The Influence of Leadership Style on the Performance Productivity of Members in Campus Organizations (Study at the University of Riau Student Executive Institution)

Muhammad Abdul Yazid[1] Achmad Hidir[2]

Department of Sociology, Faculty of Social and Political Sciences, Universitas Riau, Pekanbaru City, Riau Province, Indonesia[1,2]
Email: abdulyazid510@gmail.com[1] achmad.hidir@lecturer.unri.ac.id[2]

Abstract

Human resource management is defined as a process for recruiting, developing, motivating and evaluating all required human resources. The research method used is a quantitative method with an explanatory approach and questionnaires for data collection. The population in this study were members of the Student Executive Board of Riau University. In determining the sample, the Slovin formula was used with a total of 62 respondents using proportionate random sampling technique. This research was processed and analyzed using SPSS 2. The research results show that the results of the F test show that based on the output data, it is known that the F value = 15.898 with a significance level of 0.000. Thus, the significance level obtained at 0.000 is smaller than $\alpha = 0.05$ and the Fcount obtained at 15.898 is greater than Ftable, namely 3.03. It can be concluded that there is an influence of leadership style on the productivity of members' performance in campus organizations (Studies in Executive Boards Riau University student). Thus Ho is rejected and Ha is accepted.
Keywords: Leadership, Productivity, and Performance

INTRODUCTION

An organization is a forum for a group of people to work together systematically, rationally, controlled and guided in order to realize the goals that have been set together by empowering existing resources. In organizations, in general they will utilize certain resources in order to achieve goals, such as; human resources, funds, technological tools, methods, environment and other resources that are deemed necessary to be used. The most important thing in an organization is human resources. Human resource management is defined as a process and effort to recruit, develop, motivate and evaluate all human resources needed to achieve goals. According to Reksohadiprodjo in Wahjono, it is humans who determine the failure or success of an organization, therefore human resources can support an organization with talent, work, creativity, thoughts and even encouragement to achieve the organization's goals. No matter how perfect the technological and economic aspects are, without the human aspect it will definitely be difficult to achieve organizational goals. Basically, the aim of the organization is to shape a person's character. The same applies to the goals of organizations within the campus environment. Mental and leadership training, increasing insight and learning about new things, as well as being able to expand wider relationships to create useful relationships are the basic goals that are always embedded in campus organizations. With the hope that in the future, members who are involved in the organization, after completing their studies at university, will be able to apply the knowledge and experience they have gained to their personal lives and even to the surrounding environment, and can also bring benefits and serve the community which is included in the Tri Dharma of Higher Education as agents of change. Membership plays an important role in building and revitalizing an organization so that it can synergize in carrying out activities that have been designed to achieve one initial goal in

the organization. Of course, an organization has a leader who can coordinate all its members in different ways but is still in line with existing values and norms.

Performance is a work result achieved by a person in achieving the tasks assigned to him which is based on skills, experience, ability and time. Performance in an organization is the answer to the success or failure of the organizational goals that have been set. Leaders often don't notice unless it gets really bad or things go awry. Too often leaders do not recognize how badly performance has slipped leaving the organization facing a serious crisis. Deep-seated negative impressions of the organization result in ignoring warning signs of declining performance. As is the case in the intra-campus organization, the Riau University Student Executive Board (BEM UNRI), which in the 2021-2022 period has a total of 13 ministries in the 2021-2022 management, totaling 163 management members as determined in the Decree of the UNRI Student Executive Board for the period. 2021-2022, definitely have a leader who regulates the number of members in the ministry and divides tasks according to the fields that have been prepared. In BEM UNRI itself, the leader is referred to as the Student President as stipulated in the organization's UUD-KM. A Student President has a big responsibility in an organization. With so many members, a Student President must have his own way of coordinating his members so that they can still channel their creativity and alertness in completing work and can also channel their energy, ideas, and even the time they have to devote to their organization. Leadership according to Amirullah (2017:17) is a person who has the authority to give tasks, has the ability to persuade or influence other people through good relationship patterns to achieve predetermined goals.

Zaharuddin (2021:50) says that leadership style is the behavior or method chosen and used by a leader to influence the thoughts, attitudes and behavior of subordinate organizational members. Hasibuan (2017:170) says that leadership style is the way a leader influences subordinates with the aim of encouraging work passion, job satisfaction and high employee productivity in order to achieve maximum company goals. Setiana (2022:6) said that leadership style represents the philosophy, skills and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. The level of success of an organization is greatly influenced by the performance of its members, thus the organization will strive to always improve the performance of its members. Performance is the result of work in terms of quality and quantity that can be achieved by a member in carrying out tasks in accordance with the responsibilities given to him. One way to motivate members to be empowered as effectively and efficiently as possible to increase organizational productivity is by implementing a leadership style. Where leadership style can influence the behavior of members in the organization because there are several factors that can influence work effectiveness, namely: organizational characteristics, environmental characteristics, communication processes, achievement environment, leadership and decision making, as well as different member characteristics which are strong reasons the need for supervisory activities, a good leadership style is a leadership style that can provide work motivation to subordinates. A leader must bring together the various skills, experiences, personalities and motivations of each individual he leads. An effective leadership style is needed in an organization to be able to improve the performance of all employees in achieving the goals set by the organization.

Therefore, BEM UNRI as an internal campus organization that provides a platform for forming student character and realizing creativity in activities that are beneficial to campus life and even society, is very important to improve the performance of members through a motivation process that is pursued through the application of a leadership style that is suitable for the members. where the application of a suitable leadership style from the leader is

expected to be able to improve the performance of members which has a direct influence on increasing the performance and productivity of the organization as a whole which can be an added value for BEM UNRI and other internal campus organizations because leadership style is very important in ensuring success. in running an organization. Leadership style is considered a modality in leadership, in the sense of being the ways that a vehicle likes and uses to carry out its leadership. At the start of the research, the author conducted pre-research first to look for symptoms that existed in BEM UNRI. The author took the first step with observations and unstructured interviews with the leadership and several members. From the results of these observations and unstructured interviews it turned out that there were several problems regarding the members' performance. This can be seen from the number of absences and tardiness of members which are considered quite high. The Student President himself revealed that the number of absences and tardiness of members was felt to be very disturbing to the overall performance of the organization, and had a direct effect on the productivity of the organization. From the results of these observations and unstructured interviews, the author determined that tardiness and absenteeism of members is a problem that is important enough to be addressed immediately. Therefore, the author is interested in reviewing further regarding leadership style as the main focus of research with the title "The Influence of Leadership Style on Member Performance Productivity in Campus Organizations (Study at the Student Executive Board of Riau University)".

RESEARCH METHODS

In this research the author used quantitative research methods. According to Sugiyono (2018:14), quantitative research is a research method based on the philosophy of positivism to examine a certain population or sample, and sampling is carried out randomly with data collection using instruments, and statistical data analysis. The quantitative research paradigm is considered as a causal relationship between research variables (Sugiyono, 2018). Research methods are procedures or scientific methods for obtaining data with a specific purpose. According to (Resseffendi 2020:33) says that descriptive research is research that uses observation, interviews or questionnaires regarding the current situation, regarding the subject we are researching. Through questionnaires and so on, we collect data to test hypotension or answer a question. Through this descriptive research, the researcher will explain what is actually happening regarding the current situation being researched.

RESEARCH RESULTS AND DISCUSSION

This research presents data obtained from research in the field. To obtain data, the author used answers from a questionnaire that had been distributed online to 62 respondents. After the data is collected, the researcher interprets the data obtained by correlating it according to the problems in the previous chapter. In measuring respondent identity based on gender, the distribution of respondents can be seen in the following table:

Table 1. Respondents by Gender

Gender	Frequency	Percentage
Man	24	38.71%
Woman	38	61.29%
Total	62	100%

From the table above, information is obtained that 62 people or 38.71% of the 62 respondents were male and the remaining 38 people or 61.29% of the 62 respondents were female. Thus, it can be concluded that the majority of respondents were female with a total of

38 respondents or 61.29% of the 62 respondents. In measuring respondent identity based on age, the distribution of respondents can be seen in the following table:

Table 2. Respondents by Age

Age	Frequency	Percentage
20 years	2	3.23%
21 years	25	40.32%
22 years	30	48.39%
23 years	5	8.06%
Total	394	100%

From the table above, information is obtained that the number of respondents aged 20 years is 2 people or 3.23%, aged 21 years is 25 people or 40.32%, aged 22 years is 30 people or 488.39%, and finally 23 years old with a total of 5 people or 8.06%. This shows that the majority of respondents were respondents aged 22 years with a total of 30 people or 48.39% of the 62 respondents. In measuring respondent identity based on faculty, the distribution of respondents can be seen in the following table:

Table 3. Respondents by Faculty

Faculty	Frequency	Percentage
Fak. Law	7	11.29%
Fak. Social science and political science	9	14.52%
Fak. Economics and Business	4	6.45%
Fak. Agriculture	5	8.06%
Fak. Fisheries and Maritime Affairs	5	8.06%
Fak. Mathematics and natural science	11	17.74%
Fak. Teaching and Science Education	20	32.26%
Total	62	100%

From the table above, information is obtained that the number of respondents from the Faculty of Law was 7 people or 11.29%, the Faculty of Social and Political Sciences was 9 people or 14.52%, the Faculty of Economics and Business was 4 people or 6.45%, The Faculty of Agriculture has 5 people or 8.06%, the Faculty of Fisheries and Marine Sciences has 5 people or 8.06%, the Faculty of Mathematics and Natural Sciences has 11 people or 17.74%, and the Faculty of Teacher Training and Education has 20 people or 32 .26%. This shows that the majority of respondents were respondents from the Faculty of Teacher Training and Education, numbering 20 people or 32.26% and 62 respondents. To see whether the sample comes from the population and is normally distributed or not, a normality test is used, namely the Kolmogorov Smirnov normality test because the sample in this study numbered <100 respondents. If the significance (sig) value in the calculation results is the same as alpha, then the data can be said to be normally distributed. On the other hand, if the significance (sig) value in the small calculation results is the same as the alpha used, it can be said to be not normally distributed. The alpha/error rate used is 0.05. The results of normality test calculations for 62 respondents in this study used the SPSS 24 program with the following results.

Table 4. Normality Test

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	Df	Sig.	Statistics	df	Sig.
X_Leadership Style	.125	62	,119	,934	40	,022

Y_Productivity Performance	.126	62	.111	,964	40	,223
Lilliefors Significance Correction						

From the table above, based on the Kolmogrov-Smirnov normality test using SPSS 24, it is stated that if the significant test value is > alpha (0.05) then the data is normally distributed. The test results show a significant Kolmogrov-Smirnov value of 0.200>0.05 so it can be concluded that the data is normally distributed. The homogeneity test is used to determine whether several population variants are the same or not. The underlying assumption in variance analysis is that the variances of the population are the same. As a testing criterion, if the significant value is more than 0.05 then it can be said that the variance of two or more groups of data is the same.

Table 5. Normality Test
Test of Homogeneity of Variances

Levene Statistics	df1	df2	Sig.
2,380	9	19	,053

From the statistical results of the SPSS output above, it is known that the significant value is 0.291. Because the significant value is more than 0.05, it can be concluded that the anxiety variable regarding social interactions has the same level of variance. Simple linear regression analysis was used to see the influence of using Tiktok social media on the formation of alone together behavior among Riau University students, using the formula:

$Y = a + bX$

Information:
X: Independent variable (Leadership Style)
Y: Dependent variable (Behavior alone together)
α :   Markconstant or value of Y when X=0
b : Regression coefficient, namely the number of increases or decreases in the dependent variable (Y) based on the independent variable (X).

The input data for regression analysis calculations is obtained from the Leadership Style (X) and Performance Productivity (Y) scores. Based on the output data, it can be seen that the simple linear regression results obtained in this study were Y=19.306+ 0.203X. The form of this equation can be interpreted into 2 (two) things as follows:

1. The constant value (a) means that the consistency value of Performance Productivity Behavior is 19.306 if Leadership Style has a value of 0.
2. The Leadership Style regression coefficient (b) of 0.203 means that if there is an addition of 1% Leadership Style, then Performance Productivity will increase by 0.203. The regression coefficient value shows a positive number so it can be said that the direction of influence between the independent variable (X) Leadership Style and the dependent variable (Y) Performance Productivity behavior is positive.

Data about leadership styles was collected using a questionnaire that the researchers distributed to a research sample of 62 BEM Unri members. The questionnaire distributed used a Likert scale consisting of positive statements and negative statements. Respondents can choose alternative answers provided, including Very Suitable (SS), Suitable (S), Undecided (RG), Not Suitable (TS), Very Unsuitable (STS). For positive statements a score is given, namely SS=5, S=4, KS=3, TS=2, STS=1 and for negative statements a score is given, namely, SS=1, S=2,

KS=3, TS=4 , STS=5. Of the 62 respondents, it can be seen that the leadership and subordinate relationship indicator has 3 questions where, each question has answer criteria above 60 percent for the Strongly Agree (SS) category with an average value of 4.0 where it is assumed that the response from the respondent is in the first indicator. Good. The second indicator is the task structure with an average percentage of respondents' answers above 50 percent for Strongly Agree (SS) answers with an average answer value of 3.8 which is also categorized as a positive assumption regarding the second indicator. The last indicator or third indicator also found an average score of 50 percent or above for the Strongly Agree (SS) category for each question with an average score of 3.8. Of the 62 respondents, it can be seen that the performance productivity indicator, with the sub-indicators of quality and quantity of work, researchers got an average value with an allocation of answers above 60 percent for Strongly Agree (SS) answers. The timeliness effectiveness indicator has an average value of 3.8, and for the third sub-indicator, namely independence, the average value is 4.2. The simple linear regression test is a test to see the relationship between the independent variable (X) and the dependent variable (Y) linearly or in the same direction. The simple linear regression test is carried out to determine the influence of Leadership Style (X) on Performance Productivity (Y).

Table 6. Simple Linear Regression Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.231a	,053	.028	7.58479

a. Predictors: (Constant), X2_Social_Interaction

The R value is a symbol of the coefficient. In the table above, the correlation value is 0.231. This value can be interpreted as indicating that the relationship between the two research variables is in the sufficient category. Through the table above, the R Square value or coefficient of determination (KD) is also obtained which shows how good the regression model formed by the interaction of the independent variable and the dependent variable is. The KD value obtained is 5.3%. So it can be interpreted that the independent variable X has a contribution effect of 17.7% to variable Y. The F test aims to determine whether or not there is a simultaneous (together) influence exerted by the independent variable (X) on the dependent variable (Y). The basis for making the F Test decision is that if the significance value obtained is smaller than the significance level used, namely $\alpha = 0.05$ or the Fcount value is greater than Ftable (it is known that Ftable = 3.03), then there is an influence of the use of Tiktok social media on the formation of behavior. Alone Together for Riau University Students so that Ha is accepted and H0 is rejected. On the other hand, if the significance value obtained is greater than the significance level used, namely $\alpha = 0.05$ or the Fcount value is smaller than Ftable, then there is no influence between the two variables so that Ho is accepted and Ha is rejected.

Table 7. F Test Results

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	349. 544	1	349. 544	15.898	. 000b
1	Residual	1319. 230	60	21.987		
	Total	1668. 774	61			

a. Dependent Variable: performance
b. Predictors: (Constant), Leadership

Based on the output data, it can be seen that the Fcount value = 15.898 with a significance level of 0.000. Thus, the significance level obtained at 0.000 is smaller than $\alpha = 0.05$ and the

Fcount obtained at 15.898 is greater than Ftable, namely 3.03, so it can be concluded that there is an influence of leadership style on the productivity of member performance in campus organizations (in-institution studies). Riau University Student Executive), so Ha was accepted and Ho was rejected. To measure how much influence the independent variable (X) influences the dependent variable (Y), a coefficient of determination test is carried out. The coefficient of determination measures the total variance of the dependent variable (Y) explained by the independent variable (X) in the regression line. The higher the coefficient of determination, the higher the ability of the independent variable (X) to explain variations in changes in the dependent variable (Y).

Table 8. Coefficient of Determination Test Results
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 458a	. 209	. 196	4. 689

a. Predictors: (Constant), Leadership
b. Dependent Variable: performance

Based on the output data, it can be seen that an R value of 0.458 is obtained with an R2 of 0.209. Then the coefficient of determination can be calculated using the following formula:
KD = $R2 × 100\%$
KD = $0.209 × 100$
KD = 20.9%
Information :
KD: Coefficient of Determination
$R2$: Correlation Coefficient

Thus, a coefficient of determination is obtained of 20.9%. To determine the level of influence of the coefficient, you can use the guidelines in the following table:

Table 9. Coefficient of Determination Test Results

Coefficient Interval	Level of Influence
0.00 – 0.199 (0% - 19.99%) 0.20 – 0.399 (20% - 39.99%) 0.40 – 0.599 (40% - 59.99%) 0.60 – 0.799 (60% - 79.99%) 0.80 – 1.00 (80% - 100%)	Very Weak Weak Medium Strong Very strong

Based on this data, it can be interpreted that the coefficient value is at a strong influence level (20% - 39.99%). Thus, it can be concluded that the influence of the independent variable Leadership Style (X) on the dependent variable Performance Productivity (Y) is 20.9% with a weak level of influence, while the remaining 79.1% is influenced by other variables.

Discussion
This research was conducted to find out whether leadership style has an influence on Performance Productivity at the Student Executive Board of Riau University. In an effort to find answers, researchers carried out a series of processes starting with creating a research instrument consisting of 28 statement items. Then the instrument was distributed to 62 respondents according to the calculation results from the Slovin formula and proportionate

random sampling after being declared valid and reliable. This research obtained the result that the results of simple linear regression in this study were Y=19.306+ 0.203X. The form of this equation can be interpreted into 2 (two) things as follows. The constant value (a) means that the consistency value of Performance Productivity Behavior is 19.306 if Leadership Style has a value of 0. The Leadership Style regression coefficient (b) is 0.203 which means that there is an addition of 1 % Leadership Style, then Performance Productivity will increase by 0.203. The regression coefficient value shows a positive number so it can be said that the direction of influence between the independent variable (X) Leadership Style and the dependent variable (Y) Performance Productivity behavior is positive.

Meanwhile, the results of the F test show that based on the output data, it can be seen that the F value = 15.898 with a significance level of 0.000. Thus, the significance level obtained at 0.000 is smaller than α = 0.05 and the Fcount obtained at 15.898 is greater than Ftable, namely 3.03, so it can be concluded that there is an influence of leadership style on the productivity of member performance in campus organizations (in-institution studies). Riau University Student Executive). The magnitude of the influence exerted by Leadership Style on the Productivity of Member Performance in Campus Organizations (Study at the Student Executive Board of Riau University) can be seen from the results of the coefficient test which shows an R value of 0.458 with an R2 of 0.209. Thus, it can be concluded that the influence of the independent variable Leadership Style (X) on the dependent variable Performance Productivity (Y) is 20.9% with a weak level of influence, while the remaining 79.1% is influenced by other variables. In the section on characteristics of respondents based on gender, it can be seen that the largest number of respondents were female respondents, namely 38 people (61.29%) while male respondents were 24 people (61.29%) out of 62 respondents. The number of members of the Riau University Student Executive Board is more dominant than women. The recorded number reached 61.29%, while male users were 61.29% (Endarwati and Ekawarti nd 2021).

If we look at the characteristics based on age, it can be seen that the largest number of respondents were respondents aged 22 years with a total of 30 people (48.39%), followed by those aged 21 years with a total of 25 people (40.32%), aged 23 years old with a total of 5 people (8.06%), and finally 20 years old with a total of 2 people (3.23%). The most significant number of members of the Riau University Student Executive Board are teenagers, namely in the 21-22 year range, with a total percentage of 48.39% (Endarwati and Ekawarti n.d. 2021). Furthermore, according to characteristics based on faculty, it can be seen that the largest number of respondents were respondents from the Teacher Training and Education faculty with a total of 20 people (32.26%), followed by the mathematics faculty of natural sciences with a total of 11 people (17.74%), Faculty of Social and Political Sciences with a total of 9 people (14.52%), Faculty of Law with a total of 7 people (11.29%), Faculty of Agriculture with a total of 5 people (8.06%), Faculty of Fisheries and Maritime Affairs also with a total of 5 people (8.06%) and finally the Faculty of Economics and Business with a total of 4 people (6.45%), this shows that the largest number of respondents were respondents from the Faculty of Teacher Training and Education with a total of 20 people (32, 26%) of 62 respondents. This result is in accordance with data on the number of students that Riau University has the largest number of students from the Faculty of Teacher Training and Education.

In the Leadership Style variable (X), the intelligence indicator is the highest indicator with an average percentage score of 60.11% and falls into the agree category. This shows that leaders have intelligence regarding the productivity of their management's performance. The Human Relations Attitude indicator obtained an average score of 58.17% in the agree category, this shows that the human relations leader is good in carrying out management. Then the Self Motivation indicator obtained an average score of 57.82% in the agree category, this shows that

leaders must have high motivation in carrying out management. The indicator of strong influence and position received an average score of 57.34%, which shows that the strong influence and position that a leader has can influence the productivity and performance of management in running the organization. Furthermore, the maturity indicator obtained an average percentage score of 55.91%, which shows that the leadership of the Student Executive Board is still relatively low compared to the scores of other indicators. In the behavioral variable Performance Productivity (Y), the highest average score was obtained for the independence indicator, namely 62.90%. This shows that the respondent has independence in carrying out the work assigned. Then the timeliness effectiveness indicator obtained an average score of 54.3%, this shows that respondents carried out activities effectively and at the right time. Furthermore, the quality and quantity of work indicators received an average score of 44.92%, which shows that respondents do not really have the quality and quantity of work in carrying out management in the organization.

CONCLUSION

Based on the research results explained in the previous chapter, the results show that there is an influence of leadership style on the productivity and performance of members of the Riau University Student Executive Board. These results were obtained from data processing using the SPSS for Windows version 26 application. Based on the F test results, it shows that based on the output data, it can be seen that the Fcount value = 15.898 with a significance level of 0.000. Thus, the significance level obtained at 0.000 is smaller than $\alpha = 0.05$ and the Fcount obtained at 15.898 is greater than Ftable, namely 3.03, so it can be concluded that there is an influence of leadership style on the productivity of member performance in campus organizations (in-institution studies). Riau University Student Executive). This research proves that the independent variable (X) Leadership Style has a positive and significant effect on the dependent variable (Y) Performance Productivity among Members of the Student Executive Board at Riau University. The results of the research show that the independent variable (X) Leadership Style has an influence of 20.9% on the dependent variable (Y) Performance Productivity among Members of the Student Executive Board at Riau University. Thus, H0 is rejected and Ha is accepted.

BIBLIOGRAPHY

Arep, & Tanjung. (2002) Human Resource Management. Jakarta: Trisakti University.

Daft, R.L. (2012). New Era of Management. Jakarta: Salemba Empat

Davis, Keith and Newstorm JW, 2003, Behavior in Organizations, Tenth Edition, Translated by Agus Dharma, Publisher: Erlangga, Jakarta

Handoko, TH (2007) Measuring Job Satisfaction. Jakarta: PT Bumi Aksara\

Hasibuan, MR (2001). The Influence of Company Characteristics on Social Disclosures in Issuer Annual Reports on the Jakarta Stock Exchange and Surabaya Stock Exchange (Doctoral dissertation, Diponegoro University Postgraduate program).

Heidjrachman, & Husnan, S. (2002) Personnel Management. Yogyakarta: Publishing Agency for the Faculty of Economics (BPFE).

Hersey. (2004) Keys to Success of Situational Leaders. Jakarta: PT Bumi Aksara.

Hidir, Achmad, (2017) Kajian Pengembangan Kapasitas Anggota DPRD Kabupaten Pelalawan, Menari Ilmu : Jurnal Penelitian dan Kajian Ilmiah, Universitas Muhammadiyah Sumatera Barat, Vol. XI Jilid 2 No.78 November

Kartono, K. (2005) Leaders and Leadership. Jakarta: Rajawali Press.

Kerlinger. 2006. Principles of Behavioral Research. Edition 3, Printing 7. Yogyakarta:Gadjah Mada University Press.

Mangkunegara, P. (2008) Human Resource Management. Bandung: PT Teen Rosdakarya.

Noor, J. (2013). Management Science Research: A Philosophical and Practical Review. Jakarta: Predana Media Group

Purnomo, H., & Cholil, M. (2012). The Influence of Leadership Style on Job Satisfaction Based on Work Motivation in Administrative Employees at Sebelas Maret University, Surakarta. Journal of Human Resource Management, 4(1)

Robbins, SP (2006) Organizational Behavior. Jakarta: Erlangga.

Saefullah, K, & Tisnawati, E. (2012). Introduction to Management. Jakarta: PrenadaMedia Group

Steers, R. M. (1990). Organizational Effectiveness. Jakarta: Erlangga

Sugiyono, (2009), Quantitative, Qualitative and R&D Research Methods, Bandung: Alphabet.

Suharto and Cahyo. 2005. The Influence of Organizational Culture, Leadership and Motivation on Human Resources Performance in the Central Java Province DPRD Secretariat. JRBI. 1(1): 13-30.

Sujak, A. (2000) Managerial Leadership. Jakarta: CV Rajawali Publishers.

Tika, P. (2006) Organizational Culture and Improving Company Performance. Jakarta: PT Bumi Aksara.

Tjiptono, F. (2006) Service Management. Yogyakarta: Andi Offset.

Umar, Husein, 2002, "Research Methodology", for theses and business theses, Jakarta: PT. Raja Grafindo Persada.

Wahjono, SI (2008). Business Organization Governance Management. Jakarta: Index.

Widyatmini, & Judge. (2008). The Relationship between Leadership, Compensation and Competency on the Performance of Depok City Health Service Employees. Jakarta: PT Raja Gafindo Persada.

Wilson, B. (2012) Human Resource Management. Jakarta: Erlangga. Nurgiansah, TH (2021). Classroom Action Research Training for Citizenship Education Teachers in High Schools throughout Bantul Regency. BERNAS: Journal of Community Service, 2(1), 28–33. https://doi.org/10.31949/jb.v2i1.566