

Maximizing the Work Environment

Andy Saddam Ikhwan¹, Mesra B²

Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: mesrab@dosen.pancabudi.ac.id

Abstract

Human (HR) is a part of organizational management that focuses on the human resource element. The task of human resource management is to manage the human element well in order to obtain a workforce that is satisfied with their work. In organizations, humans are one of the most important elements in an organization. This research aims to examine the influence of leadership style and role conflict on the work environment with communication as an intervening variable at the Bank Indonesia Representative Office, North Sumatra Province. The results of this research are as follows: Leadership style has a positive and significant effect on communication with an original sample value of 0.219 and an *p* value of 0.017. Leadership Style has a positive and significant effect on the Work Environment with an original sample value of 0.362 and *p* value of 0.008. Communication has a positive and insignificant effect on the work environment with an original sample value of 0.224 and *p* value of 0.065. Role Conflict has a positive and significant effect on the Work Environment with an original sample value of 0.680 and *p* value of 0.000. Role Conflict has a positive and insignificant effect on the Work Environment with an original sample value of 0.273 and *p* value of 0.053. Leadership Style has a positive and insignificant effect on the Work Environment through Communication with an original sample value of 0.049 and *p* value of 0.124. Leadership Role Conflict has a positive and insignificant effect on the Work Environment through Communication with an original sample value of 0.049 and *p* value of 0.124.

Keywords: Leadership Style, Role Conflict, Communication, Work Environment.

INTRODUCTION

Human resource management is the process of managing people in an organization to optimize their contribution to achieving organizational goals. Effective human resource management is the key to the success of an organization in achieving its goals, because qualified and motivated employees can be a valuable asset in creating competitive advantage. The task of human resource management is to manage the human element well in order to obtain a workforce that is satisfied with its work. In an organization, humans are one of the most important elements in an organization. The role of the HR department to improve employee abilities and skills can be done by providing training programs for the employees themselves. Training is a process of self-development for employees so that they can work more skillfully and improve employee knowledge and skills. Leadership is the art of influencing human behavior, the ability to guide people. The success of an organization depends on the various resources it has, one of the most important resources is human resources (HR) including bank employees. Leadership style, basically contains the meaning as a manifestation of the behavior of a leader, which concerns his ability to lead. A leader has a strategic role, namely as a manager, must have competence in accordance with the demands of development and excellent service in the present and future in order to better understand the main tasks and functions as a leader. Role conflict is a situation in which a person has conflicting demands or expectations from the roles he or she plays in life. This can occur when an individual has many different roles, such as an employee, spouse, parent, friend, and so on. When the demands of these roles conflict, the individual can experience internal or external conflict that affects their well-being and performance. Role conflict can

have negative impacts, including stress, burnout, dissatisfaction, and decreased performance. The work environment refers to the physical, social, and psychological conditions in which a person works. A good work environment can contribute to employee well-being, productivity, and job satisfaction. It is important for organizations to address all of these aspects of the work environment to create a healthy, productive, and sustainable workplace. By prioritizing employee well-being and creating a supportive culture, organizations can ensure that their work environment supports the achievement of their business goals while taking care of their employees. The work environment is the sum of the tools and materials encountered, the surroundings in which a person works, the methods of work, and the organization of work both as individuals and as a group. Workplace communication is the process of exchanging information, ideas, and instructions between individuals or groups in the work environment. It is a key element in maintaining effective collaboration, productivity, and the achievement of shared goals within an organization. Workplace communication can take many forms, including verbal, written, and non-verbal communication. The ongoing communication in the organization must of course be easy to understand and delivered completely and on target by superiors and subordinates. Effective communication will be able to create a harmonious atmosphere.

Formulation of the problem

1. Does Leadership Style Have a Positive and Significant Influence on Communication at Bank Indonesia Representative Offices? North Sumatra Province?
2. Does Role Conflict have a positive and significant effect on Communication at the Representative Office of Bank Indonesia, North Sumatra Province?
3. Does Leadership Style Have a Positive and Significant Influence on the Work Environment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Role Conflict have a positive and significant effect on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province?
5. Does Communication Have a Positive and Significant Influence on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province?
6. Does Leadership Style Have a Positive and Significant Influence on the Work Environment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Does Role Conflict Have a Positive and Significant Influence on the Work Environment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Leadership Style on Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Role Conflict on Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of Leadership Style on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Role Conflict on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Communication on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province.

6. To determine and analyze the influence of Leadership Style on the Work Environment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Role Conflict on the Work Environment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Work environment

Understanding the Work Environment

According to Afandi (2016) the work environment is something that exists in the environment of workers that can affect them in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment. According to Sedarmayanti, (2017) The work environment is all the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group.

Work Environment Indicators

According to Sedarmayanti (2017) the work environment indicators are as follows:

- a. Work Atmosphere Work atmosphere is the condition that exists around employees who are doing work that can affect the implementation of the work itself, this work atmosphere will include the workplace, facilities and work aids.
- b. Relationship with Co-workers Co-worker relationships between employees need to be fostered, so that employees can work together and help each other in achieving company goals. Working relationships are not only formal, but also equally important are informal inner relationships.
- c Relationship between Subordinates and Leaders A quality leader is a factor that has an important influence on the power and effectiveness of a leader. If a leader has a good relationship with his employees, or employees respect the leader for reasons of personality, character, or ability, then the leader in question does not need to rely on his rank or formal authority.
- d. Availability of Facilities for Employees Facilities are conveniences provided to certain employees only because of their achievements so that these employees continue to have the desire to work for a company and do not want to move to another company.

Leadership Style

Understanding Leadership Styles

Leadership style according to Hasibuan (2016), is a method used by a leader to influence the behavior of subordinates with the aim of increasing work enthusiasm, job satisfaction and employee productivity to achieve organizational goals. According to Edison (2016) leadership style is the way a leader acts and/or how he influences his members to achieve certain goals.

Leadership Style Indicators

Leadership style indicators according to Edison (2016) are as follows:

1. Have a clear and well-communicated strategy. Leaders have a clear and realistic strategy and members trust the leader to make changes for the better.

2. Concern for members and the environment. Pay attention to and motivate members' work and pay attention to the working environment and comfort.
3. Stimulate members Stimulate members to equip themselves with knowledge and skills in an effort to improve their competence.
4. Maintain team cohesion Invite members to work in a solid and harmonious team.
5. Respect differences and beliefs Respect every difference of opinion for a better purpose

Role Conflict

Understanding Role Conflict

Role conflict arises when someone gets a role that makes it difficult for him/her to adjust to other roles (Robbins and Judge, 2015). According to Hanna and Firnanti (2015), role conflict is a form of individual discomfort in an organization in carrying out his/her work which begins with the emergence of two orders received simultaneously which results in decreasing work motivation.

Role Conflict Indicators

According to Hanna and Firnanti (2015), the indicators of role conflict are as follows:

1. Different Jobs Working with two or more groups by doing their jobs in different ways
2. Human Resources Accepting assignments without being supported by sufficient human resources to carry them out
3. Putting the rules aside Putting the rules aside in order to complete the task
4. Unnecessary Activities Carrying out activities that do not actually need to be done as usual
5. Role Conflict Receiving multiple requests to do conflicting jobs
6. Work that is unacceptable to others Doing work that is unacceptable to others or someone.

Communication

Definition of Communication

According to Sutrisno (2017), Communication is a concept that has many meanings. The meaning of communication can be divided into: Social Communication Process this meaning is in the context of social sciences. Where social scientists use this method for research usually focuses on human activities and communication is related to messages and behavior. According to Sutardji (2016) "communication is the process of conveying information or the meaning it contains so that it can be understood, accepted and acted upon by the recipient".

Communication Indicators

According to Sutardji (2016), communication indicators are as follows:

- a. Understanding The ability to understand the message carefully as intended by the communicator. The purpose of communication is to achieve mutual understanding, and to achieve that goal, a communicator and the recipient must understand each other's functions. The communicator can convey a message while the recipient can receive the message conveyed by the communicator.
- b. Pleasure If the communication process is not only successful in delivering information, but also in a pleasant atmosphere between both parties. A more relaxed and pleasant atmosphere will be more enjoyable in interacting compared to a tense atmosphere. Because communication is flexible. with such an atmosphere, an interesting impression will emerge.

- c. Influence on attitude The purpose of communication is to influence attitudes. If communicating with other people then there is a change in their behavior in this case it can be said that the communication that occurs is effective, and if there is no change in a person's attitude, then the communication that is carried out is not effective.
- d. Better relationships That in the process of effective communication inadvertently increases the level of interpersonal relationships. Often, if people have the same perception, similar character, compatible, the relationship will automatically be well established.
- e. Communication actions will be effective if both parties after communicating there is a change in action towards the communicant or communicator.
- f. Availability of Facilities for Employees Facilities are conveniences provided to certain employees only because of their achievements so that these employees continue to have the desire to work for a company and do not want to move to another company.

Conceptual Framework

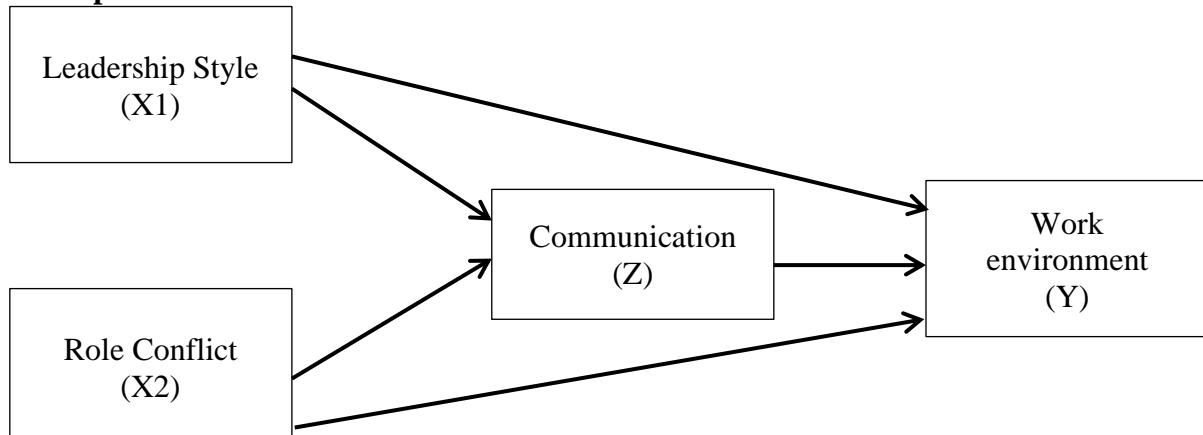


Figure 1: Conceptual Framework

Hypothesis

- H1 Leadership style has a positive and significant influence on communication at the Bank Indonesia Representative Office, North Sumatra Province.
- H2 Role Conflict has a positive and significant effect on Communication at the Bank Indonesia Representative Office, North Sumatra Province.
- H3 Leadership Style has a positive and significant influence on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province.
- H4 Role Conflict has a positive and significant effect on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province.
- H5 Communication has a positive and significant influence on the Work Environment at the Representative Office of Bank Indonesia, North Sumatra Province.
- H6 Leadership Style has a positive and significant influence on the Work Environment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
- H7 Role Conflict has a Positive and Significant Influence on the Work Environment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.

METHOD

Types of research

According to Sugiyono (2018), quantitative data is a research method based on positivity (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being researched to produce a conclusion.

Location and Time

The location of this research was conducted at the Bank Indonesia Representative Office on Jalan Balai Kota No. 4 Medan. This research was conducted from September to October 2024.

Population

The population used in this study was 70 employees of the Bank Indonesia Representative Office. According to Sugiyono (2018) Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions.

Sample

The sample used in this study was all the population of employees of the Bank Indonesia Representative Office, namely 70 employees using the saturated sample technique. Sample According to Sugiyono (2018) a sample is part of the number and characteristics possessed by the population. While the sample size is a step to determine the size of the sample taken in conducting a study. According to Sugiyono (2018), saturated sampling is a sampling technique when all members of the population are used as samples.

Data source

The research data sources used are primary data sources. According to Sugiyono (2018) Primary data is a data source that directly provides data to data collectors. Data is collected by researchers themselves directly from the first source or the place where the research object is carried out.

Data collection

According to Sugiyono (2018), a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer.

Data Analysis Techniques

This study uses smart PLS version 3.3.3 PLS is a technique used to predict models with many factors. The purpose of using SMART PLS is to predict the relationship between constructs, confirm theories, and the relationship between latent variables. SMART PLS is divided into 2 models, namely, Outer Model and Inner model. The Outer Model consists of reliability tests and validity tests, while the inner model consists of determination coefficients and hypothesis tests.

Outer Model Analysis

According to Ghozali & Latan (2015), the evaluation of the outer model is carried out to ensure that the variables used are suitable for measurement (valid and reliable). The outer model with reflective indicators is evaluated through convergent validity and discriminant

of the latent construct forming indicators and composite reliability and cronbach's alpha for the indicator block. While the outer model with formative indicators is evaluated through its substantive content, namely by comparing the magnitude of the relative weight and seeing the significance of the construct indicators.

1. Convergent Validity.
2. Discriminant Validity.
3. Composite Reliability (Reliability Test).

Inner Model Analysis

Inner model analysis is done to ensure that the structural model built is strong and accurate. In evaluating the inner model, it can be seen from several indicators, namely:

1. R-Square (R^2) R-squares for each endogenous latent variable as the predictive power of the structural model. Changes in the R-squares value can be used to explain the influence of certain exogenous latent variables on endogenous latent variables that have a substantive influence. R-square values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak (Ghozali and Latan, 2015). The higher the R^2 value means the better the predictive model of the proposed research model.
2. Predictive Relevance (Q^2) In addition to looking at the magnitude of the R-squares value, in evaluating the PLS model, it can also be done with Q^2 predictive relevance or predictive sample reuse to represent the synthesis of cross-validation and fitting functions by predicting from observed variables and estimates of construct parameters. A $Q^2 > 0$ indicates that the model has predictive relevance, while $Q^2 < 0$ indicates that the model lacks predictive relevance (Ghozali and Latan, 2015). Q^2 measures how well the observation values are generated by the model and also its parameter estimates.
3. Quality Indexes PLS path modeling can also identify global optimization criteria to determine the goodness of fit model used to evaluate the simple measurement model as a whole and also to provide a simple measurement for the whole of the model prediction. According to Ghozali and Latan (2015), the GoF value criteria are 0.10 (GoF small), 0.25 (GoF medium), and 0.36 (GoF large).

Hypothesis Testing

For hypothesis testing is done by looking at the probability value. For the probability value, the p-value with alpha 5% is <0.05 . If the p-value <0.05 then the hypothesis is accepted, while if the p-value > 0.05 then the hypothesis is not accepted.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage of research, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below

0.60 and are not significant. The structural model in this study is shown in the following Figure:

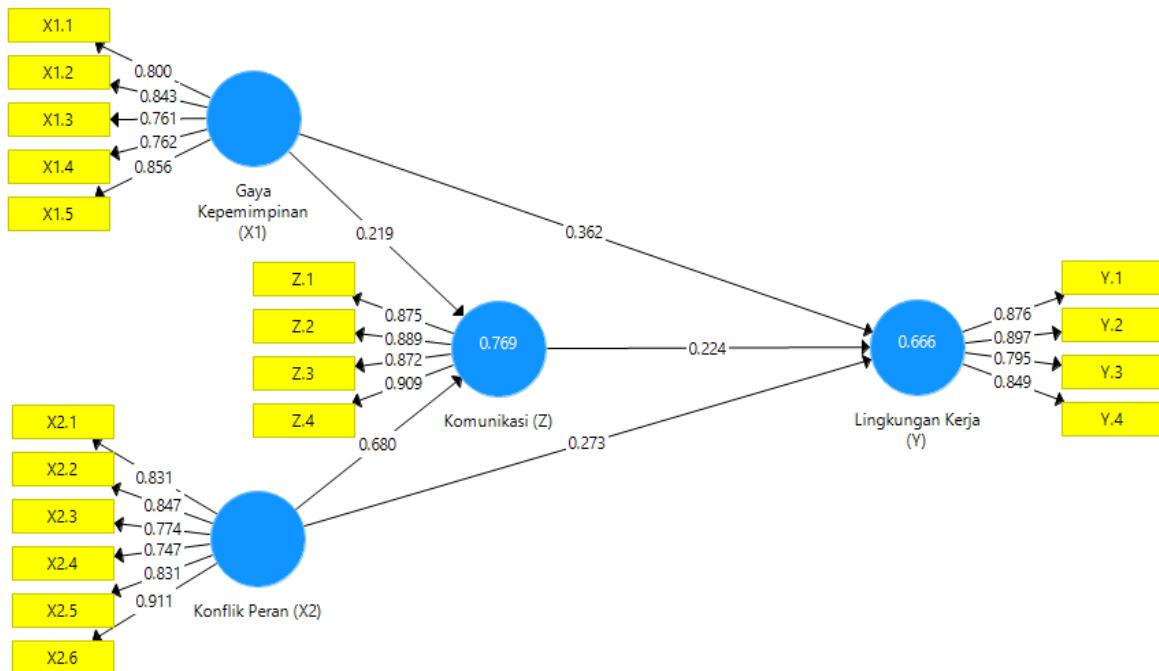


Figure 2. Outer Model
Source: SmartPLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.219X1 + 0.680X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.362X1 + 0.273X2 + 0.224Z + e2$$

Table 1. Outer Loadings

	Leadership Style (X1)	Communication (Z)	Role Conflict (X2)	Work Environment (Y)
X1.1	0.800			
X1.2	0.843			
X1.3	0.761			
X1.4	0.762			
X1.5	0.856			
X2.1			0.831	
X2.2			0.847	
X2.3			0.774	
X2.4			0.747	
X2.5			0.831	

X2.6			0.911	
Y.1				0.876
Y.2				0.897
Y.3				0.795
Y.4				0.849
Z.1		0.875		
Z.2		0.889		
Z.3		0.872		
Z.4		0.909		

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows.

Table 2. Discriminant Validity

	Leadership Style (X1)	Communication (Z)	Role Conflict (X2)	Work Environment (Y)
X1.1	0.800	0.622	0.661	0.608
X1.2	0.843	0.675	0.667	0.658
X1.3	0.761	0.629	0.684	0.585
X1.4	0.762	0.652	0.694	0.577
X1.5	0.856	0.682	0.792	0.709
X2.1	0.788	0.701	0.831	0.650
X2.2	0.807	0.835	0.847	0.790
X2.3	0.595	0.638	0.774	0.592
X2.4	0.632	0.663	0.747	0.497
X2.5	0.706	0.609	0.831	0.653
X2.6	0.747	0.821	0.911	0.652
Y.1	0.650	0.708	0.649	0.876
Y.2	0.643	0.662	0.660	0.897
Y.3	0.631	0.573	0.649	0.795
Y.4	0.740	0.635	0.715	0.849
Z.1	0.644	0.875	0.751	0.620
Z.2	0.746	0.889	0.754	0.660
Z.3	0.733	0.872	0.720	0.668
Z.4	0.745	0.909	0.852	0.724

Source: Smart PLS 3.3.3

Based on table 2, there is a cross loading value on each variable and indicators that will be explained for the cross loading value of the leadership style variable is greater than the cross loading on other latent variables, the cross loading value of the communication variable is greater than the cross loading on other latent variables, the cross loading value of the role conflict variable is greater than the cross loading on other latent variables, the cross loading value of the work environment variable is greater than the cross loading on other latent variables, so this study is discriminantly valid.

Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style (X1)	0.864	0.902	0.649
Communication (Z)	0.909	0.936	0.786
Role Conflict (X2)	0.905	0.927	0.681
Work Environment (Y)	0.876	0.916	0.731

Source: Smart PLS 3.3.3

In table 3, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Communication (Z)	0.769	0.762
Work Environment (Y)	0.666	0.651

Source: Smart PLS 3.3.3

In the Rsquare results of table 4, there is an R square value of the communication variable of 0.769 or 76.9%, meaning that the influence of the leadership style variable, role conflict on communication is 0.769 or 76.9%, the rest is on other variables. The work environment variable has an R square value of 0.666 or 66.6%, meaning that the influence of leadership style, role conflict, communication on the work environment is 0.666 or 66.6%, the rest is on other variables.

Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05 . The following are the consequences of the direct impact Path Coefficient:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership Style (X1) -> Communication (Z)	0.219	2,130	0.017	Accepted
Leadership Style (X1) -> Work Environment (Y)	0.362	2,423	0.008	Accepted
Communication (Z) -> Work Environment (Y)	0.224	1,519	0.065	Rejected
Role Conflict (X2) -> Communication (Z)	0.680	6,722	0,000	Accepted
Role Conflict (X2) -> Work Environment (Y)	0.273	1,622	0.053	Rejected

Source: Smart PLS 3.3.3

In table 5 there is a direct influence value of the hypothesis, and the explanation is as follows:

1. Leadership style has a positive and significant effect on communication with an original sample value of 0.219 and p values of 0.017, meaning that if the leadership style improves, communication will improve, conversely, if it decreases, communication will decrease.
2. Leadership style has a positive and significant effect on the work environment with an original sample value of 0.362 and p values of 0.008. If the leadership style increases well, the good work environment will also increase, conversely, if it decreases, the good work environment will decrease.
3. Communication has a positive and insignificant effect on the Work Environment with an original sample value of 0.224 and p values of 0.065. In this study, communication has little effect on the work environment. Communication is still good even though the work environment is not good.
4. Role Conflict has a positive and significant effect on the Work Environment with an original sample value of 0.680 and p values of 0.000, meaning that if role conflict is managed well, communication will be good. If role conflict is not managed well, communication will not be good.
5. Role Conflict has a positive and insignificant effect on the Work Environment with an original sample value of 0.273 and p values of 0.053, meaning that role conflict has little

effect on the work environment because role conflict involves doing 2 or more jobs in one organization or having other jobs besides their main job.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership Style (X1) -> Communication (Z) -> Work Environment (Y)	0.049	1,154	0.124	Rejected
Role Conflict (X2) -> Communication (Z) -> Work Environment (Y)	0.153	1,455	0.073	Rejected

Source: Smart PLS 3.3.3

- Leadership style has a positive and insignificant effect on the work environment through communication with an original sample value of 0.049 and p values of 0.124, meaning that communication is not an intervening variable because it is unable to significantly influence leadership style and the work environment.
- Leadership Role Conflict has a positive and insignificant effect on the Work Environment through Communication with an original sample value of 0.049 and p values of 0.124, meaning that communication is not an intervening variable because it is unable to have a significant effect.

CLOSING

Conclusion

- Leadership style has a positive and significant effect on communication with an original sample value of 0.219 and p values of 0.017.
- Leadership style has a positive and significant effect on the work environment with an original sample value of 0.362 and p values of 0.008.
- Communication has a positive and insignificant effect on the Work Environment with an original sample value of 0.224 and p values of 0.065.
- Role Conflict has a positive and significant effect on the Work Environment with an original sample value of 0.680 and p values of 0.000.
- Role Conflict has a positive and insignificant effect on the Work Environment with an original sample value of 0.273 and p values of 0.053.
- Leadership Style has a positive and insignificant effect on the Work Environment through Communication with an original sample value of 0.049 and p values of 0.124.
- Leadership Role Conflict has a positive and insignificant effect on the Work Environment through Communication with an original sample value of 0.049 and p values of 0.124.

Suggestion

- Organizations must use a leadership style that is appropriate to the circumstances of the organization.
- Organizations must control employees who have role conflicts, and appreciate employees for being employees who have role conflicts.
- The organization must have good communication within the organization so that errors do not occur in communication.
- Organizations must create a good working environment for employees so that employee performance improves.

5. This research is expected to be used as input for organizations in overcoming problems and deficiencies in the organization.
6. It is hoped that this research will be used as a reference for new research and to develop this research even better.

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