



DOI: <https://doi.org/10.38035/dijdbm.v7i2>
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Evaluation of Leadership and Personnel Management on Work Effectiveness at the Jakarta Customs and Excise Regional Office

Rusman Hadi¹, Zulkifli Rangkuti², Nurwulan Kusuma Devi³

¹Management and Business Study Program, Mitra Bangsa University, Jakarta, rusman240469@gmail.com.

²Management and Business Study Program, Mitra Bangsa University, Jakarta, zrangkuti@gmail.com.

³Management and Business Study Program, Mitra Bangsa University, Jakarta, lppm@umiba.ac.id.

Corresponding Author: rusman240469@gmail.com¹

Abstract: This study aims to determine the influence of leadership on employee work effectiveness, to determine the influence of employee management on employee work effectiveness, to determine the influence of leadership and employee management together on work effectiveness, the calculated t value for the Leadership variable (X1) is 9.773 while the t table value for N = 100 is 1.983. So $9.773 > 1.983$, then H0 is rejected and Ha is accepted, it can be stated that Leadership (X1) has a significant effect on Employee Work Effectiveness (Y), the calculated t value for the Employee Management variable (X2) is 10.755, while the t table value for N = 100 is 1.983. So $10.755 > 1.983$, then H0 is rejected and Ha is accepted, it can be concluded that partially the Employee Management variable (X2) has an effect on Employee Work Effectiveness (Y), the results test ANOVA obtained a calculated F value of 390,320. While the F table ($\alpha=0.05$) for N = 100 is 2.70. So the calculated F > from the F table ($\alpha=0.05$) or $390,320 > 2.70$ with a significant level of 0.000 because $0.000 < 0.05$, it can be said that Leadership (X1) and Personnel Management (X2) together have a positive effect on Employee Work Effectiveness (Y).

Keyword: Leadership, Personnel Management and Employee Work Effectiveness.

INTRODUCTION

Work effectiveness is not solely determined by individual abilities, but is also greatly influenced by leadership style and the personnel management system implemented within an organization. Leadership acts as a guide, motivator, and strategic decision-maker that can boost employee productivity. A leader who is able to provide clear direction, establish two-way communication, and demonstrate exemplary behavior will increase employee morale, loyalty, and a sense of responsibility for their assigned tasks. Conversely, an authoritarian or non-participatory leadership style can reduce employee motivation and lead to organizational conflict.

Personnel management, on the other hand, encompasses employee planning, development, placement, performance evaluation, and rewards. Professional and accountable

personnel management ensures that each employee works according to their competencies, receives appropriate training, and has clear career development opportunities. In practice, good personnel management can reduce turnover rates, increase job satisfaction, and foster a positive and productive work culture.

From a leadership perspective, complaints have emerged regarding a lack of two-way communication between leaders and staff, an overly bureaucratic leadership style, and limited participation in decision-making. Under these conditions, work motivation declines, discipline declines, and organizational commitment suffers. Yet, public organizations like the Jakarta Customs and Excise Regional Office rely heavily on collective performance and a conducive work culture.

Therefore, an in-depth evaluation is needed to determine how the leadership and personnel management systems implemented to date contribute to employee effectiveness. This evaluation is expected to provide strategic input for organizational system improvements and enhanced staff performance within the Jakarta Customs and Excise Regional Office.

Based on the above description, this study aims to evaluate leadership and employee management in relation to work effectiveness, and to determine the extent to which these two aspects can support or hinder employee performance within the Jakarta Customs and Excise Regional Office. The results of this study are expected to provide a tangible contribution to improving human resource governance in government agencies, particularly in the customs and excise sector.

Human Resource Management .

According to Hasibuan (2022:10), human resource management is the science and art of managing relationships and roles of the workforce effectively and efficiently to help achieve the goals of the company, employees, and society. Meanwhile, Kasmir (2022:6) states that human resource management is the process of managing people, through planning, recruitment, selection, training, development, compensation, careers, safety and health, and maintaining industrial relations until termination of employment in order to achieve company goals and improve stakeholder welfare .

Meanwhile, Raymond A. Noe et al. (2021:29) in the book by Suwatno and Donni Juni Prians states that human resources management (HRM) refers to policies, practices, and systems that influence employee behavior, attitudes, and performance. Many companies refer to the concept of human resource management (HRM) as a form of human resource practices. The strategies underlying these practices need to be considered to maximize their impact on company performance.

According to Budiyanto (2019:47), Human Resource Management is a combination of activities that have a cost impact on human resource management, but the cost impact should not be seen as a cost, human resource management views people in the organization as assets that need to be cared for, their skills improved and their commitment to work maintained, these things will have an impact on increasing superior competitiveness (competitive advantage).

Then, according to Widodo (2019:2) , Human resource management is a process that includes evaluating HR needs, getting people to meet those needs, and optimizing the utilization of these important resources by providing appropriate incentives and assignments, to suit the needs and goals of the organization where the HR is located.

Meanwhile, according to Simamora (2019:4), human resource management is the utilization, development, assessment, reward, and management of individual members of an organization or group of workers.

Based on the definition above, it can be concluded that human resource management is a process of managing human resources in an agency or company which is expected to be able to contribute efficiently, effectively and productively to achieve company goals.

Leadership

Leadership is a crucial aspect of any organization, determining its direction, strategy, and work culture. In the context of a public organization like the Jakarta Customs and Excise Regional Office, leadership serves not only as an administrative control function but also as a key driver in shaping employee behavior and performance. Etymologically, leadership comes from the word "lead," meaning to lead, direct, or carry. Thus, leadership reflects a person's ability to influence and direct others toward achieving shared goals .

George R. Terry (in Hasibuan, 2019) states that leadership is the activity of influencing people to work together to achieve desired goals. This definition shows that leadership is not only about power, but also about influence, inspiration, and effective direction. From a broader perspective, Yukl (2013) explains that leadership is the process of influencing the interpretation of events, the choice of goals, the organization of work activities, the motivation and support of individual and group work efforts, and maintaining cooperative relationships .

Meanwhile, according to Prof. Harries Madiistriyatno , leadership is a managerial ability that is integrated with personality, morality, and social intelligence, which is used to influence and direct human resources in achieving organizational goals effectively and efficiently.

From these various opinions, it can be concluded that leadership is a process that involves social influence in which an individual (leader) influences the behavior, attitudes, and performance of others (followers) to achieve organizational goals in an ethical, communicative, and strategic manner .

In the context of this research, leadership is understood as the entire process and actions of leaders within the Jakarta Customs and Excise Regional Office in providing direction, building communication, providing motivation, and making strategic decisions that impact the effectiveness of employee work.

Personnel Management

The work environment is one of the important functions in Personnel Management, which is a combination of the words management and personnel, each of which has a separate meaning. According to Wursanto (2022:16), Management is "A process of achieving predetermined goals through collaboration with others." Meanwhile, according to Malayu SP Hasibuan (2021:2), Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals.

Furthermore, Handoko (2020:24) explains that "Personnel Management is the recruitment, selection, development, maintenance, and coaching of human resources to achieve both individual and organizational goals." From these two definitions, it can be concluded that personnel management is all activities related to empowering employee resources in a collaboration to achieve certain goals.

According to M. Manullang (2021), personnel management is the art or science of planning, implementing, and controlling the workforce to achieve predetermined goals, leaving the decision-making to the individual employee. In other words, personnel management is a science that studies how to facilitate the development of employee skills and participation in a unified activity to achieve goals.

Of the three varying opinions, they actually have the same core or main point, namely maximum enthusiasm and work productivity from the members of the organization which also means achieving the goals of the organization itself .

Work Effectiveness

The word "effective" comes from the English word " effective ," which means success, or something done successfully. Popular scientific dictionaries define effectiveness as appropriate use, effectiveness, or support for goals. Robbins defines effectiveness as the level of organizational achievement in the short and long term.

Simply put, work effectiveness is defined as the timely completion of work according to planned expectations and specifications. A job is considered effective depending on how it is completed and how it is carried out.

The concept of effectiveness in an organization has different meanings, depending on the framework used. This is due to the diverse nature and composition of an organization's effectiveness.

According to T. Hani Handoko (2019:7), "Effectiveness is the ability to choose the right goal or the right equipment to determine the predetermined goal". According to Richard M. Steers translated by M. Jamin (2000:1), Effectiveness comes from the word effective, namely a job is said to be effective if a job can produce one unit of output. A job is said to be effective if a job can be completed on time according to the predetermined plan.

Organizational effectiveness is the concept of effectiveness that an organization aims to produce. Organizational effectiveness can be achieved by paying attention to customer satisfaction, achieving the organization's vision, fulfilling aspirations, generating profits for the organization, developing the organization's human resources and aspirations, and providing a positive impact on the community outside the organization.

Work effectiveness is closely related to individual behavior within an organization. The behavior of individuals and groups within an organization is significantly influenced by the work they perform. The work itself provides powerful stimuli for individual behavior. Human work requires them to perform activities that are integrated with the activities of others within the organization. These activities can be routine or not, require high or low skills, and allow them to assess challenges or threats.

These activities can influence performance, which is reflected in motivation, satisfaction, and work effectiveness. Work effectiveness is a key factor in achieving organizational goals because it reflects performance. Performance is influenced by organizational behavior, which encompasses both individual and group behavior. If individual behaviors within an organization demonstrate high work effectiveness in accordance with organizational guidelines, the organization will be effective. Conversely, if individual behaviors within an organization demonstrate low work effectiveness, the organization will struggle to achieve the desired level of effectiveness.

Individual performance is the foundation of organizational performance; therefore, understanding individual behavior is critical to effective management. Improving individual work effectiveness will ultimately contribute to achieving group and overall organizational effectiveness. It is important to recognize that achieving high work effectiveness is not an easy task. Because it is very necessary for employees to be prepared as work implementers, and supported by appropriate systems and regulations so that high work effectiveness is achieved.

The general definition of effectiveness indicates the extent to which a predetermined goal is achieved. This aligns with the definition of effectiveness according to Hidayat (1986), who explains that: "Effectiveness is a measure of how far a target (quantity, quality, and time) has been achieved. The greater the percentage of targets achieved, the higher the effectiveness."

Meanwhile, the definition of effectiveness according to Schemerhon John R. Jr. (2019:35) is as follows: "Effectiveness is the achievement of output targets measured by comparing budgeted or supposed output (OA) with actual or actual output (OS), if $(OA) > (OS)$ it is called effective."

The definition of effectiveness according to Prasetyo Budi Saksono (2021) is: "Effectiveness is the degree of adherence of the output achieved to the expected output from a number of inputs."

From the definitions of effectiveness, it can be concluded that effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved by management, where the target has been determined in advance.

METHOD

Types of research

The type of research used is explanatory research or quantitative research based on questionnaires from respondents, namely the researcher explains the causal relationship between variables through hypothesis testing (Singarimbun, 2022: 5). Quantitative data is data in the form of numbers or qualitative data that is quantified. Qualitative data that is quantified, for example, is found in a measurement scale. A statement/question that requires alternative answers, strongly agree, agree, somewhat agree, disagree where each: strongly agree is given a score of 4, agree 3, somewhat agree 2, and disagree 1 (Sugiyono, 2002: 7).

Quantitative research maintains distance between the researcher and the object being studied. Quantitative research uses formal, standardized, and measurable instruments (Sukmadinata, 2006: 95) .

Sample population

According to Margono (2020:118), the definition of population is all the data that concerns us within a defined scope and timeframe. Therefore, population refers to data, not people. If every person provided data, the population size would be equal to the number of people. Based on this definition, the population in this study is 100. employees of the Jakarta Regional Customs and Excise Office.

The sampling method that will be used is Total Sampling . The sampling technique used in this study was total sampling. Total sampling is a sampling technique where the sample size is equal to the population (Sugiyono, 2020). According to Sugiyono (2020), if the population size is less than 100, the entire population is used as a research sample.

Method of collecting data

techniques are methods for searching for and obtaining data on variables in the form of notes, reports, and documentation. According to Sugiyono (2020:37), there are two main factors that influence the quality of research data: the quality of the research instrument and the quality of the results. In this study, The data collection technique used is the field research technique, carried out by going directly to the field using a questionnaire data collection tool which is distributed to respondents .

The data collection techniques used in this study are as follows:

Questionnaire

In this study, the author used a closed questionnaire (statements that were already available), where the author provided respondents with a choice of each statement submitted, so that respondents only had to mark (X) or mark (√) on each statement option they wanted . Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is: a) Strongly Agree Score 5, b) Agree Score 4, c) Quite Agree Score 3, d) Disagree Score 2 e) Strongly Disagree Score 1. Likert scale . The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

Research Instruments

Research instrument: Leadership Evaluation variable (X1) , Personnel Management (X 2) and Work Effectiveness (Y) in the form of a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales,

namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) .

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a.If the r value is positive and the r result is > r table , then the item or variable is valid.
- b.If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r xy) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 2 9. The test statistics used are:

F test

The F test statistic is used to determine simultaneously (multiple) the influence between Leadership Evaluation (X1) , Personnel Management (X 2) and Work Effectiveness (Y) , with the test results being: 1) H o is accepted if F count < F table, 2) H o is rejected if F count > F table .

t-test

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being: 1) H0 is accepted if t count < t table, 2) H o is rejected if t count > t table. 1) Then to find out the magnitude of Leadership Evaluation (X1) ,

Personnel Management (X 2) and Work Effectiveness (Y) using the partial determination coefficient (r 2). If the r 2 for each independent variable is greater , the greater its contribution to the dependent variable and if there is a dependent variable with the largest r 2 number, the smallest probability and the highest calculated r , then the dependent variable has a large relationship to the independent variable .

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2 / k}{(1 - R^2) / (n - k - 1)}$$

Information: F = F value (F count) , R 2 = Multiple correlation coefficient, K = Number of independent variables, n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H 0 is accepted. 1) If F count > F table , then H0 is rejected .

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables “X 1 ” and “X 2 ” with the variable “Y” can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of Leadership Evaluation (X1) , Personnel Management (X 2) and Work Effectiveness (Y) and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows , namely to find out whether each variable studied has a positive influence on Work Effectiveness or vice versa. The data was analyzed using the regression analysis command (option) found on the SPSS main menu . The values in each SPSS output are described as follows:

Multiple Linear Regression Test**The Influence of Leadership (X 1) on Employee Work Effectiveness (Y) .**

coefficients table , the calculated t value for the Leadership variable (X1) is 9.773 while the t table value for N = 100 is 1.983. So $9.773 > 1.983$, then H0 is rejected and Ha is accepted , it can be stated that Leadership (X1) has a significant effect on Employee Work Effectiveness (Y).

Influence Personnel management (X2) on employee work effectiveness (Y) .

calculated t value for the Employee Management variable (X2) is 10.755 , while the t table value for N = 100 is 1.983 . So $10.755 > 1.983$, then H0 is rejected and Ha is accepted, it can be concluded that partially the Employee Management variable (X2) has an effect on Employee Work Effectiveness (Y)

F test

The ANOVA test obtained a calculated F value of 390,320. Meanwhile, the F table ($\alpha=0.05$) for N = 100 was 2.70 . So the calculated $F >$ from the F table ($\alpha=0.05$) or $390,320 > 2.70$ with a significance level of 0.000 because $0.000 < 0.05$, it can be said that Leadership (X1) and Personnel Management (X2) together have a positive effect on Employee Work Effectiveness (Y)

Coefficient of Determination

Based on the Model Summary table, the Adjusted R Square (R2) value is 0.889 . This shows that 88.9 % of Leadership (X1) and Personnel Management (X2) simultaneously influence Employee Work Effectiveness (Y), while the remaining 11.1 % is influenced by other factors not examined in this study.

CONCLUSION

There is The influence of Leadership on Employee Work Effectiveness , is proven by the calculated t value for the Leadership variable (X1) of 9.773 while the t table value for N = 100 is 1.983 . So $9.773 > 1.983$, then H_0 is rejected and H_a is accepted, it can be stated that Leadership (X1) has a significant influence on Employee Work Effectiveness (Y).

There is an influence of personnel management on employee work effectiveness , as proven by the results obtained. The calculated t value for the Employee Management variable (X2) is 10.755 , while the t table value for N = 100 is 1.983 . So $10.755 > 1.983$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the Employee Management variable (X2) has an effect on Employee Work Effectiveness (Y) .

There is an influence Leadership and Personnel Management together towards Employee Work Effectiveness , proven by the results test ANOVA obtained a calculated F value of 390,320. Meanwhile, the F table ($\alpha=0.05$) for N = 100 was 2.70 . So the calculated $F >$ from the F table ($\alpha=0.05$) or $390,320 > 2.70$ with a significance level of 0.000 because $0.000 < 0.05$, it can be said that Leadership (X1) and Personnel Management (X2) together have a positive effect on Employee Work Effectiveness (Y).

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