

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama



Agung Kemal¹, Abdul Rivai², Eddy Sanusi Silitonga³

^{1,2,3}Universitas Krisnadwipayana

Campus Unkris Jatiwaringin PO BOX 7774/Jat CM Jakarta 13077, Indonesia

ABSTRACT: This study aimed to determine the effect of leadership style, compensation, and work commitment on company performance at PT. Pura Barutama partially and simultaneously. The research method uses descriptive analysis with a quantitative approach. The sampling used is a saturated sample is all of the population is sampled. The number of samples in this study was 70 respondents. The analysis uses path analysis using the SPSS program.

The results obtained: 1) The leadership style variable affects the company's performance. 2) The compensation variable affects the company's performance. 3) The work commitment variable affects the company's performance. 4) The influence of leadership style on company performance through employee work commitment is smaller than the indirect effect, so it can be said that the work commitment variable is not intervening. 5) While the effect of compensation on employee performance through work commitment is smaller than the indirect effect, so it can be said that the work commitment variable is not intervening. 6) The variables of leadership style, compensation and work commitment affect the company's performance simultaneously.

KEYWORDS: Leadership Style, Compensation, Work Commitment and Company Performance

INTRODUCTION

The achievement of the company's goals depends not only on modern equipment, complete facilities and infrastructure but also on the people who carry out the work. The individual performance of its employees strongly influences the success of a company. Every organization or company will always try to improve employee performance with the hope that the company's goals are achieved. Employee performance can be achieved if the influencing variables such as leadership, compensation, and work motivation can be adequately accommodated and accepted by all employees in an organization or company. Through careful human resource planning, the performance of the existing workforce can be improved. This can be realized through adjustments. Such as increasing work discipline and providing reasonable compensation as well as providing work motivation. So that every employee can produce something that is directly related to the interests of the organization.

The influence of good and correct leadership style, compensation, and work commitment can support the success of an organization in achieving its goals because the three factors will create a good level of work productivity that affects the organization's success. Conversely, if work productivity decreases, it will prevent the organization from achieving its goals.

To create maximum performance in a company or organization, it is necessary to have a leadership line whose main task is to manage and lead the company concerned. The condition of the company being led will affect the behavior of its leaders, but the behavior of the leader is also very influential with the condition of the organization. The existence of a leader in an organization is essential because it has a strategic position in achieving company goals because without good and quality leadership, it will be challenging to achieve company goals. In addition, the role of leaders is also critical in influencing employee morale (Dewi, 2009).

The leadership needed is capable of directing and using the available human resources optimally so that employees will feel comfortable at work and affect the work commitment and performance of the employees concerned. A leader will be able to adapt to the situation. The leadership style applied will be adjusted to the needs, situations, and conditions within the company. According to Fiedler in Thoha (2012:291), leadership style combined with the situation will determine the success of work implementation. Performance and work commitment will also be affected by the compensation he receives. According to Nawawi

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama

(2005), compensation is an award or reward for workers who have contributed to realizing their goals through activities called work. The compensation received by employees will provide more encouragement to work.

In addition to leadership, compensation also has an essential meaning for the organization or company. Compensation as a result of remuneration for all the efforts that have been made for the company. Compensation is significant for employees to spur employee performance to always be at the highest (optimal) level according to their abilities. The role of compensation is quite significant in informing potential employees. High and relevant compensation will affect employee performance. With the compensation, employees fully hope that the compensation they receive can meet their needs and improve their welfare.

The existence of compensation in bonuses, prizes, and awards will also have a positive impact on employees. Employees will feel motivated and enthusiastic in completing the assigned tasks and will appear encouraging employees to excel. There are several purposes for providing compensation, among others, as a cooperative bond between the company and its employees, as a means to increase employee morale and motivation, as a company strategy to retain quality employees or employees, as a reward by the company for employees and so on.

PT. Pura Barutama is a company that produces innovative high-tech products as a substitute for imports in the domestic market and export products for the international market. Pura is a national private company that has the most patents in Indonesia. Pura's various products have long been present in various aspects of life, both in the personal, corporate and industrial spheres. PT Pura Barutama is a subsidiary of PT Pura Group which is engaged in making paper. PT Pura Barutama started as a printing company PT Pusaka Raya which was founded in 1908.

PT Pura Barutama is a job order company, where the company will produce products according to consumer demand. Marketing is done through PT Pura Barutama representative offices in Jakarta, Surabaya, Semarang and Bandung. Representative offices are tasked with seeking orders from consumers. Products that are usually produced are ready to be directly produced when there is a demand from consumers. Meanwhile, according to the consumer's wishes, the product must go through a laboratory experiment process to produce a product that meets the specifications given by the consumer. Representative offices will offer products to consumers, both government and non-government. In addition, the marketing of PT Pura Barutama's products is also carried out on an export basis. PT Pura Barutama has exported to Malaysia, India, Sri Lanka, Nepal, and others.

The company requires employees to work well, following the rules and targets set by the company, but the company pays less attention to aspects that affect performance, such as the level of work commitment felt by employees, leadership style, and compensation. Management's lack of attention to these aspects causes the employee's performance to be less than optimal, and as a result, the company's overall performance will decrease.

Most companies still apply an authoritarian and directive leadership style. Employee participation in decision-making and policy-making is still very minimal. This can be seen from the fact that employees are still rarely included in meetings so that the perceived complaints and suggestions from employees are not appropriately channeled. The compensation system applied is also limited to basic salary and benefits. The management has not implemented the system of giving prizes, bonuses, and awards for outstanding employees. This gives the impact that employees are less motivated to excel and work well. Employees only work to fulfill obligations to the company.

The leadership style and compensation system imposed by the company's management is suspected of causing the level of employee work commitment that has not been maximized. Many employees are dissatisfied with the existing leadership and compensation. Low employee commitment will cause employees to feel uncomfortable at work, high absenteeism, many employees, resign, and decreased work performance, which will decrease employee performance. The low performance of employees causes the company to be unable to develop its business and compete optimally.

LITERATURE REVIEW

Leadership Style

In the face of environmental changes, organizations need responsive, critical leaders and dare to take strategic decisions to achieve a competitive organization. A leader has a strategy to direct and motivate subordinates to be consciously involved in achieving goals. The leadership style that is displayed in the managerial process is consistently referred to as a leadership style. Leadership style is intended as a typical way of behaving from a leader towards members of his group. Thus, according to Wahyudi (2008), the leadership style is "the way the leader behaves consistently towards his subordinates as members of his group."

Hersey and Blanchard (1986) suggest that "effective leadership styles vary according to the "maturity" of subordinates." According to him, maturity or maturity is not in terms of age or emotional stability but rather the desire to excel, the willingness

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama

to accept responsibility, and have the ability and experience related to the task. Thus the maturity level of subordinates and the situation of the place significantly affect the applied leadership style.

According to Pasolong (2008:36), leadership style is a way or behavioral norm used by a person when that person tries to influence the behavior of others as observed. In this context, the effort to harmonize perceptions among the people whose behavior will be influenced becomes very important in his position.

There are various forms of leadership found in organizations. Some are in the form of democracy, dictatorship or authoritarianism, and consultative forms. According to Almasdi (2012:61), Leadership style is the way leaders deal with and service staff or subordinates, which are usually different for each individual and can change. All of that is for creating unity and unity in thinking and acting to achieve organizational goals. One review of the leadership style set by Gordon et al., as quoted by Soetopo (2010:231), "Leadership orientation can be understood individually and can also be understood as a unit called leading indicators.

Another opinion Thoha (2012:303), suggests that "Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as seen. In this case, the effort to harmonize perceptions between people who will influence behavior and those who will be influenced becomes very important.

From the above definition, it can be concluded that leadership style is the ability to influence other people, subordinates, or groups, the ability to direct the behavior of subordinates or groups, have special abilities or expertise in the field desired by the group, to achieve organizational or group goals.

The kinds of leadership styles according to Suwanto (2011:157) include:

1. Directive leadership style. This leadership style allows subordinates to know what the leader expects of them, schedules work, and provides specific guidance on completing tasks.
2. Supportive leadership style. This leadership style is friendly and shows concern for the needs of subordinates.
3. Participative leadership style. This leadership style consults with subordinates and uses their suggestions before making a decision.
4. Achievement Oriented leadership style. This leadership style sets challenging goals and expects subordinates to perform at their highest level.

Compensation

Compensation is all rewards an employee receives for services or the results of his work in an organization where the compensation can be in the form of money or goods, either directly or indirectly. Compensation is in the form of money, meaning that the worker is paid a certain amount of currency for his work. While compensation is in kind, meaning that the worker is paid certain goods for his services.

The term compensation is closely related to financial rewards given to someone based on an employment relationship. Usually, compensation is given in the form of financial (money) due to monetary expenditure made by an organization. According to Simamora (2004:540), employees receive compensation in exchange for their contribution to the organization. Meanwhile, Handoko (2001:98) argues that compensation is everything that employees receive as compensation for their work. What needs to be considered and considered in providing compensation is that compensation must be appropriate, fair, acceptable, satisfying, motivating, rewarding, and under needs.

Sigit (2003:136) argues that compensation is all forms of compensation given to its employees for the sacrifices of the employees concerned. The employee sacrifices can be in the form of work, performance services, costs, or the effort spent to achieve the organization's specific goals. From the experts' opinions above, it can be concluded that compensation is the remuneration provided by the organization as an award for the work that employees have done.

Nalendra (2008:20) states that compensation indicators consist of:

1. Base salary. Basic remuneration is paid to workers according to the level or type of work whose amount is determined by agreement.
2. Allowance. The elements of remuneration given in rupiah value directly to individual employees and can be known with certainty.
3. Bonuses. It is intended to increase productivity and employee morale. The determination of the bonus amount is based on organizational policy. There is no definite provision regarding the bonus given.

Work Commitment

Commitment implies a sense of identification, involvement, and loyalty/loyalty or degree, or the nature of the relationship of a person to the organization, which is indicated by siding with an organizational goal, interest in maintaining

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama

membership in the organization, willingness to try their best for the benefit of the organization, and trust and a strong acceptance of the organization's values and goals. Atmosudirjo (2005:32) states that "Commitment is part of identity development that occurs in humans since they grow up, then manifests themselves as personal investments that will underlie what they will do. Furthermore, he will show concern for something he will think about and will take responsibility when experiencing a crisis.

Munandar (2003:36) states that commitment is the level of trust and acceptance of employees of the organization's goals and intentions to remain in the organization. Meyer & Allen (2009:259) stated that commitment to the organization reflects three leading indicators. Namely, commitment is seen as reflecting a compelling orientation to the organization, consideration of losses if leaving the organization, and the moral burden of continuing to be in the organization.

When a person commits to the public, there is a tendency to be more extreme with himself and think about the design implications of the behavior he wants to display. That is, commitment makes people more responsive and has messages that convey positive reputation expectations for themselves. In other words, there is a desire to gain more confidence in other people's different opinions.

As a government agency that carries out its duties as implementing public services, it must have qualified and professional human resources because a public service executor or employee must have the ability and commitment to government institutions. Therefore, increasing human resources needs to be a priority scale. Based on the description, it can be concluded that commitment is a bond or promise to himself to continue to serve and be loyal to the organization he is under.

According to Pratiwi (2012:21), these three forms of commitment are affective commitment, continuation commitment, and normative commitment.

1. **Affective Commitment:** Affective Commitment is defined as the degree to which an individual is psychologically involved in the organization that employs him through feelings such as loyalty and affection because he agrees with the organization's goals. According to this definition, the affective commitment of an individual relates to the emotional attachment or identification with the organization.
2. **Continuity commitment, continuous commitment** is based on losses when leaving the organization, which is often interpreted as a calculative commitment. In other words, an employee has a strong continuance commitment because they feel they need it and consider the costs involved in leaving the organization (such as retirement, status, seniority) or difficulty finding alternative jobs elsewhere.
3. **Normative Commitment, Normative Commitment** is the belief that employees feel they have to stay or stay in the organization because of personal loyalty so that employees with high normative commitment will stay in the organization.

Company Performance

Performance describes the extent to which the organization's success or failure in carrying out its primary duties and functions to realize its goals, objectives, vision, and mission. In other words, performance is an achievement that the organization can achieve within a certain period. If an organization or company wants to progress or develop, it is required to have quality employees. Quality employees are employees whose performance can meet the targets or targets set by the company. To obtain employees who have good performance, it is necessary to apply performance.

A company produces company performance in a certain period about the standards set. Company performance should be a measurable result and describe the empirical condition of a company of various agreed sizes. So, it can be concluded that performance is the ability, effort, and opportunity of personnel, teams or organizational units to carry out their duties to realize the strategic goals set. The success of the strategic achievement, which is the basis of performance measurement, needs to be measured, and strategic initiatives are determined to realize these goals. The strategic objectives and their size are then used to determine the targets used as the basis for the performance appraisal. Therefore, performance is a measurement measure that can be carried out on various value chains that exist in the company. The measurement results are then used as feedback that will provide information about implementing a plan where the company requires adjustments to the planning and control activities.

According to Keban (2014: 182), performance is a translation of performance which is often interpreted as "appearance," "demonstration," or "achievement." This agrees with what Mangkunegara (2014: 67) said, that the term performance comes from the word job performance or actual performance, namely work performance or achievements.

Mahsun (2016:25) put forward the definition of the concept of performance as a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the work plan of an organization ". In addition, Tangkilisan (2015: 109) explains that performance is a set of outputs produced by implementing certain functions over a certain period.

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama

From the opinions of some of these, it can be said that the concept of performance is a description of the achievements by employees or groups in an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that have been set previously.

According to Reitz in Prastowo (2010:20), an organization is a social unit formed to achieve a goal or several goals. Understanding an organization depends on the point of view used to see it. Paca and Faules (2002:11) state that there are two approaches to understanding the general sense of organization: objective and subjective views.

1. The objective view says that an organization is something physical and concrete and is a structure.
2. The subjective view views the organization as an activity carried out by people from actions, interactions, and transactions involving people.

Organizational performance describes the organization's work in achieving its goals, which the resources owned by the organization will influence. The resources in question can be physical, human, or non-physical such as regulations, information, and policies to better understand the factors affecting an organization's performance. The concept of organizational performance also illustrates that every public organization provides services to the community. Its performance can be measured using existing performance indicators to see whether the organization has carried out its duties properly and to determine whether its goals have been achieved or not.

From this description, it is concluded that organizational performance is the final result of all activities carried out by the organization by predetermined criteria and as a reflection of achievements that the organization has achieved through inputs, processes, outputs, results, benefits, and impacts in order to achieve organizational goals.

RESEARCH METHODS

Population and Sample

The population in a study is a collection of individuals or objects which are general characteristics. Arikunto (2010:173) explains that the population is "the entire research subject." Meanwhile, according to Sugiyono (2010:80), a population is "a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions." The population in this study were employees at PT. Pura Barutama totals 70 people.

Withdrawing or taking samples from the population to represent the population is caused to raise the study's conclusions as applicable to the population. Arikunto (2010:174) says that "the sample is part or representative of the population being studied." Furthermore, according to Sugiyono (2010:81), the sample is "part of the number and characteristics possessed by the population." This sampling was carried out using a census technique or saturated sampling based on the provisions put forward by Sugiyono (2010: 61-63), which said that "saturated sampling or census is a sampling technique when all members of the population are used as samples. So the number of samples in this study using the saturated sampling technique was 70 respondents.

RESEARCH RESULT

a. The Influence of Leadership Style on Company Performance

The results of the analysis of the influence of leadership style on company performance partially from the results of the analysis that the coefficient of leadership style is 0.548. The t value is 4.847. The significance value is 0.000. This significance value is smaller than 0.05. This means that the leadership style variable affects the company's performance partially. The magnitude of the influence of leadership style on company performance is known to be the value of r squared at 0.257. This means that the influence of the leadership style variable on the company's performance is 25.7% and the remaining 74.3% is influenced by other variables not included in the equation model.

b. The Effect of Compensation on Company Performance

The analysis of the effect of compensation on the company's performance partially obtained the results of the analysis known that the compensation coefficient is 0.527. The t value is 4,572. The significance value is 0.000. This significance value is smaller than 0.05. This means that the compensation variable affects the company's performance partially. The value can see the magnitude of the effect of compensation on the company's performance of r squared 0.235. This means that the effect of the compensation variable on the company's performance is 23.5% and the remaining 76.5% is influenced by other variables that are not included in the equation model.

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama

c. The Influence of Work Commitment on Company Performance

The results of the analysis of the effect of work commitment on company performance partially can the results of the analysis show that the compensation coefficient is 0.581. The t value is 5,205. The significance value is 0.000. This significance value is smaller than 0.05. This means that the work commitment variable affects the company's performance partially. The value can see the magnitude of the effect of a work commitment on company performance of r squared at 0.285. This means that the influence of the work commitment variable on the company's performance is 28.5% and the remaining 71.7% is influenced by other variables not included in the equation model.

d. The Influence of Leadership Style on Company Performance through Work Commitment

Based on the analysis results, it can be seen that the influence of leadership style on company performance is 0.507. The influence of leadership style on company performance through work commitment is $0.485 \times 0.534 = 0.259$. In this case, the direct effect is greater than the indirect effect, so it can be said that the work commitment variable is not intervening.

e. The Effect of Compensation on Company Performance through Work Commitment

Based on the analysis results, it can be seen that the direct effect of compensation on the company's performance is 0.485. In comparison, the effect of compensation on company performance through work commitment is $0.498 \times 0.534 = 0.266$. In this case, the direct effect is greater than the indirect effect, so it can be said that the work commitment variable is not intervening.

f. The Influence of Leadership Style, Compensation and Work Commitment on Company Performance

The linear analysis model obtained the equation: $Y = 10.926 + 0.263 X_1 + 0.198X_2 + 0.354X_3$
Based on the regression equation, it shows that the variables of leadership style, compensation, and work commitment have a positive regression coefficient direction or are directly proportional to the company's performance, this shows that the variables of leadership style, compensation and work commitment will have a positive influence on company performance. The calculated F value can be obtained by 13.786 and a significance of 0.000. This value is more minor and 0.05. This means that the variables of leadership style, compensation, and work commitment simultaneously affect the company's performance. The magnitude of the influence of the independent variable on the dependent variable can be seen and the r squared value of 0.386 means that the variables of leadership style, compensation and work commitment affect the company's performance by 38.6%. In comparison, the remaining 61.4% is influenced by other variables that are not included in the equation model.

DISCUSSION

Based on the test results described, the hypothesis between the influence of leadership style (X1) on company performance (Y) is stated to be significant at 25.7%. This means that the leadership style variable (X1) affects the company's performance (Y) by 25.7%, besides that based on the significance test of the t-test, the t-test is 4.847. value Sig. 0.000 Value of sig. This is smaller than 0.05. Thus, the hypothesis states a positive and significant influence between leadership style and company performance, indicating that the better the leadership style, the more the company's performance will increase.

While the hypothesis between the effect of compensation (X2) on company performance (Y) is stated to be moderate at 0.485 with the magnitude of the effect (R square) of 23.5%. This means that the compensation variable (X2) affects the company's performance (Y) by 23.5%, besides that based on the significance test of the t-test, the t-test is 4.572. value Sig. 0.000 Value of sig. This is smaller than 0.05. Thus, the hypothesis states a positive and significant influence between compensation and company performance, indicating that the higher the compensation, the higher the company's performance.

The hypothesis between the effect of a work commitment on company performance is moderate and significant at 0.534, and R square is 28.5%. This means that the work commitment variable (X3) affects the company's performance (Y) by 28.5%, besides that based on the significance test of the t-test of 5.205 with a Sig value. 0.000 Value of sig. This is smaller than 0.05. Thus, the hypothesis that states a positive and significant influence between work commitment and company performance shows that the higher the work commitment, the higher the company's performance.

The hypothesis between the influence of leadership style on company performance through work commitment is 0.259, meaning that the direct influence of leadership style on company performance is 0.507 greater than the indirect effect, so it can be said that the work commitment variable is not intervening. The hypothesis between the effect of compensation on company performance through work commitment is 0.266. The direct effect of compensation on company performance is 0.485 greater than the indirect effect, so it can be said that the work commitment variable is not intervening.

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama

The simultaneous hypothesis between the influence of leadership style, compensation, and work commitment on company performance is 0.386, meaning that the variables of leadership style, compensation, and work commitment affect the company's performance by 38.6%. In comparison, the remaining 61.4% is influenced by other variables not included in the equation model—judging from the calculated F value of 13.786 and a significance of 0.000. This value is more minor and 0.05. This means that the variables of leadership style, compensation, and work commitment simultaneously affect the company's performance. Thus, the hypothesis that states a positive and significant influence between leadership style, compensation, and work commitment on company performance shows that the influence is very significant in improving company performance. This is as the results of Mahajaya's previous research (2016), from the research results that motivation, leadership, and work environment have a positive and significant effect on employee performance.

CONCLUSION

1. The leadership style variable affects the company's performance. The t value is 4.847. The significance value is 0.000. This significance value is smaller than 0.05. The value of r squared is 0.257. This means that the influence of the leadership style variable on the company's performance is 25.7% and the rest is influenced by other variables not included in the equation model.
2. Compensation variables affect the company's performance. The t value is 4,572. The significance value is 0.000. This significance value is smaller than 0.05. the value of r squared is 0.235. This means that the effect of the compensation variable on the company's performance is 23.5%, and the rest is influenced by other variables not included in the equation model.
3. The work commitment variable affects the company's performance. The t-count value is 5.205 and the significance value is 0.000 or less and 0.05. The value of r squared is 0.285. This means that the effect of the work commitment variable on the company's performance is 28.5% and the rest is influenced by other variables that are not included in the equation model.
4. The influence of leadership style on company performance through employee work commitment is 0.259. In this case, the direct effect is greater than the indirect effect, so it can be said that the work commitment variable is not intervening.
5. While the effect of compensation on employee performance through work commitment is 0.266. In this case, the direct effect is greater than the indirect effect, so it can be said that the work commitment variable is not intervening.
6. The variables of leadership style, compensation, and work commitment affect the company's performance simultaneously. The calculated F value is 13.786, and the significance is 0.000. This value is more minor and 0.05. The r-squared value of 0.386 means that the variables of leadership style, compensation, and work commitment affect the company's performance by 38.6%, while the rest is influenced by other variables not included in the equation model.

SUGGESTION

1. From the results of the study, it can be seen that leadership style influences company performance. Therefore, leaders should pay special attention to employees and be more responsible for the work and positions they carry. The success of employee performance is one of the elements in improving company performance. It is hoped that with a good leadership style, the company's performance will be even better. In this case, the leadership style used is democratic or transformational.
2. In order to pay more attention to the provision of incentive compensation, so that the compensation can improve the performance of its employees, besides that, it is also seen that the distribution is regular or not and the amount given is correct or not.
3. To further increase commitment to the company by fostering a sense of responsibility by being willing to give all their abilities to achieve the company's goals that have been set, by becoming an employee, improving performance and completing work according to the targets set by the company.
4. Companies must conduct periodic work performance evaluations of employees. In this case, superiors and company owners are expected to communicate their expectations and directions to employees better, so that differences of opinion can be straightened out and employees understand and understand the company's desires and goals with the best.

REFERENCES

- 1) A.S. Munandar. (2004). Peran Budaya Organisasi dalam Peningkatan Untuk Kerja Perusahaan. Jakarta : Bagian Psigokologi Industri dan Organisasi Fakultas Psikologo Universitas Indonesia.
- 2) Allen, N.J. and Meyer J.P. (2009). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization, *Journal of Occupational Psychology*. Vol.63. No.1. pp. 1-18.

The Influence of Leadership Style and Compensation on Company Performance with Work Commitment as Intervening Variable in Pt. Pura Barutama

- 3) Almasdi, dan Jusuf Suit. (2012). *Aspek Sikap Mental Dalam Manajemen Sumber Daya Manusia*, Jakarta: Syiar Media.
- 4) Andi Prastowo. (2010). *Menguasai Teknik-teknik Koleksi Data Penelitian Kualitatif*. Jogjakarta: DIVA Press.
- 5) Andyani, I Gusti Ayu Dewi. (2009). *Membina Semangat Kerja untuk Meningkatkan Produktivitas Karyawan*. Jurnal: Buletin Studi Ekonomi, Vol. 13. No. 2 Hal 1-16.
- 6) Arikunto, S. (2010). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- 7) Asri Raras M, Pratiwi Sri G. (2012). "Analisa Beban Kerja Untuk Menentukan Jumlah Optimal Karyawan Dan Pemetaan Kompetensi Karyawan Berdasarkan pada Job Description". Diakses dari <http://ejournal.its.ac.id/index.php/teknik/article/view/1824>.
- 8) Atmosudirdjo, Prajudi. (2005). *Manajemen Dasar Pengertian dan Masalah*. Malayu: Rineka Cipta.
- 9) Hadari Nawawi. (2005). *Penelitian Terapan*. Yogyakarta:Gajah Mada University.
- 10) Handoko.T.Hani. (2001). *Manajemen Personalia dan Sumber Daya Manusia,Edisi II*.BPFE Yogyakarta : Yogyakarta.
- 11) Harbani, Pasolong. (2008). *Kepemimpinan Birokrasi*, Bandung : CV.Alfabeta.
- 12) Hersey, Paul dan Blanchard, Ken.(1986). *Manajemen Perilaku Organisasi: Pendayagunaan Sumber Daya Manusia*, Edisi Keempat: Penerbit Erlangga.
- 13) Isa Wahyudi, Busyra Azheri, (2008), *Corporate Social Responsibility*, Penerbit In Trans Publishing.
- 14) Keban, Yeremias, T, (2014). *Enam Dimensi Strategis Administrasi Publik, Konsep, Teori dan Isu (Edisi Ketiga)*, Gava Media, Yogyakarta.
- 15) Mahajaya, Gede Restu dan Subudi, Made. (2016). "Pengaruh Motivasi, Kepemimpinan, Lingkungan Kerja Terhadap Kinerja Pegawai Inspektorat Kabupaten Badung. E-jurnal Manajemen Unud Vol. 5 No. 11 Tahun 2016. ISSN: 2302-8912.
- 16) Mahsun, Mohamad. (2016). *Pengukuran Kinerja Sektor Publik*. Yogyakarta: BPFE-Yogyakarta.
- 17) Miftah Thoha.(2012). *Prilaku Organisasi Konsep Dasar dan Implikasinya*. Jakarta: Rajawali Pers.
- 18) Nalendra, E. (2008). *Pengaruh kompensasi dan motivasi kerja terhadap kepuasan kerja karyawan pada PT. Karya Sejati Widyatama*. Skripsi. Universitas Katolik Soegijapranata.
- 19) Pace, R. W., & Faules, D. F. (2002). *Komunikasi Organisasi : Strategi Meningkatkan Kinerja Perusahaan*. Bandung: Remaja Rosdakarya.
- 20) Simamora, Henry. (2004). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIE YKPN.
- 21) Soehardi, Sigit. (2003). *Perilaku Organisasi*.Yogyakarta: BPFE UST.
- 22) Soetopo, Hendyat. (2010). *Perilaku Organisasi*. Jakarta: PT. Remaja Rosdakarya.
- 23) Sugiyono. (2010). *Metodologi Penelitian Administrasi*. Jakarta : CV. Alfabeta.
- 24) Suwanto. (2011). *Manajemen Sumber Daya Manusia dalam Organisasi Publik dan Bisnis*. Alfabeta. Bandung.
- 25) Tangkilisan, (2015), *Manajemen Publik*, Gramedia Widia, Jakarta.