

LEADERSHIP, WORK ATTITUDES, AND MOTIVATION ON EMPLOYEE PERFORMANCE: A QUANTITATIVE STUDY IN THE KUNINGAN REGENCY EDUCATION AND CULTURE OFFICE

Tita Rosita¹, Ellin Herlina²

^{1,2}Sekolah Tinggi Ilmu Ekonomi Cirebon

*¹Email: titarosita0305@gmail.com

ABSTRACT

Submitted: **Purpose of the study** — This research is to determine and examine the influence of leadership, work attitudes, motivation on employee performance.
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Accepted: **Research method**—This research is a quantitative study with regression. This study uses a quantitative approach to see the causal relationship of several factors that influence employee performance. The population in this study were the Kuningan Regency Education and Culture Office employees, totaling 61 employees. Data was collected by questionnaire and document study, after which the data was tested for validity and reliability.
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Published: **Result**— The results of the study show that Leadership, Work Attitude and Motivation affect Employee Performance simultaneously. The coefficient of multiple determination in this study uses the adjusted R square value because the independent variables in this study are more than 2 in estimating the effect of the two independent variables studied. From the data the adjusted R Square value is 0.511, this means that together the influence of the variables X1, X2, and X3 is 51.1% on changes in Y or in other words the influence of the independent variables (Leadership, Work Attitude and Motivation) on the dependent variable (performance) of 51.1% while the remaining 47.9% is caused by other variables that are not included in the research framework.
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Conclusion— Even though there is an effect, it is still within moderate limits, meaning that the influence is still normal, and this should need improvement in terms of leadership in motivating employees which must be increased again and of course the problem regarding the work attitude of the employees because it is important which will ultimately improve employee performance Kuningan District Education Office.

Keywords: *Leadership, Work Attitude, Motivation and Employee Performance*



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INTRODUCTION

The Office of Education and Culture is the executor of government affairs in the education sector. The Education and Culture Office as led by the Head of Service who is under and responsible to the Regent through the Regional Secretary, in carrying out other functions given by the Regent related to his duties and functions. Issues regarding the performance of employees of the Department of Education and Culture will not be separated from issues of the performance of government officials. Talking about government apparatus, namely Civil Servants (PNS) seems endless. Starting from how to rationalize considering that the number is already too large, increasing salaries to prevent corrupt practices and increasing productivity which has so far been low, to plans to abolish pensions. Based on observations made in pre-research at the Kuningan Regency Education and Culture Office, there are still employees who have low performance. This is evidenced by work results that do not meet the expected quality, lack of cooperation resulting in slower completion of work, not optimal completion of work given in accordance with duties and functions. Several factors that can affect employee performance include leadership, salary, benefits, motivation, and work discipline. Leadership is an important factor in providing direction to employees especially at this time where everything is completely open, so the leadership needed is leadership that can empower its employees.

A leader must be able to motivate and supervise his subordinates well, so that in carrying out their duties employees can work well and the discipline level of employees can be well controlled too. However, in reality, the Kuningan Regency Education and Culture Office still lacks a leadership role in directing and supervising employees. lack of oversight from leadership. This, if left unchecked, will affect the goals of the organization. Based on observations and information obtained based on interviews conducted pre-research that the work attitude of employees at the Office of Education and Culture is still not good, this can be seen from the presence of employees who are not responsible for work so that work is not completed on time, there are still employees who are relaxed , and there are still employees who do not carry out work during working hours. Another factor identified as affecting employee performance is motivation. Motivation is a conscious effort to influence one's behavior in order to lead to the achievement of predetermined organizational goals. Motivation becomes very important in achieving employee performance.

Motivation has an impact on a person or individual to involve themselves in activities and work that lead to goals as satisfaction. In addition, at the Kuningan Regency Education and Culture Office, employee discipline is still low, this is indicated by the fact that there are still employees who do not come to work on time and there is no significant firmness given by superiors to employees, such as clear sanctions if employees take actions that violate the code of ethics. staffing. Performance in an agency cannot be separated from the role of Human Resources as individuals who are involved in it, with the interactions and rules that are there, attitudes, ethics, ethics here are related to a person's intellect and emotions related to the ability to control them, work pressure in solving problems that occur. Based on this description, there is interest in researching the performance of the employees of the Kuningan Regency Education and Culture Office. The variables studied were the influence of leadership, work attitude, motivation on the performance of the Kuningan District Education and Culture Office Employees.

METHOD

This research uses a type of quantitative research, because this research is presented with numbers and calculations using statistical methods. According to Arikunto (2006:134) the population is the entire research subject. If someone wants to examine all the elements in the research area, then the research is a population study. The population in this study were all employees at the Kuningan Regency Education and Culture Office, totaling 154 people. The sample was taken because researchers have limitations in conducting research both in terms of time, energy, funds and a very large population. So researchers must take samples that are truly representative (can represent). To determine the size of the sample taken from the research population using the formula proposed by Slovin in Mustafa (2010: 90) with a 90% confidence level with a value of $e = 10\%$ is as follows:

$$n = \frac{N}{1+Ne^2}$$

Where :

n = Number of Samples

N = Number of Population

e = error rate in selecting the tolerable sample members by 10% of the sample that can still be tolerated or desired by 10%. So:

$$n = \frac{156}{1 + 156 \cdot (0.1)^2} = 60,9375 \approx 61$$

it can be concluded, the sample in this study used 61 respondents.:

In obtaining the data needed to support and complete this research process, the researcher carried out a series of activities to collect information and data sourced from the Questionnaire. Using a Likert scale, the variables to be measured are translated from variables into dimensions, from dimensions are translated into indicators, which can be measured . Finally, indicators can be used as benchmarks to make a question or statement that needs to be answered by the respondent.

RESULTS AND DISCUSSION

Validity Test - A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. This test was carried out by comparing the r_{count} value using the Corrected Item-Total Correla Correlation value with r_{table} for degree of freedom (df) = $n - 2$ (Ghozali, 2016: 53). In this study with a total sample of 61 people, it produces an r_{table} of 0.248.

Reliability Test Results

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's answers to questions are consistent or stable from time to time (Imam Ghozali, 2013:47). An instrument is declared reliable if the reliability coefficient is at least 0.60 (Sugiyono, 2013: 184).

Table 1. Reliability Test Result

Variable	Crobach's alpha	Reliable value	Note
Leadership	0.73		
Work Attitude	0.67	0.6	High
Motivation	0.624		Realibility
Employe Performance	0.625		

Based on table 1 it can be seen that all the variables in this study are reliable or reliable, this can be seen from the value of the alpha coefficient (Cronbach Alpha) which has a value of more than 0.60. The alpha coefficient value (Cronbach Alpha) of the Leadership, Work Attitude, Motivation and Employee Performance variables is close to 1 which means that it has high accuracy or reliability to be used as a variable in a study.

Classical Assumption Test Results

The classical assumption test is carried out to determine the condition of the existing data in order to determine the appropriate analysis model. The classical assumption test is intended to find out whether the multiple linear regression model used in analyzing meets the classical assumptions or not. The multiple linear regression model is declared good if the data is free from classical assumptions. The classical assumption test was carried out to meet the assumptions of multiple linear reference analysis (multivariate analysis). To obtain an unbiased β coefficient value, a classical assumption test must be carried out. The classic assumption test used in this study is the multicollinearity test, normality test and heteroscedasticity (Ghozali Imam, 2013: 160).

Multicollinearity Test Results

Multicollinearity test aims to test whether the regression model found a correlation between independent (independent) variables. A good regression model should not have a correlation between the independent variables. The multicollinearity test used in this study looked at the tolerance value and variance inflation factor (VIF). The regression model is declared free of multicollinearity if the tolerance value is ≥ 0.10 or equal to the VIF value ≤ 10 .

Table 2. Multicollinearity Test Results

Model	Coefficients ^a		t	Sig.	Collinearity Statistics
	Unstandardized Coefficients	Standardize d Coefficients			

	B	Std. Error	Beta	Toleranc		VIF
				e		
1 (Constant)	2,251	1,879	1,198	,236		
leadership (X1)	,049	,034	,149	1,418	,162	,778 1,285
work attitude (X2)	,158	,090	,183	1,758	,084	,790 1,266
motivation (X3)	,257	,052	,534	4,936	,000	,732 1,367

a. Dependent Variable: Performance (Y)

Table 2 shows the tolerance value of each independent variable (Leadership, Work Attitude and Motivation) is greater than 0.10. Then from the VIF value, it shows a value of less than 10. So it can be concluded that the regression model in research is free from multicollinearity problems. The normality test aims to test whether in the regression model, the independent variables and the dependent variable both have a normal distribution or not. The normality test used in this study is statistical analysis.

Table 3. Normality Test Results

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
leadership (X1)	,113	61	,050	,955	61	,250
Work attitude (X2)	,149	61	,002	,964	61	,066
motivation (X3)	,127	61	,016	,974	61	,228
performance (Y)	,114	61	,046	,975	61	,237

a. Lilliefors Significance Correction

Based on table 3 above, it shows that the results of the normality test on the research variables have a normal distribution because the Asymp. Sig.(2-tailed) with significance (α) > 0.05 for leadership (X1) (0.250 > 0.05), work attitude (X2) (0.068 > 0.05), and motivation (X3) (0.228 > 0.05), the dependent variable is Performance (Y) (0.237 > 0.05), then all variables are normally distributed. If the dependent variable has a significance probability above the 5% confidence level, it can be concluded that the regression model does not contain heteroscedasticity (Ghozali, 2013: 143), so that from testing using the Glejser method the following table is produced:

Table 4. Heteroscedasticity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2,621E-16	1,879		,000	1,000
leadership (X1)	,000	,034	,000	,000	1,000
work attitude (X2)	,000	,090	,000	,000	1,000

motivation (X3) ,000 ,052 ,000 ,000 1,000

a. Dependent Variable: Unstandardized Residual

The results of the SPSS output display in table 4 clearly show that based on the table above it shows that all variables have a significance value (Sig) greater than 0.05 (...> Sig 0.05), namely (X1=1,000) (X2=1,000) (X3 = 1.000) so that it can be concluded that the regression model in this study did not occur heteroscedasticity.

Table 5. Results of Multiple Linear Regression Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,251	1,879		1,198	,236
	leadership (X1)	,049	,034	,149	1,718	,002
	work attitude (X2)	,158	,090	,183	1,758	,004
	motivation (X3)	,257	,052	,534	4,936	,000

a. Dependent Variable: Performance (Y)

Based on table 5, the constant value is 2.251. The regression equation for predicting or predicting the influence of leadership variables (X1), work attitude (X2) and motivation (X3) simultaneously on performance variables (Y) is as follows.

$$Y = a + \beta X_1 + \beta X_2 + \beta X_3 + e$$

$$Y = 2,251 + 0,49X_1 + 0,158X_2 + 0,257X_3$$

The results of multiple linear regression analysis which are still in the form of numbers can be explained in simple language as follows:

a. Constanta (α)

Based on table 5, it shows that the Variables Leadership, Work Attitude, and Motivation have a positive relationship with the increase in Employee Performance at the Kuningan District Education Office. Where the value of Employee Performance is 2.251 indicating that if the variable Leadership (X1), Work Attitude (X2) and Motivation (X3) is equal to zero then the Performance variable is 2.251. Increasing Leadership, Work Attitude and Motivation will affect Employee Performance.

b. β_1

It is known that the regression coefficient value of the Leadership variable affects Employee Performance at the Kuningan District Education Office of 0.049 or has a positive effect meaning that if the Leadership Variable increases by 1 unit, then Employee Performance will increase by 0.049 units, otherwise Employee Performance decreases by 1 unit then it will reduce leadership by 0.049 units.

c. β_2

It is known that the regression coefficient of the Work Attitude variable affects Employee Performance at the Kuningan District Education Office of 0.158 or has a positive effect, which means

that if the Work Attitude variable increases by 1 unit, the Employee Performance will increase by 0.158. Conversely, if employee performance decreases by 1 unit, motivation will decrease by 0.158 units.

d. β_3

It is known that the regression coefficient of the motivation variable affects employee performance at the Kuningan District Education Office of 0.257 or has a positive effect, which means that if motivation increases by 1 unit, employee performance will increase by 0.257 units. Conversely, if employee performance decreases by 0.257, it will reduce motivation by 0.257 units.

The t test is used to show how far the influence of one explanatory/independent variable individually explains the variation of the dependent variable. Does the independent variable (X_1, X_2, \dots, X_3) partially have a significant effect on the dependent variable in the regression model? If $t_{\text{count}} < t_{\text{table}}$ with a significance level less than 0.05, then H_0 is accepted and H_a is rejected, which means there is no effect between variable X and variable Y. If $t_{\text{count}} > t_{\text{table}}$, then H_0 is rejected and H_a is accepted, which means there is influence between each each variable X with variable Y. (Imam Ghozali, 2013:98-99). Coefficients results through hypothesis testing and then compared with ttable, namely $\alpha=0.05$ and n =number of samples (61), with the formula $df=n-k$, where n is an observation while k is the number of independent variables ($k=3$), $f=61-3=58$ then we get a ttable of 1.67. So the results of the t test of each variable can be seen which variable has an effect on performance, namely as follows:

The Influence of Leadership on Employee Performance

Based on Table 4.16 above, the coefficient of tcount is 1.718 while the value of ttable with degrees of freedom $df = n-k$ ($61-k=58$) is 1.67. Based on these criteria, it shows that tcount 1.718 > ttable 1.67 indicates that the Leadership variable (X_1) influences the Employee Performance variable (Y). Based on the significance criteria, $\text{Sig } \alpha < 0.05$ means that H_0 is rejected and H_a is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the sig α value is 0.002, this shows that there is a significant influence. This shows that variable X_1 (Leadership) has a positive and significant effect on variable Y (Employee Performance). For every α value of 2.251, there is a ttable X_1 value of 1.718, $X_2 = 0$, $X_3 = 0$. So it can be concluded that partially there is a positive and significant influence of the Leadership variable on Employee Performance at the Kuningan District Education Office.

The Effect of Work Attitudes on Employee Performance

Based on Table 4.16 above, the tcount coefficient for the Work Attitude variable (X_2) is 1.758 while the t table value with degrees of freedom $df = n-k$ ($61-k=58$) is 1.67. Based on these criteria, it shows that tcount 1.758 > ttable 1.67 indicates that the motivation variable (X_2) has an effect on the employee performance variable (Y). Based on the significance criteria, $\text{Sig } \alpha < 0.05$ means that H_0 is rejected and H_a is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the sig α value for the work attitude variable (X_2) is 0.004, this shows that there is a significant influence. This shows that variable X_2 (Work Attitude) has a positive and significant effect on variable Y (Employee Performance). For every α value of 2.251, there is a ttable value of X_2 of 1.758, X_1

= 0, $X_3 = 0$. So it can be concluded that partially there is a positive and significant influence of the variable Motivation on Employee Performance at the Kuningan District Education Office.

Influence of Influential Motivation on Employee Performance

Based on Table 4.16 above, the tcount coefficient for the motivation variable (X_3) is 4.936 while the ttable value with degrees of freedom $df = n-k$ ($61-k=58$) is 1.67. Based on these criteria, it shows that $tcount\ 4.936 > ttable\ 1.67$ indicates that the motivation variable (X_3) has an effect on the employee performance variable (Y). Based on the significance criteria, $Sig\ \alpha < 0.05$ means that H_0 is rejected and H_a is accepted, meaning that there is an influence between variable X on variable Y . Based on the coefficient table, the $sig\ \alpha$ value for the motivational variable (X_3) is 0.000, this shows that there is a significant influence. This shows that variable X_3 (Motivation) has a positive and significant effect on variable Y (Employee Performance). For every α value of 2.251, there is a ttable value of X_3 of 4.936, $X_1 = 0$, $X_2 = 0$. So it can be concluded that partially there is a positive and significant influence of the variable Motivation on Employee Performance at the Kuningan District Education Office.

According to Imam Ghozali (2013: 98) the F test is used to determine whether all the independent or free variables included in the model have a joint effect on the dependent/dependent variable. As a basis for decision-making F test is If $F_count > F_table$ and $sig\ value < 0.05$, then H_a is accepted and H_0 is rejected, it means that there is influence of variables X_1 , X_2 , and X_3 simultaneously on variable Y . If $F_count < F_table$ and value, then H_0 is rejected and H_a this means that the variables X_1 , X_2 , and X_3 have no simultaneous influence on variable Y . To determine the value of $Ftable$, namely $Ftable = F(k; n-k) = F(3,67) = 2,77$. The results of the F test conducted in this study using the SPSS version 25 for windows program can be seen in the following table:

Table 6. Simultaneous Test Results or F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156,833	3	52,278	19,871	,000 ^b
	Residual	149,954	57	2,631		
	Total	306,787	60			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), motivation (X_3), work attitude (X_2), leadership (X_1)

Based on Table 6 shows the Fcount value of 19.871 and a significance of 0.000. Based on the criteria for the F test results, it shows that $Fcount\ (19.871) > Ftable\ (2.77)$ and $Sig\ value\ (0.000) < 0.05$ means that there is an influence between the Leadership Variables (X_1), Work Attitude (X_2) and Motivation (X_3) there is a joint (simultaneous) effect on the Employee Performance variable (Y). Thus this is in accordance with the H_4 hypothesis, namely that there is a simultaneous positive and significant influence between the variables Leadership, Work Attitude and Motivation on Employee Performance at the Department of Education and Culture of Kuningan Regency.

Determination analysis is used to find out how big the percentage of the independent variable (X) is on the dependent variable (Y). The magnitude of the percentage influence of all independent variables on the value of the dependent variable can be seen from the magnitude of the coefficient of determination (R²) of the regression equation. (Duwi Priyanto, 2010). The coefficient of determination seen from the calculation results using the SPSS version 25 for windows program can be seen in the following table:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,715 ^a	,511	,485	1,622

a. Predictors: (Constant), motivation (X3), work attitude (X2), leadership (X1)

Based on the table above, R Square (R²) shows the coefficient of determination (KD). The R² value of 0.583 means that the percentage contribution of the Leadership variable (X1), Work Attitude (X2) and Motivation (X3) simultaneously to the Performance variable (Y) is 51.10%. While 48.90% is influenced by other factors.

CONCLUSION

Based on data analysis and discussion of research data analysis on the influence of leadership, work attitudes and motivation on employee performance that has been described in the previous chapter, the following conclusions can be drawn:

1. Based on the results of the partial test (t test) the effect of leadership on performance shows that tcount (1.718) > ttable (1.67) and sig value (0.002) < 0.05 this shows that H1 is accepted and H0 is rejected, meaning there is influence partially, there is a positive and significant influence between the Leadership variable (X1) and the Performance Variable (Y) at the Kuningan District Education Office of 0.049 Units.
2. Based on the results of the partial test (t test) the effect of motivation on performance shows that tcount (1.758) > ttable (1.67) and sig value (0.004) < 0.05 this shows that H2 is accepted and H0 is rejected, meaning that there is an influence partially, there is a positive and significant influence between the work attitude variable (X2) and the performance variable (Y) at the Kuningan District Education Office of 0.158 Units.
3. Based on the results of the partial test (t test) the effect of Work Discipline on Performance shows that tcount (1.758) > ttable (1.67) and sig value (0.000) < 0.05 this shows that H3 is accepted and H0 is rejected, meaning that there is Partially, there is a positive and significant influence between the Motivation variable (X3) and the Performance Variable (Y) at the Kuningan Regency Education Office of 0.257 Units.
4. Based on the results of the Simultaneous test (Test F) the influence of Leadership, Work Attitude and Motivation on Performance shows that Fcount (19.871) > ttable (2.77) and sig value (0.000) < 0.05 this shows that H4 is accepted and H0 rejected means that there is a simultaneous (together) positive and significant influence between the variables Leadership (X1), Work Attitude (X2) and Motivation (X3) with the Performance Variable (Y) at the Kuningan District Education Office. And based on the results of the analysis of the coefficient of Determination R Square is worth 0.511, this

shows that the influence of the independent (Independent) variable on the Dependent variable is 51.1%, the remaining 47.90% is influenced by other factors outside the leadership, work attitude and motivation factors. . Based on the classification of how much influence the independent variable has on the dependent variable, it is included in the moderate classification.

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