

# THE INFLUENCE OF LEADERSHIP, MOTIVATION AND WORK ETHIC ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS A VARIABLE JOB SATISFACTION AS A MODERATING VARIABLE MODERATING VARIABLE IN THE LAND OFFICE OF TEBING TINGGI CITY

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## ABSTRACT

*In this study there is a decrease in leadership, motivation and work ethic so that it has an impact on employee performance which is the background of this research. The purpose of this study was to examine leadership, motivation and work ethic on employee performance and employee job satisfaction can moderate their influence. The research method is quantitative with a total population and sample of 62 employees of the Tebing Tinggi City Land Office. Data collection techniques using questionnaires, interviews and documentation. The data analysis technique uses multiple linear regression analysis. The results showed that leadership affects the work performance of Tebing Tinggi City Land Office employees, motivation affects the work performance of Tebing Tinggi City Land Office employees and work ethic affects the work performance of Tebing Tinggi City Land Office employees. Then Job Satisfaction can moderate Leadership on Work Performance of Tebing Tinggi City Land Office Employees, Job Satisfaction can moderate Motivation on Work Performance of Tebing Tinggi City Land Office Employees and Job Satisfaction can moderate Work Ethic on Work Performance of Tebing Tinggi City Land Office Employees. The R square value is 0.407 and it can be concluded that leadership, work motivation and work ethic can explain employee work performance by 40.7%. and the R square value is 0.491 and it can be concluded that employee satisfaction can moderate the relationship between leadership, work motivation and work ethic on employee work performance by 49.1% explained by other independent variables not included in this study.*

**Keyword :** Leadership, Motivation, Work Ethic, Employee Job Achievement, Employee Job Satisfaction

## 1. INTRODUCTION

Advancing public welfare is one of the objectives of the Unitary State of the Republic of Indonesia (NKRI) which is clearly stated in the fourth paragraph of the Preamble of the 1945 Constitution. One of the state's presence to realize public welfare is through public services in the form of Tebing Tinggi City Land which is carried out by a body or agency formed by the state in accordance with its duties, principal and function which are regulated by the rules and regulations in force in the Unitary Republic of Indonesia (NKRI).

Land of Tebing Tinggi City is part of public service which is an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services or administrative services provided by public service providers, namely every State organizing agency, corporation, independent institution established by law for public service activities, and other legal entities established solely for public service activities. These activities are carried out by officials, employees, officers, and everyone who works in the organizing organization in charge of carrying out an action or series of public service actions.

Work performance is very important for the organization because high performance can certainly reduce the number of absenteeism or not working because of laziness, with high performance from employees, the work given or assigned to them will be completed in a shorter or faster time, with high employee work performance, the land office of the city of Tebing Tinggi benefits from the angle of the small number of damages because it is increasingly dissatisfied at work, High work performance automatically makes employees feel happy to work so that it is less likely that employees will move to work elsewhere, high work performance can reduce the number of accidents because employees who have high performance tend to work carefully and carefully so that they work in accordance with existing work procedures.

The Tebing Tinggi City Land Office is a public service that deals directly with the community. Providing services to the community is actually an implication of the function of the state apparatus as a public servant. Service is an important factor for all public service institutions in Indonesia in order to realize good service quality in order to get satisfaction.

The company's efforts to improve employee performance are through the work motivation provided, because basically work motivation can be things that cause, channel, support employee behavior so that they want to work more actively and enthusiastically so that they will achieve optimal performance so that employee performance can increase.

In employee performance targets (SKP) there are several criteria that are assessed regarding work behavior such as service orientation, integrity, commitment, discipline, cooperation and leadership. This shows that employee work performance has decreased. Leadership is one of the factors that influence employee performance. The behavior and capacity required by a leader to lead each group is relatively different, although not always different in purpose. It depends on where the position is, what the main task is, and what basic concepts are adopted. A person's work style, whether he or she is in the position of manager, commander, or any other designation is different. That is, the style of a commander is different from an artist, different from a manager, and so on (Danim, 2018: 10-11). Good leadership can encourage every employee and organization to be able to achieve the goals and targets set.

Leadership in the Tebing Tinggi City Land Office is still not optimal. This indicates a decrease in employee performance. The leadership of the Tebing Tinggi City Land Office is still not optimal, resulting in difficulties for employees in carrying out their duties effectively and efficiently. This can be seen from the meeting plan, which is four meetings per month that are scheduled before and set, which does not go well so that the discussion of developments both from the plan and the problems faced are not discussed quickly and in detail. In addition, leadership problems are also caused by leaders who find it difficult to encourage employees to have good actions in carrying out their duties and responsibilities in the Tebing Tinggi City Land Office.

Motivation is one of the factors that affect employee work performance. The importance of motivation (Moekijat, 2018: 14) is that people are not always aware of something they need, and therefore much of their behavior is influenced by unconscious motives or needs. Therefore, often only a small part of the motivation is clearly visible or based on itself. Motivation In doing a job, every employee needs motivation that exists in him so that there is a passion or enthusiasm for work. The motivation of the Tebing Tinggi City Land Office employees is still low as seen from the many employees who complain. Where the lack of implementation of employee promotions over the past three years so that even though employees work hard and show excellent work performance but do not get promoted.

Work ethic is one of the factors that influence employee performance. According to Sinamo (2019: 64), it also explains that work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by

total commitment to an integral work paradigm. The work ethic that exists in everyone has its own impetus so that they are passionate about working. If a person, an organization, or a community embraces a work paradigm, believes in, and is committed to that work paradigm, all of that will give birth to their distinctive work attitudes and behaviors. That is what will become work ethic and culture. The low work ethic of employees of the Tebing Tinggi City Land Office causes a weak organizational culture that triggers employees to carry out work that does not comply with the procedures or operational standards set at the Tebing Tinggi City Land Office. In addition, employees with high work ethic should have totality at work which is realized by making every optimal effort to achieve the specified performance targets. In this case, the unachieved employee work achievement target is caused by the low work ethic of the employees. Employees with low work ethic do not have totality at work so that they do not direct optimal efforts in achieving employee work performance targets. According to Sitompul's research (2019) that work ethic has a positive and significant effect on work performance while the results of different employee research from Prayoga (2019), who obtained the results of work ethic had no effect on employee work performance.

The factor that can influence and realize optimal employee performance is job satisfaction. According to Hasibuan (2018: 202), job satisfaction is the key to driving employee morale, discipline, and work performance in supporting the realization of the goals of the Tebing Tinggi City Land Office. Job satisfaction is an emotional attitude of employees who are happy and love work. Job satisfaction is an emotional attitude that is reflected in work morale, discipline, and work performance. The job satisfaction factor will have an impact on employee work results. If employees do not have job satisfaction, there is a high probability of deviant actions such as absenteeism, disloyalty, and high rates of tardiness. One of the factors that determine the increased performance of an organization is employee satisfaction at work, which means that it will have an impact on good performance. Job satisfaction is enjoyed on the job, off the job, and a combination of on and off the job.

Low employee job satisfaction that strengthens the relationship between leadership, work ethic and work motivation indicates a decrease in employee performance. Employee job satisfaction that is still complained about is related to too much work that creates a workload that tends to be high, causing non-optimal implementation of employee work. Leaders must try to create conducive work ethic conditions so as to create good employee performance. According to research by Lamere, et al that job satisfaction is able to moderate the relationship between leadership, motivation and work ethic on employee performance while different research results from Sulton (2019), which obtained the results of job satisfaction were unable to moderate the relationship between leadership, motivation and work ethic on employee performance.

Based on the background of the problems that occur in the Tebing Tinggi City Land Office, the researcher is interested in conducting research with the title "The Effect of Leadership, Motivation and Work Ethic on Employee Work Performance Through Job Satisfaction as a Moderating Variable at the Tebing Tinggi City Land Office".

## 2. RESEARCH METHODOLOGY

### **Moderation Effect Test**

The interaction test or often called Moderated Regression Analysis (MRA) is a special application of linear multiple regression where the regression equation contains an element of interaction (multiplication of two or more independent variables) which aims to determine whether the moderating variable will strengthen or weaken the relationship between the independent variable and the dependent variable. (Ghozali, 2018). Moderated Regression Analysis (MRA) in this study is used to test the pure moderator which is done by regressing the interaction, but the moderator variable does not function as an independent variable (Ghozali, 2018). Moderated Regression Analysis (MRA) is used to determine whether organizational culture variables can strengthen or weaken the relationship between leadership and work motivation on employee performance. The moderating hypothesis is accepted if the moderating variable of employee job satisfaction (leadership \* employee work performance), the moderating variable of employee job satisfaction (motivation \* employee work performance) and employee job satisfaction (work ethic \* employee work performance).

## 3. RESULTS AND DISCUSSION

**RESULTS**  
**Glejser Test**

**Table 1.1 Glejser Test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.684	2.697		3.961	.000
Leadership	-.214	.108	-.293	-1.993	.051
job motivation	-.077	.075	-.157	-1.022	.311
work ethics	.056	.077	.096	.731	.468

a. Dependent Variable: RES2

Source: Research Results, 2023

Tabel 1.1. diatas menunjukkan nilai signifikan dari kepemimpinan sebesar 0,051 > 0,05 motivasi kerja sebesar 0.311 > 0.05 dan kepercayaan masyarakat sebesar 0,468 > 0,05 dengan demikian dari hasil uji Gletjer dapat dikatakan tidak terjadi masalah heteroskedastisitas.

**Analisis Regresi Linear Berganda**

**Tabel 1.2 Hasil Analisis Regresi Linear Berganda Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.734	4.598		.377	.707
Leadership	.471	.183	.314	2.567	.013
job motivation	.279	.128	.279	2.177	.034
work ethics	.267	.131	.223	2.039	.046

a. Dependent Variable: work achievement

Source: Research Results, 2023

From the test results, a research model can be prepared with the following regression equation:

$$Y = 1.734 + 0.471 X1 + 0.279 X2 + 0.267 X3$$

The multiple regression equation model is meaningful:

1. The constant value is 1.734, which means that if the variables of leadership, work motivation and work ethic are equal to zero, then employee work performance is 1.734.
2. The leadership regression coefficient value of 0.471 indicates that if leadership increases by 100%, it will increase employee work performance by 47.1%. The magnitude of the influence of leadership on employee work performance is 43.9% (the result of multiplying the Beta and Zero-order values), which means that the contribution of leadership to employee work performance is 47.1% as a result of the indicators of the leadership variable (X1) and beyond that it is likely to be influenced by variables not included in this study.
3. The regression coefficient value of work motivation of 0.279 indicates that if work motivation increases by 100%, it will increase employee work performance by 27.9%. The magnitude of the effect of work motivation on employee work performance is 27.9% (the result of multiplying the Beta and Zero-order values), which means that the contribution of work motivation to employee work performance is 29.1% as a result of indicators of work motivation variables (X2) and beyond that it is likely to be influenced by variables not included in this study.
4. The regression coefficient value of work motivation of 0.267 indicates that if the work ethic increases by 100%, it will increase employee work performance by 26.7%. The magnitude of the influence of work ethic on employee performance is 26.7% (the result of multiplying the Beta and Zero-order values), which means that the contribution of work ethic to employee performance is 26.7% as a result of indicators of work motivation variables (X2) and beyond that it is likely to be influenced by variables not included in this study.

**Moderation Hypothesis Test**

Tabel 1.3 Results Moderation Hypothesis Test Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.443	4.612		.747	.458
satisfaction →Leadership* work achievement employee	.457	.171	.305	2.664	.010
satisfaction →Leadership* work achievement employee	.258	.120	.258	2.156	.035
satisfaction →Leadership* work achievement employee	.250	.122	.209	2.043	.046
satisfaction* work achievement employee	.360	.117	.293	3.080	.003

a. Dependent Variable: work achievement  
 Source: Research Results, 2023

The results of the moderation test can be interpreted as follows:

1. In the table above, the significant value for the leadership variable is 0.010 <0.05, which means that H4 is accepted and Ho is rejected, indicating that employee satisfaction can moderate the relationship between leadership and work performance of Tebing Tinggi City Land Office employees.
2. In the table above, a significant value for the motivation variable is 0.035 <0.05, which means that H5 is accepted and Ho is rejected, which indicates that employee satisfaction can moderate the relationship between motivation and work performance of employees of the Tebing Tinggi City Land Office.
3. In the table above, a significant value for the work ethic variable is 0.046 <0.05, which means that H6 is accepted and Ho is rejected, indicating that employee satisfaction can moderate the relationship between work ethic and work performance of Tebing Tinggi City Land Office employees.

**DISCUSSION**

**The Effect of Leadership on Employee Work Achievement**

The partial test results show that the leadership variable is 0.013 <0.05, which means that H1 is accepted and Ho is rejected, which shows that leadership has an effect on the work performance of Tebing Tinggi City Land Office employees. The results of this test are in line with research conducted by Wijaya, et al (2018), namely leadership has an effect on employee work performance and then different results from Syamsul (2019), which obtained the results that leadership has no effect on employee work performance. Good leadership can encourage every employee and organization to be able to achieve the goals and targets set. Leadership is a person who has thoughts and who behaves in groups with his members and uses various methods or styles, so that leadership can encourage strength in each individual, provide motivation and coordinate the company to achieve company goals. The achievement and success of an institution or organization is determined by leadership ability. Through ability, innovation, ideas and leadership behavior, a person is able to deliver the organization to achieve its goals. Leadership in the Tebing Tinggi City Land Office is still not optimal. This indicates a decrease in employee performance. The leadership of the Tebing Tinggi City Land Office is still not optimal, resulting in difficulties for employees in carrying out tasks effectively and efficiently. This can be seen from the meeting plan, which is four meetings per month scheduled before and determined, which does not run well so that the discussion of developments both from plans and problems faced is not discussed quickly and in detail. In addition, leadership problems are also caused by leaders who find it difficult to encourage employees to have good actions in carrying out their duties and responsibilities in the land office.

**The Effect of Motivation on Employee Work Performance**

The partial test results show that the Motivation variable is 0.034 <0.05 which means that H2 is accepted and Ho is rejected which shows that Motivation affects the Work Achievement of Tebing Tinggi City Land Office Employees. The results of this test are in line with research conducted by Wijaya (2020) that motivation has a positive and significant effect on employee work performance while different research

results from Nadif (2020), which obtained the results of motivation have no effect on employee work performance.

Motivation is one of the factors that affect employee work performance. The importance of motivation (Moekijat, 2016) is that people do not always realize something they need, and therefore much of their behavior is influenced by unconscious motives or needs. Therefore, often only a small part of the motivation is clearly visible or based on itself. Motivation In doing a job, every employee needs motivation that exists in him so that there is a spirit or enthusiasm at work. Motivation is a process to show individual ability, perseverance of efforts towards achieving goals. Without motivation, an employee cannot reach the standard or can exceed the standard because what is the motive and motivation is not fulfilled. Motivation is also an important factor that every employee must have. Every employee has various types of interest in work, innovation can be a driving force for someone to complete their duties and responsibilities at work and someone can happily do their job well.

The motivation of employees of the Tebing Tinggi City Land Office is still low as seen from the many employees who complain. Where the lack of implementation of employee promotions over the past three years so that even though employees work hard and show excellent work performance but do not get promoted.

#### **Effect of Work Ethic on Employee Work Achievement**

The partial test results show that the Work Ethic variable is  $0.046 < 0.05$ , which means that H3 is accepted and Ho is rejected, which shows that Work Ethic affects the Work Achievement of Tebing Tinggi City Land Office Employees. The results of this test are in line with research conducted by Sitompul (2019) that work ethic has a positive and significant effect on employee work performance while the results of different research from Prayoga (2019), which obtained the results of work ethic has no effect on employee work performance.

Work ethic is one of the factors that affect employee performance. According to Sinamo (2015), it also explains that work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm. The work ethic that exists in everyone has its own impetus so that they are passionate about working. If a person, an organization, or a community embraces a work paradigm, believes in, and is committed to that work paradigm, all of that will give birth to their distinctive work attitudes and behaviors. That is what will become work ethic and culture. The low work ethic of employees of the Tebing Tinggi City Land Office causes a weak organizational culture that triggers employees to carry out work that does not comply with the procedures or operational standards set at the Tebing Tinggi City Land Office. In addition, employees with high work ethic should have totality at work which is realized by making every optimal effort to achieve the specified performance targets. In this case, the unachieved employee work achievement target is caused by the low work ethic of the employees. Employees with low work ethic do not have totality at work so that they do not direct optimal efforts in achieving employee work performance targets.

#### **Employee Job Satisfaction Moderates the Effect of Leadership on Employee Work Achievement**

The results of testing the moderation hypothesis show that the leadership variable is  $0.010 < 0.05$ , which means that H4 is accepted and Ho is rejected, indicating that employee satisfaction can moderate the relationship between leadership and the work performance of Tebing Tinggi City Land Office employees. These results are in line with the research of Lamere, et al that job satisfaction is able to moderate the relationship between leadership and employee performance while the results of different studies from Sulton (2019), who obtained the results of job satisfaction were not able to moderate the relationship between leadership and employee performance.

Low employee job satisfaction that strengthens the leadership relationship indicates a decrease in employee performance. Employee job satisfaction which is still complained about is related to too much work so as to create a workload that tends to be high causing non-optimal implementation of employee work. Leaders must try to create conducive work ethic conditions so as to create good employee performance.

#### **Employee Job Satisfaction Moderates the Effect of Motivation on Employee Work Achievement**

The results of testing the moderation hypothesis show that the motivation variable is  $0.035 < 0.05$ , which means that H5 is accepted and Ho is rejected, indicating that employee satisfaction can moderate the relationship between motivation and work performance of Tebing Tinggi City Land Office employees. This result is in line with the research of Lamere, et al that job satisfaction is able to moderate the relationship between motivation and employee performance.

Low employee job satisfaction that strengthens the motivation relationship indicates a decrease in employee

performance. Job satisfaction is an emotional attitude of employees who are happy and love work. Job satisfaction is an emotional attitude that is reflected by work morale, discipline, and work performance. The job satisfaction factor will have an impact on employee work results. If employees do not have job satisfaction, they are likely to take deviant actions such as absenteeism, disloyalty, and high rates of tardiness. One of the factors that determine the increased performance of an organization is employee satisfaction at work, which means that it will have an impact on good performance. Job satisfaction is enjoyed on the job, off the job, and a combination of on and off the job. Motivation In doing a job, every employee needs motivation that exists in him so that there is a spirit or enthusiasm at work. Motivation is a process to show individual ability, perseverance of efforts towards achieving goals. Without motivation, an employee cannot reach the standard or can exceed the standard because what is the motive and motivation is not fulfilled will affect the level of employee performance.

#### **Employee Job Satisfaction Moderates the Effect of Work Ethic on Employee Work Achievement**

The results of testing the moderation hypothesis show that the work ethic variable is  $0.046 < 0.05$ , which means that  $H_6$  is accepted and  $H_0$  is rejected, indicating that employee satisfaction can moderate the relationship between work ethic and work performance of Tebing Tinggi City Land Office employees. This result is in line with the research of Lamere, et al that job satisfaction is able to moderate the relationship between work ethic and employee performance.

Work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm. The work ethic that exists in everyone has its own impetus so that they are passionate about working. If a person, an organization, or a community embraces a work paradigm, believes in, and is committed to that work paradigm, all of that will give birth to their distinctive work attitudes and behaviors. That is what will become work ethic and culture. Job satisfaction encourages the creation of a relationship between work ethic and employee performance. An employee who feels satisfaction will have a high work ethic such as obeying rules and having good performance so as to encourage employees to have high work performance.

#### **4. CONCLUSIONS**

Leadership affects the work performance of employees of the Tebing Tinggi City Land Office. Motivation affects the work performance of employees of the Tebing Tinggi City Land Office. Work Ethic affects the work performance of employees of the Tebing Tinggi City Land Office. Employee satisfaction can moderate the relationship between leadership and work performance of Tebing Tinggi City Land Office employees Employee satisfaction can moderate the relationship between motivation and work performance of Tebing Tinggi City Land Office employees Employee satisfaction can moderate the relationship between work ethic and work performance of Tebing Tinggi City Land Office employees.

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