established and it also certainly affects the performance of employees for the company itself. This process runs indirectly, starting from the smallest things to the biggest ones (Fehr & Gächter, 2000).

That within a company or organization really requires good cooperation between leaders and employees. Starting from big things to small things even if done together, because it is impossible to achieve it if the level of employee care is low, therefore the leadership must have a program to be able to improve employee performance with a structured system.

6) Initiative Work

Increased optimization and employee participation in increasing work initiatives in this company have more strategic value to think about. This is quite important to discuss, considering that this is also one of the achievements of the company. In a company, employees must actually be emphasized to have the initiative for each work, so that the work given will not overlap with one another. Therefore, in this case, every employee must have a high sense of initiative in work situations, the most important thing is a sense of responsibility for the assigned task.

In carrying out the tasks and jobdesk given to employees not according to the predetermined time and sometimes out of the schedule that has been given, therefore it must have good work initiative and a great sense of responsibility so that the work that comes does not overlap and can be completed with good and according to the time determined by the leadership of the company (Frese & Fay, 2001).

7) Personality`

An employee must be able to interact and react with the people around him, everyone must have a different personality, therefore each person must know how life is in their environment so that communication is more intense and closer, then this is one of the qualities of behavior for employees to implement good behavior and in accordance with the office environment (Bolino & Turnley, 2005).

In the company there are still gaps in communication or in work behavior, each person and each individual certainly has a different personality and character, therefore, good interaction / communication is very important to be implemented in the company. So that every employee can provide good work behavior and communicate or interact, so that it can be applied to fellow employees as well as with clients and outsiders around us, because a good environment will produce results from good work and increase but the opposite will happen if the environment is This unfavorable effect affects the company's environment, so the quality of employee work will also decline (Den Hartog & Belschak, 2007).

b. Model of Leadership Company Leaders

Towards have a positive influence and can influence employees, the leadership must have the ability to influence employees so that they can carry out their assigned tasks, by providing real examples of behavior so that employees can see it directly. Giving examples and practicing them directly can have a bigger influence on employees than just giving advice or understanding through verbal (Kartono, 2016).

In making policy and deciding a decision, of course a leader must have a strong foundation and grip, so that the policies or decisions taken can be accounted for (Bush, 2008). In an effort to improve employee performance, leaders must be able to play their communication tools to be able to provide enthusiasm and motivation for their employees because this is such an important thing to apply in the company, achieving work productivity depends on how a leader can influence his subordinates in order to provide the best for the company. and can be enthusiastic in every job. Providing motivation to employees will certainly have a big influence in the growth of employee morale, and of course how to provide that motivation or how a leader communicates with his employees is also quite a fundamental thing for a leader to do, therefore leadership must be more pay attention to this (Sagala, 2018).

Providing a positive influence on employees is not easy, but it is an obligation for a leader (Bush, 2008). Forms and efforts made by the leadership of the company, namely by developing the capabilities of employees, but this cannot be separated from the control and supervision of leaders to employees through programs or activities carried out.

5. Conclusion

Based on the results of the presentation and analysis of data conducted by researchers related to the leadership model in improving employee performance in the company CV.Plainthing Group, the following conclusions can be drawn: (1) Company leaders have not been able to influence their subordinates as a whole. (2) The dominant thing in influencing the performance of employees in the company CV. Plainthing Group is the work motivation of a leader, because this is one of the factors

that determine the performance of employees in the company. So if employees have motivation to work, employee performance will also be achieved and will increase. (3) Lack of discipline in the company, while discipline is one of the keys to the success of a company. (4) Discipline and motivation together have a significant effect on employee performance, where if discipline and motivation increase, the increase will be offset by an increase in employees at the company CV. Plainthing Group.

Based on the results of observations made by researchers, therefore the researcher proposes several suggestions for the company CV. The Plainthing Group is sequentially based on the conclusion. Researchers hope that this suggestion can have a beneficial impact in the future to improve quality and correct deficiencies in improving employee performance in the company, including : Success in a company / organization can be seen from how leaders can improve employee performance in the company. So it would be better if company leaders continue to provide development to their employees so that they can continue to be able to provide excellent performance for various company needs. Every company leader must emphasize more strict discipline for employees to be more fully responsible for the work / project that has been given, in order to create good discipline in the work / company environment. In an effort to improve employee performance, company leaders CV.Plainthing group should continue to pay special attention to their employees, with the presence of sufficient and reliable organizational members in the company accompanied by supporting facilities and programs in order to create comfort in working so that they can improve the performance of the employees of the company itself. In an effort to disseminate information through social media, it would be better for the company CV.Plainthing Group to provide various and up-to-date information, so that later clients will feel closer and further increase their trust in the company and do not hesitate to convey criticism or suggestions in order to improve the quality of the company and also employees. Preferably, the company CV. Plainthing Group can continue to create a comfortable environment between employees and also between leaders and employees. Giving more authority to employees so that they can have a sense of responsibility for the assigned tasks and provide rewards to increase employee loyalty to the company. So that later employees will not only be able to complete their tasks but also provide a comfortable race between the leader and the employee or fellow employees themselves. To the company CV. Plainthing Group is expected that the results of this study can be used as evaluation material or input to maintain and increase work discipline and motivation for company employees so that employee performance can continue to increase.

References

Akk, J. (2013). Faktor Yang Mempengaruhi Terhadap Kinerja Perawat di Rumah Sakit TIngkat III 16.06.01 Ambon. *Junal AKK*.

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*. https://doi.org/10.1146/annurev.psych.60.110707.163621

Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and Performance at the Beginning of the New Millennium: What Do We Know and Where Do We Go Next? *International Journal of Selection and Assessment*. https://doi.org/10.1111/1468-2389.00160

Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*. https://doi.org/10.1037/0021-9010.90.4.740

Brayfield, A. H., & Crockett, W. H. (1955). Employee attitudes and employee performance. *Psychological Bulletin*. https://doi.org/10.1037/h0045899

Burns, R., & Burns, R. (2020). Motivation and personality. In *The Adult Learner at Work*. https://doi.org/10.4324/9781003134213-8

Bush, T. (2008). Leadership and management development in education. In *Leadership and Management Development in Education*. https://doi.org/10.4135/9781446213605

Den Hartog, D. N., & Belschak, F. D. (2007). Personal initiative, commitment and affect at work. *Journal of Occupational and Organizational Psychology*. https://doi.org/10.1348/096317906X171442

Dewa, E., Maria Ursula Jawa Mukin, & Oktavina Pandango. (2020). Pengaruh Pembelajaran Daring Berbantuan Laboratorium Virtual Terhadap Minat dan Hasil Belajar Kognitif Fisika. *JARTIKA Jurnal Riset Teknologi Dan Inovasi Pendidikan*. https://doi.org/10.36765/jartika.v3i2.288

Dewi, W. A. F. (2020). Dampak COVID-19 terhadap Implementasi Pembelajaran Daring di Sekolah Dasar. *EDUKATIF : JURNAL ILMU PENDIDIKAN*. https://doi.org/10.31004/edukatif.v2i1.89

Fadillah, D., Nuryana, Z., & -, S. (2020). Public Opinion of the facial recognition policy in China by Indonesian Student in Nanjing City. *International Journal of Psychosocial Rehabilitation*, *24*(04), 1645–1652. https://doi.org/10.37200/IJPR/V24I4/PR201272

Fehr, E., & Gächter, S. (2000). Cooperation and punishment in public goods experiments. *American Economic Review*. https://doi.org/10.1257/aer.90.4.980

Frese, M., & Fay, D. (2001). 4. Personal initiative: An active performance concept for work in the 21st century. *Research in Organizational Behavior*. https://doi.org/10.1016/S0191-3085(01)23005-6

Hawali, B. G. M., & Cyrielle, D. (2020). Review of mass media effect in inter-cultural communication. *International Journal of Communication and Society*, *2*(2), 94–101. https://doi.org/10.31763/ijcs.v2i2.153

Indriyani, E. (2017). Pengaruh Ukuran Perusahaan dan Profitabilitas Terhadap Nilai Perusahaan. *Akuntabilitas*. https://doi.org/10.15408/akt.v10i2.4649

Jainuri, M. (2016). Pembelajaran Konvensional. *Matedukasia*.

Jandevi, U., & Zareen, M. (2020). Cross-cultural communication of the Indonesian students in China. *International Journal of Communication and Society*, *2*(2), 79–85. https://doi.org/10.31763/ijcs.v2i2.96

Kartono, K. (2016). Pemimpin dan Kepemimpinan, Apakah Kepemimpinan Abnormal Itu? In *Rajawali Pers*.

Králík, M., Katina, S., & Urbanová, P. (2014). Distal Part of the Human Hand: Study of Form Variability and Sexual Dimorphism Using Geometric Morphometrics. *Anthropologia Integra*. https://doi.org/10.5817/ai2014-2-7

Lumban Gaol, N. T. (2017). Teori dan Implementasi Gaya Kepemimpinan Kepala Sekolah. *Kelola: Jurnal Manajemen Pendidikan*. https://doi.org/10.24246/j.jk.2017.v4.i2.p213-219

Maith, H. A. (2013). ANALISIS LAPORAN KEUANGAN DALAM MENGUKUR KINERJA KEUANGAN PADA PT. HANJAYA MANDALA SAMPOERNA TBK. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*. https://doi.org/10.35794/emba.v1i3.2130

Mangkunegara. (2012). Manajemen Mutu Sumber Daya Manusia. In *Jakarta: Ghalia Indonesia*.

Mount, M., Ilies, R., & Johnson, E. (2006). Relationship of personality traits and counterproductive work behaviors: The mediating effects of job satisfaction. *Personnel Psychology*. https://doi.org/10.1111/j.1744-6570.2006.00048.x

Murti, H., & Srimulyani, V. A. (2013). Pengaruh Motivasi Terhadap Kinerja Pegawai Dengan Variabel Pemediasi Kepuasaan Kerja Pada Pdam Kota Madiun. *JRMA Jurnal Riset Manajemen Dan Akuntansi*.

Rismayadi, B., & Maemunah, M. (2016). Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan (Studi kasus pada PT. Concord Indonesia). *Jurnal Manajemen & Bisnis Kreatif*. https://doi.org/10.36805/manajemen.v2i1.181

Ruslan, R. (2018). Metode Penelitian Public Relations dan Komunikasi. In *Metode Penelitian Public Relations dan Komunikasi*.

Sadono, D. (2008). The Leadership Challenge: How to Get Extraordinary Things Done in Organizations. *Jurnal Penyuluhan*. https://doi.org/10.25015/penyuluhan.v4i2.2181

Sagala, S. (2018). Pendekatan & Model Kepemimpinan.

Silalahi, U. (2015). Metode Penelitian Sosial Kuantitatif. *Journal of Visual Languages & Computing*.

Style, L., & Performance, E. (2015). Arabian Journal of Business and. *Arabian Journal of Business and Management Review*. https://doi.org/10.4172/2223-5833.1000146

Sugiyono. (2018). Metode Penelitian Kombinasi (mixed Methods). In *Alfabet*.

Supartha, W. gede, & Sintaasih, D. K. (2017). Pengantar perilaku Organisasi; Teori, kasus dan Aplikasi penelitian. In *Universitaa Udayana*.

Syska Lady Sulistyowati, R. W. P. (2018). Jurnal Bisnis Teori dan Implementasi,. *Jurnal Bisnis Teori Dan Implementasi*.

Usman, H., & Eko Raharjo, N. (2013). STRATEGI KEPEMIMPINAN PEMBELAJARAN MENYONGSONG IMPLEMENTASI KURIKULUM 2013. *Jurnal Cakrawala Pendidikan*. https://doi.org/10.21831/cp.v5i1.1253

Wiandari, I. A. A., & Darma, G. S. (2017). Kepemimpinan, Total Quality Management, Perilaku Produktif Karyawan, Kinerja Karyawan dan Kinerja Perusahaan. *Jurnal Manajemen Bisnis*.