

## PERSONNEL MANAGER LEADERSHIP ROLE IN IMPROVING EMPLOYEE PERFORMANCE

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### ABSTRACT

The study purpose is to determine the personnel manager leadership role in improving employee performance at PT. Arto Manunggal Surabaya City (AM) and to find out the obstacles and how to solve them. The approach used in this study is a descriptive approach using qualitative methods. Data collection techniques in this study are observation, interviews, and documentation. Research informants were selected by purpose sampling where the informants were taken as each division representatives. The results showed that personnel manager had carried out the function of a leader role through interpersonal roles, informational roles and decision-making roles in improving employee performance in AM companies.

**Keywords:** *Personnel Manager Leadership, Employee Performance, Interpersonal Role, Informational Role, Decisional-Making Role*

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### INTRODUCTION

The Human Resource Department in every company has an important role for a successful the employee duties implementation. The personnel leader figure with his leadership style seeks to attract his subordinates to be able to work well together and show his work performance. Personnel leaders are required to be able to lead, mobilize, invite, direct and supervise company employees according to their respective division situation and conditions. In certain conditions, a leader could show an authoritarian style and in other situations a strong participatory style is needed (Khairunnisa, 2020). Government regulations have an influence on the company continuity in the future, therefore leaders should be fast, responsive and have the ability to adapt (Utaminingsih, 2016). The personnel manager role here is to improve skills and knowledge, supervise subordinates, direction provision. If subordinates have been affected by the personnel manager leadership role, it will then have an impact on employee independence; employees spontaneously have a responsibility sense and obey the leader (Suriastini, 2013).

Employee performance is a result obtained from individuals or groups in carrying out work both quantitatively and qualitatively authority with full responsibility, not violating rules, laws and ethics (Riwanti, 2021). PT. Arto Manunggal (AM) should carry out routine activities in coaching to provide motivation or encouragement to work therefore employees are more active at work.

Based on research conducted by Khairunnisa, (2020), the study purpose was to find out how the camat leadership in improving employee performance and the efforts made in overcoming the obstacles faced. The data collecting technique is through interviews, observation, library research. The study results stated that the sub-district head has carried out

its functions, namely implementing interpersonal leadership roles, informational roles, decision-making roles as well as obstacles and several efforts made. The success of the sub-district head in implementing this role resulted in an improve employee performance.

Research conducted by Minanto et al., (2020), the study purpose was to determine the relationship between the village head leadership role and community participation in the BUMdes program. The research uses quantitative methods which are supported by qualitative data. The study results stated that the leadership role of the village head was seen to be more active compared to community participation which was still relatively low.

Another study conducted by Anggraini et al., (2017), the research purpose is to identify the primary health care role for the chief executive of SCS using six pillars at the Semarang City Health CenterCare. Descriptive qualitative approach is used in the research. All data were collected through in-depth interviews. The results showed that the Puskesmas Head interpersonal role as a mediator was not optimal. The primary health care head was not actively involved and did not coordinate well with the SCS HIV-STI organization. In an informational role, the primary health head care did not act as a reliable spokesperson for the organization. The primary health care principals fulfill their duties in a decision-making role but there are still obstacles in mediating to address the SCS team internal issues. This study provides suggestions that the Puskesmas Head need to establish good relationships, communication, and cooperation with other parties related to HIV-STI SCS.

Furthermore, the research conducted by Akbar, (2015), the study used a qualitative descriptive method. The study results stated that the sub-district head in improving employee performance needed to apply four roles, namely interpersonal roles, informational roles, decision-making roles, and supervision.

The next research was conducted by Carter et al., (2011), this study focuses on the emerging CIO role of a business technology strategist and the relationship with the three IT management roles namely traditional interpersonal, decision making, informational. The results show that the CIO role serves to help reconcile the debate in the practitioner literature about how best to utilize the CIO as a business technology strategist.

AM employee performance needs to be improved due to the company's goals and expectations should be met. AM personnel managers should take a role in improving employee performance, which so far has not shown a maximum role. This is the all stakeholders want therefore the company could continue to run and develop. Employees' opinions that are currently developing regarding the personnel manager role are something that needs to be taken into account. Employees are company assets that have an impact on business continuity. Good human resource management could not be separated from the personnel manager role. Due to the problems complexity that are often encountered in carrying out the duties and employees responsibilities.

Thus, based on the above background and the previous research results, it is important to conduct a study on AM companies related to the personnel managers' role in improving employee performance. Previous research has not shown more comprehensive results related to the leaders role, namely interpersonal roles, informational roles and decision-making roles. This research will explore in more detail the three roles therefore the company could apply it to improve employee performance.

## **LITERATURE REVIEW**

### **Personnel Leadership**

The leader role is very important in an organization which is one of the keys to success in every company. In improving employee performance, attitudes or behavior really need to be formed to support the organizational goals achievement (Adha, 2015). While leadership itself is the influencing others process to do or not do something in accordance with the

leader wishes (Wawoh et al., 2019). The work manual and company work procedures have the regulating aim all employees to be orderly and comply with company rules. It requires guidance from a leader therefore all employees obey it. The employees goal following work procedures will result in maximum work. According to Abevit & Afriansyah, (2019) a leader should be responsible, be able to make the right decisions for all employees, and carry out his rights and obligations as a leader, including improving the all employees' performance.

### **Leadership Role Concept**

Research by Wirawan, (2019) and Tera et al., (2019) explain the three leader roles, namely:

#### **1. Interpersonal Role**

The interpersonal role in the organization is that a company leader is a organization existence symbol, a leader is responsible for motivating and providing direction to subordinates, and a leader has a role as a liaison. According to Matdoan, (2016) states the interpersonal role is divided into three roles namely: 1) Role as a figure, figure in carrying out social, ceremonial, inspirational and legal obligations; 2) The role as a leader whose job is to establish relationships with employees, provide motivation, communicate well and train employees; 3) The role as a liaison in establishing contact relationships outside the company in order to obtain information.

#### **2. Informational Role**

The informational role implies that a leader in the organization has a role as a giver, receiver and information analyzer. Information is at the company or organization quality heart. Submission or information dissemination should be designed in such a way that the information actually reaches the intended communicant and provides the expected benefits.

By making the external leader an information center for the agency or the role as a spokesman for the organization, it could be explained the informational leader role (Sudadi, 2020) namely: 1) The role as a monitor, looking for issues obtained from internal and external sources which issues will have an impact on the company. A leader has the assessing internal operations task, the division successful, the cases possibility and opportunities arising. Obtained information should be able to be stored and maintained carefully; 2) Role as disseminator of information, disseminators transmit information collected from internal or external data sources. Supervise any external views that actually occur or are based on organization observations and subordinates. This requires a skill to filter information and delegate; 3) Role as spokesman, the spokesman will convey news or information related to the company or organization to outside parties. Capacity as a PR to be able to serve or lobby external parties therefore stakeholders could be maintained related to the organization's operational activities.

#### **3. Decisional Makers Role**

This role distinguishes between managers and executors, superiors and subordinates. There are four groups in the decision-making role, namely 1) The entrepreneurs role, namely entrepreneurs act as initiators, designers, and encourage change and innovation; 2) The role encourages managers to create improvement projects and work to delegate, empower, and supervise teams in the development process; 3) The role as a distraction reliever, namely handling disturbances, seeks to take corrective action when an organization experiences an unexpected malignant event. This role in general takes over organizational change to become more calm, conducive and certainly requires support; 4) Act as a resource allocator, which is to distribute all organizational resources including time, funds, equipment, and human resources. Describe responsibilities in allocating and monitoring financial, material and personnel resources; 5) Role as a negotiator, namely a negotiator who represents the organization in major negotiations that affect the responsibility manager's area, such as the

spokesman role, head figure, and resource allocator. The decision-making role is defined as the policy-making role in the business strategy form that is able to develop innovation (Akbar, 2015).

### **Employee performance**

Performance shows a result obtained by an employee both in quality and quantity in carrying out tasks in accordance with the responsibilities given (Yulianti, 2015). Performance is a work achieved result by a person or group in an organization related to their respective authorities and responsibilities, in an effort to achieve organizational goals legally, obey the law, demonstrated morals and ethics (Safitri, 2019) & (Nasution et al., 2020).

Departing from the opinions above, performance could be interpreted as a result achieved by a person (employee) in carrying out their duties and responsibilities in line with the standards determined by each company or organization.

There are several factors influencing on employee performance (Jufrizen & Hadi, 2021), namely: 1) Discipline, an attitude that has a very important influence to be fulfilled by every company employee. For the business sake, it is very necessary an employee discipline. In carrying out their work, each employee has high discipline to comply with every rule set by the company; 2) Work motivation, an encouragement to each individual goal to take certain actions, both consciously and unconsciously. The motivation that arises from each employee is certainly different; 3) Compensation, incentives provided by the company have an influence on employee performance. Giving bonuses is one compensation form to employees. Employees performance will increase when bonuses are given as a compensation form; 4) Leadership style, a good leader will have a positive effect on employee performance. This means that employee performance depended on leadership style; 5) Work environment, one of the factors that have an influence on employee performance. A clean and comfortable work atmosphere will make employees calmer and more focused in carrying out their work. The company's work maximum results are also determined by the qualified work tools availability; 6) Training for employees, employee performance improvement will be maximized if the company holds training and education programs. Moreover, it is given specifically for new employees who still need training. As for the old employees, they usually need performance improvements over time; 7) Behavior, high work employees performance could be achieved if employees get good treatment from the company; 8) Tasks delegation, there are work arrangements for several other appropriate employees; 9) Strong communication and relationships, high employee productivity levels could occur if there are interpersonal relationships that occur in each team member and also division. Stronger communication will make it easier and simpler for an employee to understand the project purpose being worked on, deadlines, and the job details. Work carried out by employees solely could run smoothly; 10) Command chain clearness. Employees are expected to be able to make the right decisions when critical situations occur in the company. Certainly, company employees have extensive knowledge related to what things they do. It did not take long to see the guide.

### **METHODS**

The research implementation uses a qualitative method, with a descriptive approach, due to the aim is to describe what it is about a certain variable, symptom, situation or social phenomenon. In this case, to analyze the data obtained in depth and thoroughly, with the hope that it could be known about the personnel manager leadership role.

The object research is the AM Surabaya company which is engaged in the tarpaulins distributor. AM is dubbed as a tarpaulin distributor who has a high commitment and desires to improve quality in improving employee performance.

Research informants were selected with the consideration that they are seen to understand in their entirety and in depth about the subject matter and conditions of what is being studied. The informants in this research are:

**Table 1. Informant Data**

<b>Name</b>	<b>Position</b>	<b>Age (Years)</b>
Mar'atus Sholichah	Personnel Manager	32
Annisa Yuniarti	General Staff	35
Goddess Masita	Supervision Staff	22
Nur Mala Sari	Goods Stock Staff	35
Novita damayanti	Regulatory Staff	23
Lisdiawati	Note Making Staff	31
Ratna Miska	Sales Staff	36
Khoiriyah	Tax Staff	20
Diani Aprilia	Data Processing Staff	27
Ratna Juwita	Regulatory Staff	34
Agung Pramono	Goods Checking Staff	31

Source: Data processed by researchers, 2022

The techniques used to collect data are: 1) Observation technique, carried out by making the research object direct observations, namely the AM company; 2). Interview technique, is an attempt to collect data and information by asking a questions orally number to informants who have been previously determined in this study; 3) Documentation techniques, apart from observation and interviews, information could also be obtained through facts stored in the letters form, diaries, photo archives, in the research object of AM company.

## RESULTS AND DISCUSSION

This study aims to observe how the personnel manager leadership role in improving employee performance in AM companies. Based on the interviews results conducted by the researcher to informants regarding the leadership role description in the AM company. The company's personnel manager has demonstrated his role through the Interpersonal Role, Informational Role, and Decision Making Role in improving the AM employees performance. To be able to understand the personnel manager role could be explained as follows:

### 1. Interpersonal Role

Interviews were conducted with four informants who had the same statement regarding interpersonal roles: *"In leading terms, the personnel manager has a leadership spirit where every morning she always comes earlier than the other employees. The purpose of attending early is to be able to welcome others, establish a relationship. The personnel manager speaks politely, does work sincerely and professionally, provides encouragement at work therefore employees could do their work even more actively"* (Annisa Yuniarti, Dewi Masita, Nur Mala Sari, Novita Damayanti). In this case, it proves that the AM Company's personnel manager has performed its role well. To improve employee performance, the personnel manager sets an example, is disciplined with time, and provides encouragement for employees to be active at work.

The interview delivered by informant stated *"In eading terms, the personnel manager always sets a good example and listens to the employees complaints"*. Meanwhile, other informant stated *"In my opinion, the personnel manager always attends the invitations addressed by him, without being dependent on delegating authority to other parties"* (Ratna Miska). Other informant said *"the personnel manager is always present if there are no outside assignments, the aim is to monitor that maybe there are things that need to be improved, such as controlling corporate taxes"* (Khoiriyah).



The interviews results from the study show that the personnel manager has set a good example by listening to the complaints faced by employees. In addition, the personnel manager always attends to her invitations and comes to the office controlling employee performance. In this case, the personnel manager role could help in improving employee performance.

Another thing having a different opinion regarding personnel manager, stated *"lack of giving direction and coordination with employees"* (Diani Aprilia). This shows that personnel manager could improve in the future therefore they often provide direction and coordination with employees. In this way, it could improve employee performance.

According to informant, *"The personnel manager has provided good guidance when experiencing problems, she is very easy to find and helps provide guidance to deal with problems"* (Ratna Juwita). This was conveyed by informant saying that *"Personnel manager often say that if there are problems, especially personal problems, they should not be brought to work. The personnel manager could help or directly talk to each other to come up with a solution"* (Agung Pramono)

The interview results prove that the personnel manager has helped overcome personal problems/obstacles faced by employees therefore they stay focused while working, provide guidance to improve the quality of work. The personnel manager runs the next interpersonal relationship which is expected to improve employee performance. Where this is in line with an interview with the personnel manager who stated that *"if there are no obstacles I make legal and ceremonial activities, come on time if there are no outside activities, be responsible and help overcome obstacles that exist in employees. Here I also provide direction and guidance to subordinates to improve employee performance"* (Mar'atus Sholichah).

Based on the interviews results above, it could be concluded that the interpersonal leader role is to set an example, provide direction to subordinates, listen to employee complaints, be responsible and hold meetings to convey directions to improve work quality.

## **2. Informational Role**

An interview with informant said that *"The personnel manager, the person type who is open, if he feels unsuitable, will immediately reprimand him. I think it's good, it's useful to be more enthusiastic about work."* (Annisa Yuniarti). Another opinion regarding the informational role was conveyed by informant saying *"For me, the personnel manager is the person who accepts suggestions and input from employees if he asks for input"* (Lisdiawati). From the interview above, it could be concluded that the personnel manager role in AM companies has been well implemented and could be maintained in the future, so as to improve the quality in conveying information to all employees.

This was also conveyed by an employee who stated *"Holding regular meetings to monitor activities carried out in order to understand what parts are currently facing problems"* (Ratna Miska). Likewise, interviews with four informants who gave positive comments said *"In conveying information and conducting discussions, it was fairly good therefore the information was conveyed properly. The personnel manager communicates the policies, plans and the organization performance clearly"* (Khoiriyah, Dewi Masita, Ratna Juwita, Novita Damayanti). From the interview results above, it could be concluded that the interpersonal role performed by the personnel manager could increase the information sources number that is more accurate.

The interview results with the personnel manager said *"I am very open, especially in work terms. Receive input from employees, then I consider and mutually agreed. Holding meetings and coordinating with employees in order to get closer and understand each other"* (Mar'atus Sholichah).

The interview with the informant said, *"Interacting with other staff and employees, receiving hospitality both outside and in the office"* (Nur Mala Sari). The same thing was

conveyed by informant saying *"Personnel manager often move employees to come up with ideas and could be conveyed directly, for example making the environment in the company peaceful and comfortable"* (Agung Pramono). The interview results show that the personnel manager establishes a relationship, accommodates all information, and if there is a meeting it is conveyed to employees perfectly. Personnel manager transparency could be carried out and continues to grow in order to encourage better employee performance.

Interview with this informant is different from the others said *"Once but not often the personnel manager receives suggestions from employees"* (Diani Aprilia). In this case, the personnel manager could again improve matters relating to receiving suggestions from employees therefore they could improve employee performance.

### **3. Decision-Making Role**

The decision-making role is a choice. Before making a decision, the personnel manager should be given the opportunity to provide suggestions or opinions, therefore the decisions taken are in accordance with the picture in the company. Therefore, a reference could be made for the employee performance development.

As the interview results with the informant said *"When a meeting is held, the personnel manager tells his employees to always be active in expressing their opinions. All opinions voiced will be reconsidered to achieve the best results for employees"* (Annisa Yuniarti). Likewise, as stated by another informant, said *"The personnel manager is very involved with employees, if there are problems regarding employee performance. The personnel manager participates in employee activities"* (Lisdiawati). According to informant stated that *"Personnel manager often ask employees regarding what things could be improved for the employee performance continuity"* (Ratna Miska). The same interview was conveyed by informant saying *"Considering input for joint analysis, mechanism is mutually understood therefore the decision could be accepted by all parties"* (Khoiriyah). The same thing was conveyed by informant stating *"In my opinion, the personnel leader gives employees the freedom to be creative"* (Dewi Masita).

From the interviews result it could be concluded that the personnel manager shows a consistent working way to employees in improving employee performance. Personnel manager provides direction to employees to always be active in expressing opinions for the sake of progress and work continuity, providing freedom in providing input and suggestions and considering all inputs to be agreed upon and carried out by all employees.

Another finding from the informant opinion that *"For me, the personnel manager is responsible, she is reliable in managing time and how to manage work patterns well"* (Nur Mala Sari). This was conveyed by an informant, who argued that *"He also considers the others opinions, making decisions in various situations"* (Ratna Juwita). As conveyed by other informants has a slightly negative opinion, namely *"It's a bit objectionable for the personnel manager to receive input from employees"* (Diani Aprilia). This is different from the informant opinion informant who gave the opinion that *"Personnel manager could make the right decisions and quickly when the situation is more complicated"* (Novita Damayanti). The same thing was conveyed by informant saying *"The personnel manager tries to control employee performance through the human resources division, she also carries out refreshments in every area that needs it"* (Agung Pramono).

The interview results with personnel manager informants related to the decision-making role in improving employee performance argue that *"a person should be good at managing time therefore problems could be easily resolved and decisions taken are right and fast. I will make negative comments to be even better in the future for all employees benefit therefore the performance quality is better"* (Mar'atus Sholichah).

Based on the interview results above, it could be concluded that what the personnel manager does in the decision-making role is very precise and good. Likewise, employees, in

dealing with obstacles in any situation, always have discussions with their leaders. The personnel manager maintains its quality and provides employee participation in decision making for consideration.

#### **4. Barriers that occur in the personnel manager leadership role in improving employee performance at PT. Arto Manunggal Surabaya**

In an association or forum in an organization, motivation and policies are needed to provide encouragement. This is usually done by leaders to support the success of an organization. However, this is not as easy as imagined, there are many obstacles that are faced and need steps to solve the problem.

To understand the obstacles that exist in AM companies, it could be seen from the interviewing informants result, as follows:

*“So far, what I have seen is that the obstacles that often occur are related to declining productivity. Where the target employees are heavy, there are many problems with attendance of employees who are not disciplined, many employees fake attendance and arrive late, mismatches in one part of the team resulting in unsatisfactory employee performance. The inhibiting factors are the characteristic background and human resources” (Mar'atus Sholichah).*

With this, it is necessary to know how to solve the obstacles above therefore the AM companies performance could be improved. If it is not resolved immediately, it will experience obstacles and a decrease in the employee performance quality.

#### **5. How Leaders overcome obstacles in improving employee performance at PT. Arto Manunggal Surabaya**

In improving employee performance, several steps are needed to resolve the existing obstacles in the AM Company. The personnel manager role is indispensable in solving it.

The interview results with the personnel manager said *“To overcome the above obstacles, it is better to immediately analyze the employees workload therefore they are maximized. For me to overcome delays/fake attendance could be done in real time therefore it could be monitored at that very second. One another should think positively, encourage each other or motivate each other. Build a vision and mission with the same goal. Do not pile up or delay work, employees are immediately responsible and complete each of the assigned tasks” (Mar'atus Sholichah).*

Based on the interviews results above, it could be concluded that the personnel manager is very attentive, motivating and overcoming an obstacle that occurs in order to improve employee performance. The above personnel manager capabilities need to be maintained and deemed necessary to be improved. This step could be applied to the company therefore all parts could feel the common good. To overcome this, it could also provide direction to employees regarding independence and responsibility when doing the job properly. There is not only charm, but doing work whenever needed, and could give rewards (awards) to employees who carry out their responsibilities in their work seriously.

## **CONCLUSION**

Based on the research results and discussion, it could be concluded that AM company personnel manager have demonstrated interpersonal roles, informational roles, and decision-making roles and could be explained as follows: 1) Interpersonal roles, personnel manager show the leaders spirit who attend or arrive early which will be a good example for others employee. Provide encouragement, motivation and directions to achieve the desired performance; 2) Informational role, personnel manager are able to accommodate all information obtained from the meetings results with employees. Personnel manager transparency could be implemented and continues to be developed in order to encourage good employee performance improvement; 3) The decision makers role, personnel manager



have provided opportunities for all employees to provide suggestions or opinions, therefore the decisions taken are in accordance with the company picture as a whole. Therefore, a reference could be made for the employee performance development; 4) The factor that hinders the leadership role in improving employee performance is decreased productivity, where the employees workload is too heavy. The employee attendance problem (discipline) that still needs to be improved. There is a discrepancy in one part of the team therefore the employee's performance decreases, the inhibiting factors are the characteristic background and human resources; 5) Efforts made by personnel manager in improving employee performance are to immediately analyze the employees workload therefore it is more leverage, overcoming delays/faking attendance could be done in real time therefore it could be monitored at that very second, each other should think positively, encourage or motivate each other. Building a vision and mission with the same goal, piled up work could be completed where employees are responsible and complete each of the assigned tasks.

### Implication

The personnel manager role implications in improving the AM employees performance could be seen in the table below:

**Table 2. Theoretical Implications**

<b>Leader Role</b>	<b>Information</b>
Interpersonal Role	To be a leader wherever possible has advantages or professionals. The personnel manager leadership becomes a symbol among organizations that are carried out by an activity that is ceremonial and legal, gives responsibility and motivation to all subordinate employees, and as a liaison to create a broad network.
Informational Role	Leaders have a role in sharing information and accepting employee input or suggestions wisely.
Decisional Role	Taking into account the suggestions of all employees, make decisions quickly and accurately on making choices.

### Limitations

This research has been attempted and adapted to scientific procedures, but still has limitations, namely:

1. The scope contained in this study is only the AM company employees, the study results could not be generalized to other companies employees.
2. The other variables research limitations that have not been discussed are related to the leaders' role in improving employee performance.
3. There are researchers limitations in conducting interviews, sometimes the responses given by informants did not show the actual facts.

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