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The Influence of Leadership and Motivation on Employee Performance (Literature Review MSDM)

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Abstract: The aim of this research is to develop hypotheses regarding the influence between variables that will be used in future research within the scope of human resource management studies. The writing method used in this research is library research, sourced from previous studies. Online media platforms such as Google Scholar, Publish or Perish, and other academic online media were utilized to obtain previous studies. The results of this research are as follows: 1. Leadership influences employee performance; 2. Work motivation influences employee performance.

Keyword: Employee performance, leadership, work motivation.

INTRODUCTION

Cooperatives are one of the essential pillars of a people-based economy, aimed at improving societal welfare through principles of solidarity and economic justice. According to the populist economic theory proposed by Mubyarto (1997), cooperatives play a strategic role in creating an economy centered on public interests, emphasizing the principles of mutual cooperation and economic democracy.

Cooperatives serve as a platform for the community to collectively develop businesses based on the principles of kinship and active member participation. Cooperative principles such as voluntary membership, democratic management, and equitable profit sharing make them a sustainable and inclusive economic model. According to Law No. 25 of 1992 concerning Cooperatives, the goal of cooperatives is to enhance the welfare of their members while contributing to national economic development.

The survival and growth of a cooperative are not solely determined by financial management, technological advantages, or the available facilities and infrastructure. Instead, success is also heavily influenced by the effective management of human resources. Therefore, cooperatives are required to manage their human resources effectively to ensure the sustainability and progress of the organization.

Performance is defined as the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities assigned to them. Performance refers to work outcomes and behaviors achieved in fulfilling the tasks and responsibilities

within a specific period (Kasmir, 2016). Based on this definition, it can be said that employees play a crucial role in carrying out all company activities to enable growth and development. Human resource performance within a company can be influenced by various factors, including leadership, motivation, and work discipline, which can impact and enhance employee performance in a company.

Leadership is the ability to influence or motivate someone to achieve goals. Leadership is characterized by an individual's ability to influence others' behavior without the use of force, enabling those being led to view the leader as someone worthy of their trust (Erni & Sule, 2005). In an organization, leadership is a critical factor for success. Organizational success is also determined by leadership and the leadership style employed within the organization. This aligns with the theory of Hasibuan (2012), which states that leadership can influence employee performance. This is further supported by previous research conducted by Gede and Piartini (2018), which showed that leadership has a significant positive influence on employee performance in financial institutions in Gianyar Regency.

Motivation is an internal drive within an individual to work better or an intrinsic push. Work motivation refers to something that inspires work enthusiasm or a drive to work (Ardana, 2012). Work motivation is one of the factors influencing performance, as stated in the theory proposed by Kasmir (2016). This is consistent with the research conducted by I Wayan Juniantara and I Gede Riana, which found that motivation positively influences the performance of cooperative employees in Denpasar.

Based on the above background, the objective of this research is to formulate hypotheses for future studies: 1) How does leadership influence employee performance?; 2) How does work motivation influence employee performance?

METHOD

This study employs a qualitative descriptive method and library research, which involves reviewing previous studies relevant to this research. The researcher collected data from online sources such as Google Scholar, Publish or Perish, and other academic online platforms. Additionally, the researcher used Mendeley as a tool for creating references in the bibliography. This qualitative article must utilize consistent methodological assumptions to prevent questions from arising among readers.

According to Creswell (2014), qualitative descriptive research aims to understand phenomena from the perspective of participants through descriptive and exploratory data collection. Library research, or literature review, is a method of data collection conducted by examining sources of literature such as journals, books, and research reports relevant to the topic.

This method allows researchers to gain a deeper understanding of the influence of leadership and motivation on employee performance based on theoretical studies conducted previously. The purpose of the literature review in this study is to identify, analyze, and synthesize various findings from prior research to provide a comprehensive understanding.

RESULTS AND DISCUSSION

Employee Performance

Performance refers to the results achieved by an individual or group within an organization, in accordance with their authority and responsibilities, aimed at achieving the organization's goals in a legal manner, without violating the law, and adhering to moral and ethical standards (Sinambela, 2016). Armstrong & Baron (1998) define performance as work outcomes that are strongly linked to the organization's strategic goals, customer satisfaction, and economic contribution. Another perspective views performance as the work results and

work behaviors achieved in completing assigned tasks and responsibilities within a specific period (Kasmir, 2016). This section must answer the problems or research hypotheses that have been formulated previously.

Sutrisno (2016) describes performance as the results of an employee's work, evaluated based on quality, quantity, time efficiency, and collaboration, to achieve organizational goals. Wibowo (2018) states that performance originates from the term "performance," which means work results or achievements. Abdullah (2014) similarly defines performance as work achievements resulting from the implementation of work plans by an institution, carried out by its leaders and employees (HR) to achieve the organization's objectives, whether in government or business institutions. Muizu et al. (2019) add that performance is the achievement attained by employees based on established standards and measurements.

From these definitions, it can be concluded that performance is the result of work reflecting the achievements of processes carried out in the job itself. Bernardin (as cited in Robbins, 1998:260) identifies several criteria for good performance: 1) Work Quality: The degree to which desired activity results approach perfection in terms of adhering to ideal methods or achieving expected objectives. It is measured through employee perceptions of the quality of work produced and task completion relative to their skills and abilities.; 2) Quantity: The amount of output, expressed in terms of units, completed activity cycles, or other measurable terms. It is measured through employee perceptions of the quantity of assigned tasks and their outcomes.; 3) Timeliness: The extent to which activities are completed within the stipulated time, maximizing time for other tasks. It is assessed based on employee perceptions of the start-to-finish cycle of a completed activity.; 4) Effectiveness: The extent to which organizational resources (human, financial, technological, raw materials) are maximally utilized to enhance output per unit of resource used. Employee perceptions of time efficiency in task execution measure this aspect.; 5) Independence: The extent to which an employee can perform their job functions without seeking assistance or guidance from others or supervisors. It is measured through employee self-assessment in carrying out their job functions in accordance with their responsibilities.; 6) Work Commitment: The extent to which employees are committed to their work and responsible for their organization.

Leadership

Leadership is a process whereby an individual influences other by leading, guiding, and motivating them to achieve desired results (Sutrisno, 2016). At its core, leadership is the ability of an individual to use their authority to influence, motivate, and support efforts that enable others to contribute to achieving organizational goals (Wibowo, 2018).

Muizu et al. (2019) explain that leadership is the ability to influence others to achieve specific goals in an organization. This ability significantly impacts the organization, as it demonstrates the leader's capacity to mobilize, direct, and coordinate various organizational factors to improve performance.

Another definition also states that leadership is a series of abilities and personality traits in the leader himself such as authority, skills, knowledge, and competence to be used as a means of convincing the people he leads to want and be able to carry out the tasks assigned to him willingly, enthusiastically, there is excitement basin, and feel not forced. Leadership is the dynamic power of coordinating the organization in order to achieve organizational goals effectively.

Leadership that is able to maintain the integrity of cooperation, create a sense of trust, and support organizational members through actions causes others to act or respond and cause positive changes for the organization (Sagala, 2018). Hasibuan (2012) explains that performance is the result of work achieved by a person in carrying out the tasks assigned to

him based on skills, experience, sincerity and time. Robbins and Judge (2013) define leadership as the ability to influence a group towards achieving a vision or set of goals. In other words, leaders can emerge from within the group as well as by formal appointment. Organizations need strong leadership and strong management to optimize effectiveness.

Based on some of these definitions, it can be concluded that leadership is one of the knowledge or abilities possessed by someone in influencing others with the aim of obtaining certain goals.

According to Wahjosumidjo (1991: 154) outline leadership indicators are as follows: 1) Fair: In the activities of an organization, a sense of togetherness among members is absolute, because the sense of togetherness is essentially a reflection of the agreement between subordinates and between leaders and subordinates in achieving organizational goals; 2) Giving suggestions: Suggestions are usually referred to as suggestions or suggestions. In the context of leadership, suggestion is an influence and so on, which is able to move the hearts of others and suggestion has a very important role in maintaining and fostering self-esteem and a sense of devotion, participation, and a sense of togetherness among subordinates; 3) Supporting goals: The achievement of organizational goals is not automatically formed, but must be supported by leadership. Therefore, in order for each organization to be effective in the sense of being able to achieve the goals that have been set, then each goal to be achieved needs to be adjusted to the state of the organization and allow subordinates to work together; 4) Catalyst: A leader is said to act as a catalyst, if the leader is always able to improve all existing human resources, trying to provide a reaction that raises the spirit and power work quickly as possible; 5) Creating a sense of security: Every leader is obliged to create a sense of security for its subordinates. And this can only be done if every leader is able to maintain positive things, an attitude of optimism in the face of all problems, so that in carrying out their duties, subordinates feel safe, free from all feelings of anxiety, worry, feel guaranteed security from the leadership; 6) As a representative of the organization: Every subordinate who works in any organizational unit, always sees his superiors or leaders as having a role in all fields of activity, especially those that adhere to the principles of exemplary or role models. A leader is everything, therefore all his behavior, deeds, and words will always give certain impressions of his organization; 7) Source of inspiration: A leader is essentially a source of enthusiasm for his subordinates. Therefore, every leader should always be able to raise the spirit of the subordinates so that subordinates accept and understand the purpose of the organization with enthusiasm and work effectively towards the achievement of organizational goals; 8) Be respectful: Everyone basically wants recognition and self-esteem in others. Likewise, every subordinate in the organization needs recognition and appreciation from superiors. Therefore, it is an obligation for leaders to want to give appreciation or recognition in any form to their subordinates.

Motivation

Motivation is the driving force that compels individuals to take action or, in some cases, refrain from taking action. It inherently stems from both internal and external factors and can be either positive or negative, depending greatly on the manager's resilience (Ardana, 2012). Work motivation refers to factors that ignite enthusiasm or act as a driving force for individuals to work diligently (Ardana, 2012). These motivators can stimulate the desire and willingness to work because each motive has a specific goal to achieve (Sutrisno, 2016).

Organizations expect employees to exhibit specific behaviors and, in turn, provide rewards to fulfill their expectations. Managerial responsibility for eliciting these behaviors is commonly referred to as motivation. According to Mangkunegara (2016), motivation is the driving force for an individual to contribute as much as possible to the success of the

organization in achieving its objectives. Similarly, Bangun (2012) defines motivation as a condition that stimulates or causes someone to engage in an act or activity, consciously or otherwise. Winardi (2016) suggests that motivation is a potential force within an individual that can either develop internally or be fostered by external forces, revolving around monetary and non-monetary rewards, which can either positively or negatively influence performance outcomes.

Based on these definitions, work motivation can be summarized as the inner drive of an individual to carry out activities or tasks to fulfill their responsibilities as an employee within a company or organization.

There are several principles in motivating employee work according to Mangkunegara (2013) including; 1) The principle of participation: Employees need to be given the opportunity to participate in determining the goals to be achieved by the leader; 2) The principle of communication: Leaders communicate everything related to efforts to achieve tasks, clear information, employees will be more easily motivated.; 3) The principle of recognizing subordinates' contribution: Leaders recognize that subordinates (employees) have a share in the effort to achieve the goal. With this recognition, employees will be more easily motivated to work; 4) Principle of delegation of authority: Leaders who give authority or authority to subordinate employees to at any time can take decisions on the work done, will make the employee concerned become motivated to achieve the goals expected by the leader; 5) The principle of attention: Leaders give attention to what subordinate employees will want, will motivate employees to work what is expected by the leader.

Previous Research Results

The analysis of relevant research was conducted to establish the research hypothesis.

No	Author (Year)	Title of Research	Variables	Findings	Differences
1	Susanto (2019)	The Influence of Work Motivation, Job Satisfaction, and Work Discipline on Employee Performance in the Sales Division of PT. Rembaka	X1: Work Motivation X2: Job Satisfaction X3: Work Discipline Y: Employee Performance	Positive and significant simultaneous influence of work motivation, job satisfaction, and work discipline on employee performance	This study differs in variables. The studied variables include leadership, work motivation, and job satisfaction
2	Sari (2014)	The Influence of Leadership, Motivation, and Work Discipline on Employee Performance at PT. Patra Komala, Dumai	X1: Leadership X2: Motivation X3: Work Discipline Y: Employee Performance	Positive and significant influence of all variables	The variables differ. This study investigates leadership, motivation, and work discipline compared to the author's focus on leadership, work motivation, and job satisfaction
3	Inaray (2016)	The Influence of Leadership and Work Motivation on Employee Performance at	X1: Leadership X2: Motivation Y: Employee Performance	Leadership and motivation have a significant simultaneous effect on employee	Variables differ as this study focuses on leadership and motivation, while the author also

		PT. Amanah Finance, Manado		performance	includes job satisfaction
4	Sirait et al. (2017)	The Influence of Leadership Style, Motivation, and Job Satisfaction on Employee Performance at PT. Citra Shipyards, Batam	X1: Leadership Style X2: Motivation Y: Employee Performance	Leadership style, motivation, and job satisfaction have a positive and significant simultaneous effect on employee performance	This study differs in variables. It includes leadership style and motivation, while the author adds leadership and work motivation
5	Harahap & Tirtayasa (2020)	The Influence of Motivation, Discipline, and Job Satisfaction on Employee Performance at PT. Angkasa Pura II (Persero), Kualanamu Branch	X1: Motivation X2: Discipline X3: Job Satisfaction Y: Employee Performance	Motivation, discipline, and job satisfaction have a significant simultaneous influence	The variables differ as this study includes discipline, whereas the author's study focuses on leadership and motivation
6	Adiyasa & Windayanti (2019)	The Influence of Motivation, Job Satisfaction, and Leadership on Employee Performance at PT. XYZ	X1: Motivation X2: Job Satisfaction X3: Leadership Y: Employee Performance	Motivation, job satisfaction, and leadership have a significant simultaneous influence on employee performance	Similar variables, but this study highlights leadership, work motivation, and job satisfaction as the key components
7	Sitompul & Ratnasari (2019)	The Influence of Leadership, Motivation, and Compensation on Employee Performance at PT. Takamori Indonesia, Batam	X1: Leadership X2: Motivation X3: Compensation Y: Employee Performance	Leadership, motivation, and compensation have a significant simultaneous influence on performance	Different variables as compensation is included in this study, which are leadership, motivation, compensation. Meanwhile, the author's research focuses on are leadership, work motivation, and job satisfaction
8	Lie & Siagian (2018)	The Influence of Job Satisfaction on Employee Performance Through Work Motivation at CV. Union Event Planner	X1: Job Satisfaction Y: Employee Performance	Job satisfaction positively and significantly influences employee performance	The variables differ as this study focuses on job satisfaction, while the author includes leadership and motivation
9	Asmawiyah et	The Influence of Work Motivation	X1: Work Motivation X2:	Work motivation and job satisfaction	This study focuses on work motivation

	al. (2020)	and Job Satisfaction on Employee Performance	Job Satisfaction Y: Employee Performance	have a positive and significant influence on employee performance	and job satisfaction, whereas the author's study includes leadership
10	Lumantow et al. (2015)	The Influence of Motivation and Job Satisfaction on Employee Performance Moderated by Work Tenure at PT. Deho Canning Company, Bitung	X1: Motivation X2: Job Satisfaction Y: Employee Performance	Motivation and job satisfaction have a significant simultaneous influence on employee performance	This study includes work tenure as a moderating variable, while the author's research focuses on leadership and motivation

Source: Research Data

Based on the results of previous studies, this article's discussion includes a review of relevant studies, an analysis of variable influences, and the creation of a research framework.

The Influence of Leadership on Employee Performance

Effective leadership plays a crucial role in determining the success of an organization, particularly in improving employee performance. Leaders who can provide clear direction, motivation, and create a positive work environment can enhance employee productivity and job satisfaction. A study conducted by Gede and Piartini (2018) revealed that good leadership positively influences employee performance in the financial sector. Key factors such as communication, recognition, and participative leadership styles are critical in enhancing individual performance.

The indicators of effective leadership include: 1) Fairness: In organizational activities, a sense of togetherness among members is essential, as it reflects the mutual agreement between subordinates and leaders in achieving organizational goals.; 2) Providing Suggestions: Suggestions, often referred to as advice or recommendations, serve as a form of influence that can inspire others. Suggestions play a significant role in maintaining and fostering self-esteem, dedication, participation, and a sense of togetherness among subordinates.; 3) Supporting Organizational Goals: Achieving organizational goals does not happen automatically; it requires support from leadership. For an organization to be effective, the goals must align with the organization's conditions and foster cooperation among subordinates.; 4) Being a Catalyst: A leader acts as a catalyst when they enhance the organization's human resources, spark enthusiasm, and optimize work efficiency.; 5) Creating a Sense of Security: Leaders are obligated to create a sense of security for their subordinates. This can only be achieved when leaders maintain positivity, optimism, and assurance in addressing challenges, ensuring that subordinates feel safe and free from anxiety or worry.; 6) Representing the Organization: Subordinates often view their leaders as representatives of the organization. Consequently, a leader's behavior, actions, and words leave a lasting impression on the organization.; 7) Being a Source of Inspiration: A leader is inherently a source of motivation for their subordinates. A good leader inspires enthusiasm among employees, helping them understand and embrace organizational goals, and work effectively towards achieving them.; 8) Showing Appreciation: Every individual seeks recognition and appreciation from others. Similarly, subordinates in an organization expect acknowledgment

from their leaders. Therefore, leaders must show recognition or appreciation to their subordinates in any form.

If leaders can demonstrate fairness, provide positive suggestions, support goals, act as catalysts, create a sense of security, represent the organization, be a source of inspiration, and show appreciation, it will positively impact employee performance. This impact includes improvements in work quality, quantity, timeliness, effectiveness, independence, and work commitment.

The influence of leadership on employee performance aligns with previous studies by Gani et al. (2020), Suyanto and Wardhani (2019), and Prakoso et al. (2021).

The Influence of Motivation on Employee Performance

Motivation is an internal factor that drives individuals to work optimally to achieve organizational goals. Work motivation plays a vital role in improving productivity and the quality of employees' work. Based on various definitions, work motivation can be summarized as the drive within an individual to carry out activities or tasks to fulfill their responsibilities as employees within a company or organization.

If an organization can implement principles to motivate its employees, such as principle of participation, principle of communication, principle of recognizing subordinates' contributions, principle of delegating authority, principle of paying attention, these principles will positively impact employee performance, which includes improvements in work quality, quantity, timeliness, effectiveness, independence, and work commitment.

The influence of motivation on employee performance aligns with studies conducted by I Wayan Juniantara and I Gede Riana (2020), as well as Sitompul and Ratnasari (2019), which confirm the significant role of motivation in enhancing employee performance.

CONCLUSION

Based on the literature review conducted, it can be concluded that leadership and motivation have a significant influence on employee performance. Effective leadership characterized by fairness, the ability to provide constructive suggestions, support for organizational goals, a catalytic role, the creation of a secure work environment, exemplary conduct, inspirational qualities, and appreciation for employees can foster a conducive work environment. This, in turn, encourages employees to achieve optimal performance. Additionally, motivation implemented through principles such as participation, communication, recognition of employee contributions, delegation of authority, and attentiveness plays a crucial role in enhancing productivity and employee loyalty.

Organizations seeking to improve employee performance should adopt appropriate leadership strategies and provide the necessary motivation for employees. By combining effective leadership with strong motivation, companies can cultivate better employee performance, enhance job satisfaction, and drive the organization toward achieving its goals more efficiently.

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