

Research.

## The Influence of Democratic Leadership Style and Work Culture on Employee Performance at PT AEL Indonesia in Sangatta

Alifiah Putri Salsabila<sup>1)</sup>, Adietya Arie Hetami<sup>2\*)</sup>

Mulawarman University, Samarinda

<sup>1)</sup> [apsalsabila8@gmail.com](mailto:apsalsabila8@gmail.com) , <sup>2)</sup> [adietyaarie@fisip.unmul.ac.id](mailto:adietyaarie@fisip.unmul.ac.id)

corresponding author<sup>1</sup>

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**Abstract:** *This research purposes to determine the effect of democratic leadership style and work culture on employee performance, and which factors have the dominant influence. The type of research used is descriptive research using a quantitative approach. The sample used was 47 respondents, who were employees of PT AEL Indonesia in Sangatta, especially the field employee group. In this research, a non probably sampling technique was used, namely saturated sampling. The data analysis used is multiple linear regression analysis. The test results and analysis in this research show that the variables of democratic leadership style and work culture have a simultaneous or partial effect on employee performance, and the dominant influence is on the variable of democratic leadership style.*

**Keywords:** *work culture, democratic leadership style, employee performance*

### INTRODUCTION

Human Resources (HR) is one of the components owned by the company. A collection of a group of people who work together to achieve certain goals is the definition of Human Resources (HR), which is also an important factor in an organization (Sudaryo, Aribowo & Sofiati 2018: 3). Human resources are able to influence the running of a company, so paying attention to employee performance is important for the company. Human resource management is needed in order to increase the effectiveness of these human resources, as well as take advantage of their potential because human resources are the driving force for supporting factors for management activities (Sudaryo, Aribowo & Sofiati 2018: 2). In the management system there are several components that can affect the quality of human resources owned by the company,

In this research, the independent variables used were democratic leadership style and work culture as well as employee performance as the dependent variable. The research object set is PT AEL Indonesia, which is a world leader in the manufacture and supply of explosives, initiation systems and blasting services related to mining, quarrying and construction ([aeciworld.com](http://aeciworld.com), 2021). Regarding blasting operations, the company offers the latest generation of products and services. PT AEL Indonesia is a supplier of explosives in the East Kutai area, East Kalimantan, and has experience in the mining sector.

In accordance with the results of interviews with Field Managers and HR Managers of PT AEL Indonesia in Sangatta, the company has four areas, namely offices, fields, workshops and factories. This difference also has an impact on the limited access that employees have in each position. Therefore, the researchers set field employees as

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the research focus. Field employees are human resources who are responsible for running the operational system at the mine site.

An employee is required to understand the responsibilities assigned, so that the attitude taken during operational activities can have a positive impact on the company's productivity. Mutual cooperation in carrying out operational activities at the mine site is one of the existing work cultures. When a crew does not understand their responsibilities, this will affect and hinder teamwork. Pit supervisors and supervisors who should only do supervision, in this case have to step in to fix the problem. It is possible that the supervisor and even the pit supervisor will help complete the crew's responsibilities.

PT AEL Indonesia has several criteria of its own in assessing the performance of its employees. Performance appraisal has been done through employee personality. The absence of an evaluation after carrying out blasting activities at the mine site causes field employees to be careless and do not know where the quality of their performance lies, as well as what attitude needs to be maintained and even improved in the future in order to increase company productivity.

Tabel 1. *Plan vs Actual Explosive Distribution AEL*

No	Bulan	Jumlah		Selisih
		Plan Holes	Holes Loaded	
1.	Juli	44.124	32.949	11.175
2.	Agustus	49.810	35.841	13.969
3.	September	36.933	30.985	5.948
4.	Oktober	46.095	36.341	9.754
5.	November	38.396	31.705	6.691
6.	Desember	32.762	28.594	4.168

Source: PT AEL Indonesia, period 2021

The data above is data for the 2021 period for the last six months, namely July to December last year. It is known that the number of holes planned (plan holes) and the number of holes filled with explosives (holes loaded) have different numbers each month. The highest plan holes were in August, which reached up to 49,810 holes. Meanwhile, 36,341 was the highest number for holes loaded, namely in October. When viewed from the difference between plan holes and holes loaded, December has the smallest difference compared to other months, namely 4,168 holes.

Therefore, the researcher chose "The Influence of Democratic Leadership Style and Work Culture on Employee Performance at PT AEL Indonesia in Sangatta" as the topic to be researched.

### Formulation of the Problem

1. Does the democratic leadership style and work culture simultaneously affect the performance of employees at PT AEL Indonesia in Sangatta?
2. Does the democratic leadership style and work culture partially affect the performance of employees at PT AEL Indonesia in Sangatta?
3. Which factor has the dominant influence between democratic leadership style or work culture on employee performance at PT AEL Indonesia in Sangatta?

## LITERATURE REVIEW

### Human Resource Management

Human Resources (HR) is the power to work and have the ability to think that needs to be explored, fostered and developed because it is still stored within oneself, while Human Resource Management (MSDM) is the process of utilizing HR through

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planning, actuating and controlling effectively and efficiently in order to achieve goals (Sedarmayanti 2019: 11). In this case, human resources are an important component with the driving role of the company, both short and long term. Making demands that companies have a workforce with high performance and motivation, by providing support related to meeting the needs of their workers is the role of human resource management (Sudaryo, Aribowo & Sofiati 2018: 2)

### **Democratic Leadership Style**

Leadership is the process of a leader in influencing his subordinates, the goal is of course to achieve the desired goals. The use of influence, the communication process, every relationship involves the leader and focuses on the goals to be achieved are part of leadership (Suwatno 2019: 5). There are several functions of leadership including planning, initiating, controlling, supporting information and evaluation (Suwatno 2019: 15). In the process of influencing others to achieve the desired goals, there are several styles used by a leader. One of them is leadership style, in the form of a leader's way of influencing his subordinates to work productively so that they can achieve common goals.

In influencing other people, according to Woods (2004) leaders with a democratic leadership style will provide opportunities for activities to be conducted jointly between leaders and subordinates (Djunaedi & Gunawan 2018). Rivai stated that this leadership style can provide self-development for employees, so they can continue to be creative as well as innovative (Kurniawan 2018). According to Akbar, leaders who use a democratic leadership style in achieving goals always try to prioritize cooperation and teamwork, leaders can also accept suggestions, opinions and even criticism from subordinates (Djunaedi & Gunawan 2018).

The characteristics of a democratic leadership style, namely:

- a. Asumsi pada karyawan dapat bekerja sama dan bermoral
- b. Relationship oriented
- c. Decisions taken involve input from subordinates
- d. Goal planning is done by employee involvement
- e. Two-way communication
- f. Delegation of authority decentralized
- g. The assumption is that employees can work together and be moral

Several indicators of a democratic leadership style were put forward by Ariani, in the form (Kurniawan 2018):

- a. Decisions are made together, in carrying out decision-making activities, leaders need to involve all of their subordinates. So that the results of these decisions become a shared responsibility, in order to achieve organizational goals.
- b. The potential of subordinates is valued, each employee has different potential. The leaders need to appreciate whatever potential employees have, in achieving the desired goals. In the form of awards in the form of bonuses or certificates to subordinates who excel.
- c. Suggestions/opinions until criticism is heard, in the process of influencing subordinates to achieve certain targets, listening to input and even criticism from subordinates can build and improve the system that has been implemented.
- d. Collaboration with subordinates, in achieving organizational goals a leader is required to be able to work closely with the subordinates he has. Going directly to the field to carry out control and carry out the tasks that are owned also need to be conducted by a leader.

## **Work Culture**

Culture means reason or everything related to reason, values and mental attitudes, derived from the Sanskrit language "buddhayah" (Sudaryo, Aribowo & Sofiati 2018: 105). In the corporate environment, there are values and mindsets that are owned by employees. This will give birth to a work culture that can become a habit to build in the company, can also improve the quality of employee performance. There is a correlation between motivation and HR behavior effectively and efficiently, and understanding that work is not only about fulfilling needs, but awareness of work, ethos towards ethical principles and high morale are implicit definitions of work culture (Sedarmayanti 2019: 101).

There are several actualizations that are owned by work culture (Sudaryo, Aribowo & Sofiati 2018: 109), can be seen from the following things:

- a. Pemahaman terhadap makna bekerja
- b. Sikap terhadap waktu
- c. Sikap terhadap alat yang digunakan dalam bekerja
- d. Sikap terhadap pekerjaan atau apa yang dikerjakan
- e. Sikap terhadap lingkungan pekerjaan
- f. Perilaku ketika melakukan pengambilan keputusan
- g. Etos kerja
- h. Understanding of the meaning of work
- i. Attitude towards time
- j. Attitude towards the tools used in work
- k. Attitude towards work or what is done
- l. Attitude towards work environment
- m. Behavior when making decisions
- n. Work ethic

According to Taliziduhu Ndraha there are several indicators of work culture, in the form (Putranti, Megawati & Setyobudi 2018):

- a. Habits are repetitive activities conducted in the employee's work environment. This behavior is in accordance with awareness regarding the rights and obligations of employees, then it becomes the responsibility of both individuals and groups.
- b. Regulations, policies or rules that apply in the work environment with the aim of providing order. In carrying out operational activities, it is necessary to have rules to provide limits that must be considered. This assertiveness can form a disciplinary attitude for employees.
- c. Basic values, are individual and group awareness regarding the responsibilities given. Knowing the attitude that needs to be taken in carrying out tasks, understanding and being able to sort out things that are more important to do or less important.

## **Employee Performance**

The work results achieved in carrying out assigned tasks and how much contribution will be made to the company are part of the definition of performance (Sudaryo, Aribowo & Sofiati 2018: 205). In contributing to the company, employees need to have good performance. So that these contributions can meet the company's targets to be achieved. Performance is an achievement achieved by an employee in carrying out the responsibilities given, this achievement is in the form of work results in quantity and quality (Mangkunegara 2019). Similar to the previous theory, performance measurement as a management tool can be used to improve the quality of decision making and accountability (Sedarmayanti 2019: 219). The embodiment of the work produced,

There are several indicators of employee performance (Bangun, 2018), namely:

- a. Quantity of work, the amount produced by an employee either in the form of production units or the time needed to complete the assigned responsibilities.
- b. Quality of work, quality standards are determined in a field of work so that it can be used as a benchmark for employees in completing the obligations given. These demands must be met by employees, so that the work produced is in accordance with the objectives to be achieved.
- c. Collaboration, there are several activities that require an employee to complete a task in groups. So that this ability is needed, both cooperation between colleagues, and between superiors and subordinates.
- d. Timeliness, a job must be completed in accordance with the set time, because it will affect other activities. It takes the right time to complete a job, so that all other activities can still run as it should.
- e. Attendance is an aspect that must be considered because a job cannot run if there is no presence of the employee. There is a policy regarding normal working hours in the form of five working days a week, for eight hours per day.

### **Relationship between Democratic Leadership Style and Employee Performance**

Leadership is the attitude of a leader in moving his subordinates to achieve the company's goals. According to Woods, democratic leadership style is oriented towards a close relationship between leaders and subordinates (Djunaedi & Gunawan 2018). Kartono also argued that the democratic leadership style acts as a coordinator and integrator. Meanwhile, performance is the result of work provided by employees in the form of quantity and quality, for the responsibilities assigned (Mangkunegara 2019). In the implementation process a leader who has a good relationship with subordinates will create positive output, by providing opportunities for subordinates to provide suggestions and input, then respecting and being able to work together with subordinates. This can improve the mindset and the emergence of high responsibility from these subordinates because of awareness from within.

### **Relationship between Work Culture and Employee Performance**

Systems of values, beliefs, behaviors as well as perceptions related to the meaning of work and their reflections in realizing individual and organizational goals are definitions of work culture (Sudaryo, Aribowo & Sofiati 2018). Furthermore, employee performance in the form of the embodiment of the work produced is then recorded so that the level of performance achievement that occurs should be evaluated in the future (Suwatno 2019: 156). Repetitive activities conducted by employees will become habits in the work environment. If these habits are in accordance with the company's vision and mission, then the achievements produced by employees will be in line with the goals to be achieved. So it is important to form the mindset of employees, so that in the future they can understand their obligations.

### **Hypothesis**

H1: There is a simultaneous influence between democratic leadership style and work culture on the performance of employees of PT AEL Indonesia in Sangatta.

H2: There is a partial influence between democratic leadership style and work culture on the performance of PT AEL Indonesia's employees in Sangatta.

H3: Democratic leadership style has a dominant influence on the performance of PT AEL Indonesia's employees in Sangatta.

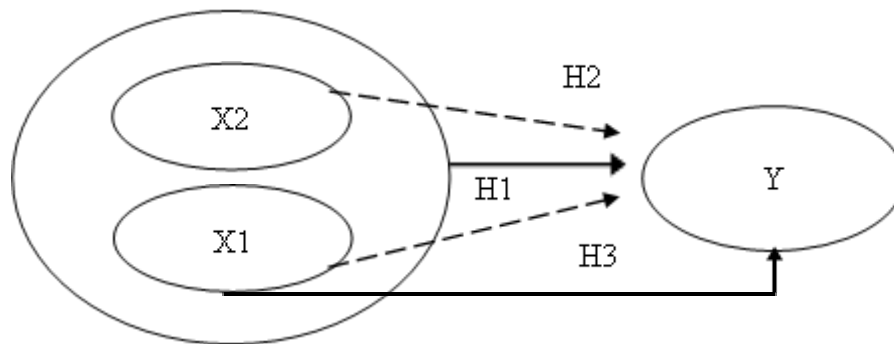


Figure 1. Hypothesis Diagram

## RESEARCH METHODS

In this research, the research used is a descriptive research which will explain the results of the research, with a quantitative approach where existing theories will be tested to find out the relationship between variables. Secondary and primary data are the types of data that are applied in this research. The population in this research is a group of field employees at PT AEL Indonesia in Sangatta, using a non-probably sampling technique, namely saturated sampling. This is because of the small number of population which is equal to 47 employees. It can be said that the sample in this research will be taken as a whole from the research population.

This research uses several data collection techniques, such as:

- a. Observation, where researchers make observations of groups of employees who are the research sample to find problems that have an urgent nature to research.
- b. Interview, namely asking several structured and unstructured questions either face to face or by telephone. This interview was conducted with four parties, namely the HR manager, field manager, pit supervisor and PT AEL Indonesia field employees in Sangatta.
- c. Questionnaire, the statements submitted to respondents are closed and distributed via the gform link. In this research the Likert scale will be used to assess the level of consent of respondents, with a score of 1-5.

The following is an explanation regarding the operational definition and the research variables studied:

### Democratic Leadership Style

1. Decisions are made jointly
2. Potential from subordinates is valued
3. Suggestions/opinions until criticism is heard
4. Collaboration with subordinates

### Work Culture

1. Habits
2. Rules
3. Basic values

### Employee Performance

1. Quantity of work

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2. Quality of work
3. Cooperation
4. Punctuality
5. Presence

The data obtained will be tested and analyzed to prove the existing hypothesis. The data analysis technique used in this research was multiple linear regression analysis, F test (simultaneous), t test (partial), coefficient of determination test (R<sup>2</sup>) and dominance test.

## RESULTS AND DISCUSSION

### General Description

PT AEL Indonesia is a privately owned company engaged in the development, manufacturer and leading supplier of commercial explosives, initiation systems and blasting services for the Indonesian mining market. has a permanent office located in Tango Delta, specifically D1 Surya Building Drill and Blast section of KPC Project Sangatta, East Kutai. The distance from the office to the mining location is approximately 30-40 km. The mining land used during operational activities has a business permit under the authority of the KPC company. So that PT AEL Indonesia is given access to manage the land as much as possible, of course within the scope of the blasting sector. The land area managed by PT AEL Indonesia in Sangatta reaches up to 50,000 ha.

### Description of Respondents

Questionnaires were distributed to PT AEL Indonesia field employee groups in Sangatta via the gform link. The use of the gform link as a research tool for distributing questionnaires is an effective and efficient way. The results of the questionnaires that can be inputted and processed are 47 questionnaires. So that the questionnaire filling rate is 100%. It is known from 47 field employees, 5 people aged 20-15 years, 9 people aged 26-30 years, 8 people aged 31-35 years, 6 people aged 41-45 years, and 10 people aged 46-50 years. While the data for field employees in accordance with length of service is, a person with a length of service > 1 year, 18 people with a length of service of 1-5 years, 19 people with a length of service of 6-10 years and a person with a length of service of 16-20 years.

### Results of Data Analysis

The data obtained from the respondents will be tested and analyzed using the SPSS (Statistical Product and Service Solution) ver 22 Program, to prove the existing hypothesis.

Table 2. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	20.271	5.791	
	Gaya Kepemimpinan Demokratis	.330	.133	.334
	Budaya Kerja	.249	.114	.294

a. Dependent Variable: Kinerja Karyawan

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In accordance with the test results table above, it is known that the formula for multiple linear regression analysis is as follows:

Description:

Y = Predictive value of employee decision making variables

a = Constant

X<sub>1</sub> = Democratic Leadership Style Variables

X<sub>2</sub> = Work Culture Variables

From the SPSS 22 test results above, the multiple linear regression equation in this research is as follows:

$$Y = 20.271 + 0.330X_1 + 0.249X_2$$

- The constant value is 20.271, it can be interpreted that if the democratic leadership style and work culture are 0, then the employee's performance will increase by 20.271
- The regression coefficient value on the Democratic Leadership Style variable (X<sub>1</sub>) is positive, which is equal to 0.330, which means that every increase in democratic leadership style by 1 unit will increase employee performance by 0.330 units assuming the independent variable has a fixed value.
- The regression coefficient value on the Work Culture variable (X<sub>2</sub>) is positive, which is equal to 0.249, which means that every increase in work culture by 1 unit will increase employee performance by 0.249 units assuming the independent variable has a fixed value.

Table 3. t Test Results

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20.271	5.791		3.500	.001		
	Gaya Kepemimpinan Demokratis	.330	.133	.334	2.484	.017	.997	1.003
	Budaya Kerja	.249	.114	.294	2.186	.034	.997	1.003

a. Dependent Variable: Kinerja Karyawan

In accordance with the calculation results in table 3, it is known that the formula for finding t arithmetic is  $t_{table} = t_{(\alpha/2; nk-1)}$ . Then the calculation  $(0.05/2; 47-2-1)$  is obtained  $(0.025; 44)$ , so that the t table is known to be 2.015.

- Democratic Leadership Style (X<sub>1</sub>)

In accordance with the output of the t test, the significance value of X<sub>1</sub> is  $0.017 < 0.05$  and the t value is  $2.484 > 2.015$ . It can be concluded that Democratic Leadership Style (X<sub>1</sub>) has an influence on Employee Performance (Y).



b. Work Culture (X2)

In accordance with the output of the t test, the significance value of X2 is 0.034 < 0.05 and the calculated t value is 2.186 > 2.015. So it can be concluded that Work Culture (X2) has an influence on Employee Performance (Y).

Table 4. F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.833	2	43.417	5.810	.006 <sup>b</sup>
	Residual	328.826	44	7.473		
	Total	415.660	46			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Budaya Kerja, Gaya Kepemimpinan Demokratis

In accordance with the calculation results in table 4, it is known that the formula for finding F count is  $F_{table} = F(k; nk)$ . Then the calculation (2; 47-2) is obtained (2; 45), so that the calculated F is known to be 3.20. It can be concluded that the significance value is 0.006 < 0.05 and the calculated F value is 5.810 > 3.20, so there is an influence between Democratic Leadership Style (X1) and Work Culture (X2) simultaneously on Employee Performance (Y).

Table 5. Results of the Coefficient of Determination (R<sup>2</sup>)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457 <sup>a</sup>	.209	.173	2.73374

a. Predictors: (Constant), Budaya Kerja, Gaya Kepemimpinan Demokratis

b. Dependent Variable: Kinerja Karyawan

In accordance with the output results in table 5, it is known that R Square is 0.209 or 20.9% which indicates that the influence between Democratic Leadership Style (X1) and Work Culture (X2) on Employee Performance (Y) is 20.9% and the remaining 79.1% is influenced by other variables.

Table 6. Dominant Test Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	20.271	5.791	
	Gaya Kepemimpinan Demokratis	.330	.133	.334
	Budaya Kerja	.249	.114	.294

a. Dependent Variable: Kinerja Karyawan

In accordance with table 6 in the Standardized Coedcients column, it is known that the Democratic Leadership Style variable (X1) produces a Beta of 0.334 or 33.4% while the Work Culture variable (X2) produces a Beta of 0.294 or 29.4%. It can be concluded that the Democratic Leadership Style variable has a dominant influence on Employee Performance (Y), compared to the Work Culture variable (X2).

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

1. Democratic leadership style and work culture simultaneously influence the performance of PT AEL Indonesia's employees in Sangatta.
2. Democratic leadership style and work culture partially influence the performance of PT AEL Indonesia's employees in Sangatta.
3. Democratic leadership style has a dominant influence on the performance of PT AEL Indonesia's employees in Sangatta.

### Recommendation

1. For the Company

The recommendation that refer to a democratic leadership style are that company leaders should make more efforts to control and evaluate directly in the future. Also, the relationship between employees, both vertically and horizontally, is given more attention and improved, especially between superiors and subordinates.

The recommendation that refers to the work culture is that in the future it will be better if field supervisors act decisively towards field employees. The existence of a significant age gap in employees causes differences in employee behavior or habits during operational activities. Therefore, in the future SOPs related to work culture can be made, so that the responsibilities of employees while at the blasting location can be maximized in achieving targets. There is also a need for a two-way relationship regarding the target plan that will be conducted on operational days, so that employees know the estimated targets that must be met.

2. For the next researchers

It is hoped that future researchers will be able to examine more broadly, both in terms of the components that influence employee performance and the scope of employee groups at PT AEL Indonesia if they take a similar object. This research is expected to provide input and add scientific references in a similar field of research.

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