



The Effect of Leadership, Interpersonal Communication and Work Discipline on Employee Performance at Basarnas Office Kendari

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ABSTRACT

The objectives to be achieved in this study are to: Test and explain the simultaneous influence of Leadership, Interpersonal Communication and Work Discipline on Employee Performance at Basarnas Office Kendari. Testing and explaining the influence of leadership on the performance of the Basarnas Office Kendari Employees. Test and explain the influence of Interpersonal Communication on the Performance of Basarnas Office Kendari Employees. The population in this study were all employees of the Basarnas Office Kendari, all of which were civil servants (PNS) totaling 114 employees. Measurement of data in this study using a Likert scale. The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 software. Based on the results of data analysis, the results show that Leadership, Interpersonal Communication and Work Discipline have a positive and significant effect on employee performance. This means that an increase in Leadership, Interpersonal Communication and Work Discipline simultaneously has a positive contribution to improving employee performance. Leadership has a significant positive effect on employee performance. This means that an increase in employee leadership is described as having a positive contribution to improving employee performance. Interpersonal communication has a positive effect on employee performance. This means that the increase in employee Interpersonal Communication has a significant contribution to employee performance. Work Discipline has a positive effect on employee performance. This means that good work discipline makes a positive contribution to improving employee performance.

Keywords: *Leadership, Interpersonal Communication and Work Discipline on Employee Performance*

I. INTRODUCTION

An organization in realizing its goals requires human resources (HR) because the growth and development of an organization depends on its human resources, therefore HR (Human Resources) must be considered properly so that there is an increase in efficiency, effectiveness, and work results which are reflected in the performance of all parties, especially the members in charge of functional areas, both those who fall into the categories of main tasks and supporting tasks as well as the leaders of operational activities who are assisted by technical, operational and administrative staff.

There are many things that can be done in empowering good human resources, including the existing efforts, namely by leveling education, training, and creating a conducive work situation or environment so that employees feel at home doing their jobs. Another effort is to improve employee performance so that they can work with better results. This is in line with the opinion of Armstrong and Baron (Wibowo, 2013: 7).

Performance is the result of work that has a strong relationship with the organization's strategic goals, satisfaction, consumers, and contributes to the economy. Performance is the results of the work function / activities of a person or group in an organization that is influenced by various factors to achieve organizational goals in a period certain (Tika, 2006:122).

Performance has a broader meaning, not stating the results of work but also how the work process takes place (Wibowo, 2012: 7). So, performance is the result of work in quality and quantity that can be achieved by employees in carrying out their duties in accordance with the responsibilities given to them. Good performance cannot be separated from leadership within the organization.

One of the factors that increase employee performance is the leadership. Leadership plays an important role because it is the leader who will move and direct the organization in achieving its goals. There are various definitions of leadership given by experts. But in essence, leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results (Sutrisno, 2012: 213). In achieving company goals, leaders have their own leadership styles.

Furthermore, based on the observations and observations that the author made at the Kendari City Basarnas, the leadership attitude of a superior is still lacking in building communication with some of his employees. This can be seen from the behavior of leaders to employees such as the lack of greetings between subordinates and superiors and the lack of feedback between superiors and subordinates.

In addition to leadership issues, interpersonal communication is also another factor in implementing good performance for employees such as leaders and subordinates, and fellow subordinates. Communication is needed to establish a relationship of mutual respect, respect for each other, tolerance from heart to heart, in the framework of one goal to succeed in a good job (according to expectations for the progress of the organization).

Communication is also needed to unite employees' perceptions in achieving essential goals in the organization to receive and process constructive ideas from employees, especially interpersonal (personal) communication between employees. According to Josep DeVito in (Harapan, 2014: 4) defines interpersonal communication (interpersonal) as "the process of sending and receiving messages between two people, or in small groups of people with some effect or instant feedback". Communication in a job can be analyzed from three levels, namely individual communication, group communication, and organizational communication. This means that all human resources are required to be communicative people who must have a lot of information to convey to others.

With the relationship that communication within an organization will be able to improve employee performance. In addition to leadership and interpersonal communication, compensation is also an obstacle to employee performance. Because fair and proper compensation for employees will improve the performance of these employees. With adequate allowances and insurance, employees will feel at home and comfortable with their work. Vice versa, the worse the distribution of compensation to employees, the worse the employee's work performance. So, compensation is the number of packages that the organization offers to workers in return for the use of their workforce, Warther and Davis in (Harapan, 2014).

The Kendari City Basarnas is an implementing element led by a Head of the National Sar Agency. Basarnas Kendari is a government institution Nonkementerian charge of carrying out government duties in the field of search and rescue (*Search And Rescue / SAR*). Changes in the name of the National Search and Rescue Agency (BASARNAS) to the National Search and Rescue Agency based on Presidential Regulation (Perpres) Number 83 of 2016 concerning the National Search and Rescue Agency which was signed by President Joko Widodo on September 6, 2016 .

As an organization that is in direct contact with the community, of course, it requires a professional work system, in order to always maintain the image of the organization. To support this need to be supported by professional human resources and have good performance. Therefore, the importance of employee performance is not solely for the benefit of the employee concerned, but also for the benefit of the organization with leadership, interpersonal communication and work discipline can have a positive impact on employee performance, especially in the National Sar Agency. Because, without good leadership, interpersonal communication, and work discipline for employees, it will be difficult for the organization to achieve optimal performance results.

Based on the initial observations made that the phenomena that occur are as follows:

The leadership at BASARNAS has not run optimally this is due to coordination and communication problems both internally and externally to the TNI/POLRI and local governments, so that they are slow in responding in the event of a shipping accident or flight accident. In addition, there are still some helpers who lack discipline and have not been maximally empowered in anticipating accidents, because rescuers are still empowered in other jobs such as in administration and finance due to lack of human resources such as administration and finance, so there are still customers who do not have the expertise special.

Communication has a very important role and has a function as an early detecting facility, which functions to detect any shipping/flight accidents, disasters and other disasters as early as possible. This facility is implemented by BASARNAS with the operation of LUT and IDMCC. Coordination Facility (early warning), serves to coordinate and support SAR operations both internally between BASARNAS and the SAR Office and externally. The command-and-control facility serves to control the elements involved in SAR operations in the field. Problems that occur related to interpersonal communication in Basarnas are the steep and extreme conditions of the point of discovery when evacuating disaster victims, making communication difficult, as well as the absence of radio communication and no signal at the location of the disaster. The interpersonal communication problem will have an impact on the successful implementation of the Kendari Basarnas employee performance.

The problem of work discipline that occurs in Kendari Basarnas employees is the lack of awareness of some employees about the importance of work discipline related to discipline in completing work, as evidenced by the large number of piles of work that have not been completed in accordance with the targeted time. In addition, there are still some employees who arrive late when carrying out tasks ordered by the leadership. The problem of work discipline can of course affect employee performance in terms of timeliness in completing work and some of the work plan targets that have been set cannot be completed properly. Based on the performance assessment data at the Kendari

Basarnas Office, it can be seen in Table 1.2. regarding the Recapitulation of the Kendari Basarnas Employee Performance Assessment below:

Table 1.2. Recapitulation of Kendari Basarnas Employee Performance Assessment 2018-2020

No.	Information	Number (Employee)		
		2018	2019	2020
1	SKP Value Increases	82	86	73
2	Decreasing SKP Value	32	28	41
	Total	114	114	114

Source: Kendari Basarnas Staffing Data (2020)

Based on the data in Table 1.2. Regarding the Recapitulation of Employee Performance Target Values at the Kendari Basarnas Office in 2018-2020, it can be seen that there was a decrease in the SKP value of several employees in 2020, where some employees experienced a decrease in the SKP value of 41 employees. This is related to the realization of performance consisting of quantity, quality and time of completion of work that cannot be carried out optimally in accordance with the planned performance targets.

Based on the explanation of the phenomenon above, the researcher is interested in further research on "The Influence of Leadership, Interpersonal Communication and Work Discipline on Employee Performance at the Kendari Basarnas Office".

II. LITERATURE REVIEW

2.1. Leadership

2.1.1. Definition of Leadership

Leadership in English is called Leadership and in Arabic it is called Zi'amah or Imamah. in the terminology proposed by Marifield and Hamzah. Leadership is concerned with stimulating, mobilizing, directing, coordinating the motives and loyalty of people involved in joint efforts (Hamzah Yakub, 2015, p. 125) Leadership is part of the management functions that occupy strategic positions in the system and hierarchy work and responsibility in an organization (Nasharuddin Baidan, et al. 2014, p.126). The following is a definition of leadership, based on experts:

- a. Kootz & O'donnel (1984), defines leadership as a process of influencing a group of people so that they are willing to work hard to achieve the group's goals.
- b. Georger R. Terry (1960), leadership is the activity of influencing people to try to achieve common goals.
- c. Slamet (2002), leadership is an ability, process, or function, in general to influence people to do something in order to achieve certain goals.
- d. Thoha (1983), leadership is an activity to influence the behavior of others so that they will be directed to achieve certain goals.

From some of the opinions of the experts above, the author defines leadership as an effort to direct, guide and motivate and jointly overcome problems in the process of achieving the goals of an organization.

2.1.2. Leadership Indicator

According to Gary Yukl (2013: 51), leadership indicators consist of:

1. Consideration of the leader Leaders act in a friendly and supportive manner, showing concern for subordinates and concern for their welfare. Examples include doing good to subordinates, taking the time to listen to subordinates' problems, supporting or fighting for subordinates, consulting with subordinates about important matters before being implemented, being willing to accept subordinates' suggestions and treating subordinates as their peers. Thus, the indicators of leadership considerations are:
 - a) Willingness to listen to subordinates' problems
 - b) Willingness to consult
 - c) Receive suggestions from subordinates
2. Initiating structure. Leaders define and structure their own roles and the roles of subordinates towards the achievement of formal goals. Examples include criticizing poor work, emphasizing the importance of meeting deadlines, assigning subordinates, maintaining certain performance standards, asking subordinates to follow standard procedures and offering new approaches to problems and coordinating the activities of different subordinates. Thus, the indicators of the leadership initiating structure are:
 - a) Criticizing work
 - b) Emphasize the importance of meeting time targets
 - c) Assign tasks to subordinates
 - d) Maintaining performance standards
 - e) Asking subordinates to follow the procedure
 - f) Coordinate activities

To see the leadership of a leader can be seen through indicators. According to Siagian (2015:121), the indicators that can be seen are as follows:

1. A Climate of Mutual Trust

The expected relationship between a leader and his subordinates is a relationship that can foster a climate of mutual trust. This situation will become a reality if the leader treats his subordinates as responsible human beings and on the other hand the subordinates are willing to accept the leadership of their superiors.

2. Respect for subordinates' ideas

Appreciation of the ideas of subordinates from a leader in an institution or agency will be able to give its own nuances for his subordinates. A subordinate will always create positive ideas for the achievement of organizational goals at the institution or agency he works for.

3. Taking into account the feelings of subordinates

From this it can be understood that attention to people is a managerial vision based on the human aspect of a leader's behavior.

4. Attention to work comfort for subordinates

The relationship between individuals and groups will create expectations for individual behavior. From these expectations will result in certain roles that must be played. Some people have to play the role of leader while others play the role of subordinates. In relation to daily tasks, a leader must pay attention to the comfort of work for his subordinates.

5. Attention to the welfare of subordinates

A leader in the leadership function will basically always be related to two important things, namely the relationship with subordinates and the relationship related to the task. Attention is the degree to which a leader acts in a polite and supportive manner, showing concern for their welfare. For example, do good to subordinates, consult with subordinates or subordinates and pay attention by fighting for the interests of subordinates. Consideration as subordinate-oriented leadership behavior is often characterized by the behavior of leaders who tend to fight for the interests of subordinates, paying attention to welfare, including by giving salaries on time, providing benefits, and providing the best possible facilities for their subordinates.

6. Taking into account the job satisfaction factor of subordinates in completing the tasks entrusted to them.

In an organization, a leader must always take into account what factors can lead to job satisfaction for subordinates in completing their tasks, thus a harmonious relationship between leaders and subordinates will be achieved.

7. Appropriate and professional recognition of the status of subordinates

Leaders in dealing with subordinates who are relied on by subordinates are the attitude of leaders who recognize the status of subordinates appropriately and professionally. From the statement above, it can be understood that the proper and professional recognition of the status of subordinates attached to a leader concerns the extent to which subordinates can accept and acknowledge their power in carrying out leadership.

2.2. Interpersonal Communication

2.2.1. Definition of Interpersonal Communication (Interpersonal communication)

Interpersonal communication is face-to-face interaction between two or more people, where the sender can convey the message directly and the receiver can respond directly as well. Interpersonal communication is an action oriented that is an action oriented to a particular goal.

Littlejohn (1999) simply provides a definition of interpersonal communication is communication between individuals. Hardjana (2003) says, interpersonal communication is a face-to-face interaction between two or several people, where the sender can convey the message directly and the recipient of the message can receive and respond directly as well. The same thing was conveyed by Trenholm and Jensen (1995), Mulyana (2008), Devito (1989), Muhammad (2005), and Weaver (1978). Trenholm and Jensen (1995) added that the nature of this communication is spontaneous and informal, receiving mutual feedback to the maximum, and participants playing a flexible role.

2.2.2 Indicators of Interpersonal Communication

According to DeVito (2019) an interpersonal communication can be effective if there are the following five indicators:

1. Openness, namely the willingness to respond with pleasure to information received in dealing with interpersonal relationships. Openness is the disclosure of reactions or responses to the situation at hand and providing information about the past that is relevant to provide responses in the present.
2. Empathy is feeling what other people feel. Interpersonal communication will be conducive if the communicator shows empathy for the communicant.
3. Support (Supportiveness) An open situation in support of effective communication as stated by Sugiyono that in interpersonal communication there needs to be an atmosphere that supports or motivates, more so than communicators.
4. Positive Sense (Positiveness) A person must have a positive feeling and attitude of himself, encourage others to participate more actively and create a conducive atmosphere for interaction.
5. Equality is a tacit acknowledgment that both parties value, are useful and have something to contribute.

2.3. Work Discipline

2.3.1 Definition of Work Discipline

Employee discipline is very important for a company in order to realize a company's goals, this is in accordance with the explanation of Malay SP Hasibuan (2001:213) that "Discipline must be enforced in a company organization, because without the support of good employee discipline it is difficult for companies to achieve its goals". With the work discipline of every employee in the company, the company will progress. because every employee who is disciplined in doing work can complete the tasks that exist within the company even though they do not overall produce a perfect job. But in a certain period of time employees will carry out their work for the better.

To better understand the concept of work discipline, the following are some explanations related to work discipline:

2.3.2 Work Discipline Indicator

According to Robbins (2005: 182) the indicators used in the work discipline can be grouped into three indicators of work discipline as follows:

1) Discipline of time

Time discipline here is defined as an attitude or behavior that shows obedience to working hours which includes: attendance and compliance of employees during working hours, employees carry out tasks on time and correctly

2) Discipline of regulations

Written and unwritten rules and regulations are made so that the goals of an organization can be achieved properly. For this reason, it takes a loyal attitude from employees to the commitments that have been set. Loyalty here means being obedient and obedient in carrying out the orders of superiors and the rules and regulations that have been set. As well as the obedience of employees in using the completeness of uniforms that have been determined by the organization or company.

3) Discipline of responsibility

One form of employee responsibility is the use and maintenance of equipment as well as possible so that it can support office activities to run smoothly. As well as the ability to deal with the work that is his responsibility as an employee

2.4. Employee Performance

As stated by Mangkunegara (2005:67) that: "The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone) namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with his responsibilities. given to him". The definition of auditor performance according to Mulyadi (1998: 11) in Trisnaningsih (2007) is a public accountant who carries out an objective examination of the financial statements of a company or other organization with the aim of determining whether the financial statements are presented fairly in accordance with accounting principles. generally accepted, in all material respects, the financial position and results of operations of the company.

Performance is a stage of achievement in completing certain work and can be referred to as work performance carried out by individuals from the organization (Eliyana et al., 2019). Meanwhile, employee performance is the result of an employee's work during a certain period compared to various possibilities such as targets, standards, or criteria that have been determined and mutually agreed upon (Muzakki et al., 2019).

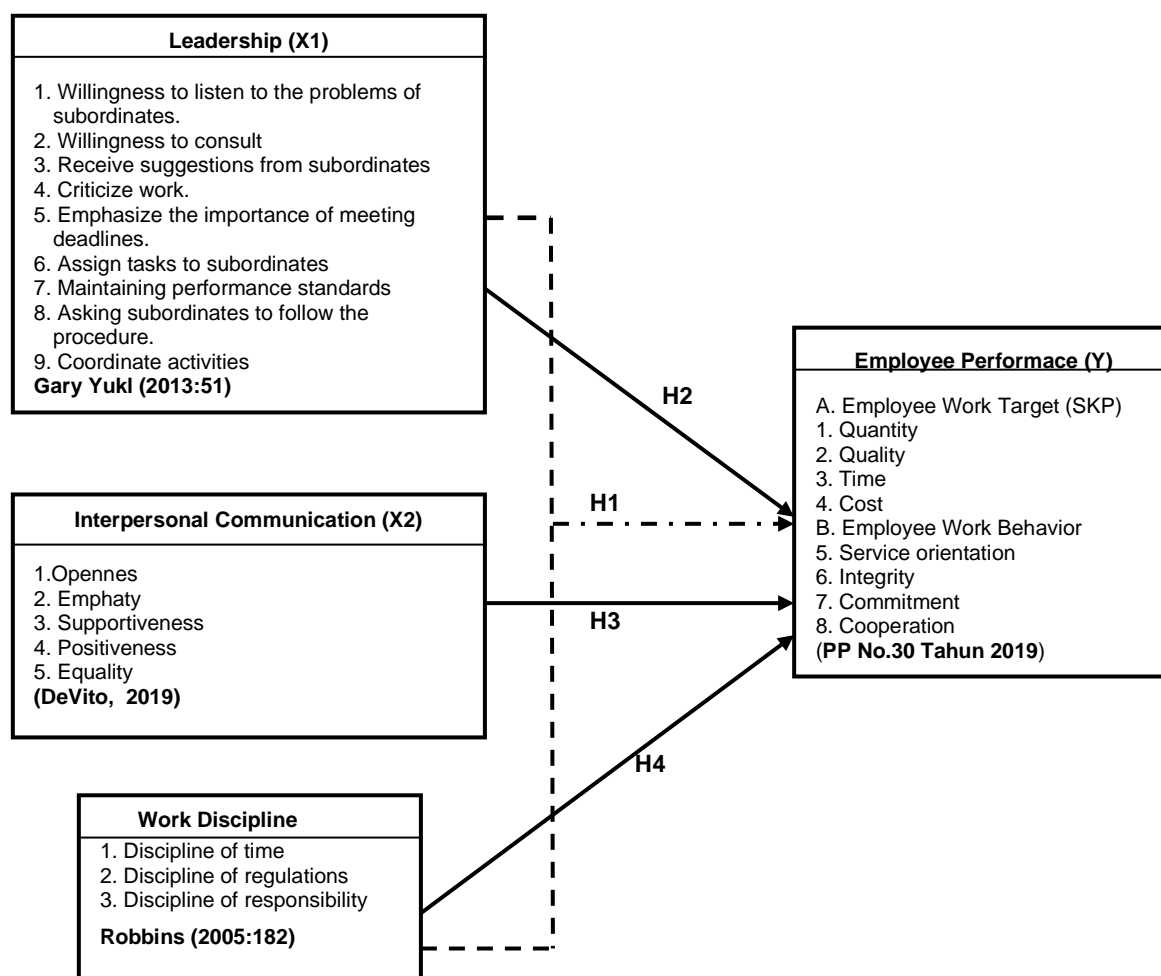
2.4.1. Public Sector Performance Measurement Indicators

Specifically, the performance measurement of Civil Servants uses a method that has become the standard of assessment for all civil servants, namely using the Job Implementation Assessment List. The assessment of the implementation of civil servants is guided by Law Number 43 of 1999 concerning amendments to Law number 8 of 1974 concerning the Principles of Employment of PP No. 10 of 1979 and BAKN Circular Letter Number 02/se/80, concerning Assessment of Work Implementation Government employees. The assessment is contained in a list commonly called the DP-3, which contains the results of the assessment of the work of a civil servant within a certain period of time and is made by the appraiser official authorized for that purpose. The elements of the implementation of job appraisals assessed according to PP No: 10 of 1979, article 4 paragraph 2 are: (1) loyalty, (2) work performance, (3) responsibility, (4) obedience, (5) honesty, (6) cooperation, (7) initiative, (8) leadership.

Employee performance is the result where people, resources in a certain work environment together bring the final result based on the level of quality and standards that have been set. Thus, the measurement of employee performance in this study refers to the SKP based on PP no. 30 of 2019 that the PNS Work Performance Assessment systemically combines the SKP (Employee Work Target) and Work Behavior Assessment. Employee performance appraisal consists of two elements, namely the assessment of the SKP element by 60% and work behavior by 40%. Assessment of Employee Work Targets (SKP) according to PP 46 of 2011 includes indicators: (1) quantity, (2) quality, and (3) time and (4) cost. While the work behavior assessment includes indicators: (1) service orientation aspects, (2) commitment, (3) work initiatives, and (4) cooperation.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESES

Figure 3.1. Research Conceptual Framework



3.2. Research Hypothesis

- H₁.** Leadership, Interpersonal Communication and Work Discipline simultaneously have a positive and significant effect on Employee Performance at the Basarnas Office Kendari.
- H₂.** Leadership has a positive and significant effect on employee performance at the Basarnas Office Kendari.
- H₃.** Interpersonal communication has a positive and significant effect on employee performance at the Basarnas Office Kendari.
- H₄.** Work Discipline has a positive and significant effect on employee performance at the Basarnas Office Kendari.

IV. RESEARCH METHODS

The population in this study were all employees of the Basarnas Office Kendari, all of which were civil servants (PNS) totaling 114 employees. In this study, the researcher wanted to examine all elements in the research area. Referring to Sugiyono's statement, the population in this study is all employees of the Basarnas Office Kendari. Because all populations are used as respondents, the research conducted is population research. As Arikunto emphasized that the population is the entire research subject, so the study or research to be conducted is called a population study or census study, Arikunto (2006:130).

The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 software.

V. RESEARCH RESULTS AND DISCUSSION

5.1. Multivariate Regression Test Results

In the previous discussion, it has been stated that in order to be able to answer the problems and hypotheses proposed in this study, namely the influence of leadership, interpersonal communication and work discipline on the performance of Kendari Basarnas employees, both simultaneously and partially, multivariate regression analysis was carried out. The summary of the results of the author's multivariate regression analysis is presented in the following table:

Table 5.3. Summary of Multivariate Regression Analysis Results

Effect Between Variables	Standardized Coefficient (Beta)	t- Calculate	Sig.t	Note:
Leadership - Employee Performance	0.568	6,965	.000	Accepted
Interpersonal Communication- Employee Performance	0.189	2.287	.001	Accepted
Work Discipline - Employee Performance	0.237	3.219	.002	Accepted
R = 0.772	F- Value 54,099			
R ² = 0.589	Sig. F 0.000			
SEE = 4.75595	N 114			

Source: Primary Data Processing Results, Year 2021

Based on the results of the multivariate regression analysis in the table above, the following multivariate regression analysis equations are obtained:

$$\text{Employee Performance (Y)} = 0.568X_1 + 0.189X_2 + 0.237X_3 + e$$

Multivariate regression analysis equation model can be interpreted:

1. The regression coefficient Leadership (X_1) of 0568 states that any change in growth leadership will improve employee performance
2. Interpersonal communication regression coefficient (X_2) of 0189 states that any change in Interpersonal Communication will improve employee performance.
3. The regression coefficient of Work Discipline (X_3) of 0.237 states that every change in Work Discipline will increase employee performance.

5.2. Test Correlation Coefficient (R) and the coefficient of determination (R²)

For the value of $R = 0.772$, it shows that the correlation of the independent variables of Leadership, Interpersonal Communication and Work Discipline on the performance of employees at the Basarnas Office Kendari. The value of R is close to 1.00, it can be interpreted that the relationship between the independent variable and the dependent variable is getting stronger.

Multivariate regression should use the *R-Square* adjusted or written *R-Square*, as adjusted by the number of variables *independent* used. Based on the results of the coefficient of determination test, it is known that the coefficient of determination in the *R-Square* is 0.887, which means the ability of the explanatory variables (Leadership, Interpersonal Communication and Work Discipline) in explaining the response variable (employee performance) is 58.9%, while the rest is 41.1%. influenced by other variables outside the regression model. It can be concluded that the value of the coefficient of determination (R^2) of this research model has an accuracy or precision of a good model.

5.3. Research Hypothesis Testing

Hypothesis testing and path coefficients of partial and simultaneous influence between the variables of Leadership, Interpersonal Communication and Work Discipline on employee performance. For more details, the description of the hypothesis testing of this study is as follows:

5.3.1. Simultaneous Testing (F Test)

The test results obtained that there is a simultaneous positive influence between Leadership, Interpersonal Communication and Work Discipline on employee performance. Can be described as follows:

H₁. Leadership, Interpersonal Communication and Work Discipline Simultaneously Have a Significant Influence on Employee Performance

Based on the results of the F-test in table 5.12, it can be seen that the significance value is 0.000. So, it can be concluded that the variables of Leadership, Interpersonal Communication and Work Discipline have a significant effect on employee performance, because the value is < 0.05 . then based on the F-value test, the F-value is 54,099. From these results it can be concluded that Leadership, Interpersonal Communication and Work Discipline have a significant positive effect on employee performance because $F_{count} > F_{table}$ and the value is positive.

5.3.2. Partial Test (t Test)

Partially (t test) in this study aims to examine the effect on employee performance at the Basarnas Office Kendari as follows:

H₂. Leadership Significantly Affects Employee Performance

The results of testing the influence of leadership on employee performance can be proven by the *estimated* path coefficient value of 0.568 in a positive direction. The positive path coefficient means that the influence between leadership and employee performance is unidirectional. Then it can also be proven by the critical point value (t-count) of 6.965 and the significance value (sig.) of $0.000 < 0.05$.

The test results prove that leadership has a significant positive effect on employee performance at the Basarnas Office Kendari office. This means that the higher the leadership, the higher the performance of the Basarnas Office Kendari employees. Thus, the second hypothesis proposed in this study can be accepted or supported by facts.

H3. Interpersonal Communication Significantly Affects Employee Performance

The results of testing the influence of Interpersonal Communication on employee performance can be proven by the *estimated* path coefficient value of 0.189 with a positive direction. The positive path coefficient means that the influence between Interpersonal Communication and employee performance is unidirectional. Then it can also be proven by the critical point value (t-count) of 1.287 and the significance value (sig.) of $0.005 < \alpha = 0.05$. The test results prove that Interpersonal Communication has a positive effect on employee performance. This means that the higher the level of Interpersonal Communication, the more it affects the improvement of employee performance at the Basarnas Office Kendari office. Thus, the third hypothesis proposed can be accepted or supported by empirical facts.

H4. Work Discipline Has Positive Effect on Employee Performance

The results of testing the effect of Work Discipline on employee performance can be proven by the *estimated* path coefficient value of 0.237 with a positive direction. The positive path coefficient means that the influence of Work Discipline on employee performance at the Basarnas Office Kendari is unidirectional. Then can also be proven by the value of the critical point (t-test) of 3,219 and significance (sig.) $0.000 < \alpha = 0.05$. The test results prove that Work Discipline has a positive effect on employee performance. So that the submission of the hypothesis in this study can be accepted or supported by the reality that occurs in the object of research.

5.4. Discussion of Research Results

The results of data analysis in this study are a reference for discussing the results of this study by combining theory, the results of previous studies, and empirical facts that occur in the object under study in order to verify that the results of this study strengthen or reject the theory and results of previous studies. Study of the influence of Leadership, Interpersonal Communication and Work Discipline on employee performance. is an effort to photograph the facts or conditions of whether or not the level of Leadership, Interpersonal Communication and Work Discipline on employee performance either simultaneously or partially.

The discussion of this research includes descriptive variables, measurement of coefficients and the results of hypothesis testing. Discussion of measurement and descriptive variables through the average value of each variable measurement indicator. In addition, the discussion of the relationship by paying attention to the value of the coefficient and significance. Therefore, the discussion of the influence between variables based on the objectives and problems of this research can be described as follows:

5.4.1. The Influence of Leadership, Interpersonal Communication and Work Discipline on Employee Performance

Based on the results of multivariate regression analysis, it was obtained that the simultaneous test results showed that Leadership, Interpersonal Communication and Work Discipline had a positive effect on performance simultaneously. Employee. This means that an increase in Leadership, Interpersonal Communication and Work Discipline simultaneously has a significant effect on increasing employee performance.

The results of this study are supported by facts in the field based on the statements of the majority of respondents stating that the achievement of the performance of the National Sar Agency employees is good. This fact is observed from the average value of respondents' perceptions which shows that the indicators of employee work behavior consisting of service orientation, work commitment and work initiative, are at good intervals, which are the main or priority factors in their implementation because they have a higher average value compared to indicators of employee work targets described through quality, quality, time, and cost. This means that employee work behavior consists of service orientation which is reflected through the attitudes and work behavior of civil servants in providing the best service to those served, work commitment which is reflected through the willingness and ability to harmonize the attitudes and actions of civil servants to realize organizational goals by prioritizing the interests of the service rather than self-interest. own work initiative, which is reflected through the ability and willingness of civil servants to do work without waiting for superior intervention related to their field of work in order to achieve organizational goals, cooperation which is reflected through the willingness and ability of civil servants to work together with colleagues, superiors, subordinates in their work units and agencies others in completing a specified task and responsibility, and leadership which is reflected through the ability of civil servants to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals. always prioritized and implemented properly.

Employee performance is the end result of employee work activities that can be measured through Leadership, Interpersonal Communication and Work Discipline in carrying out their duties. The results of testing employee performance variables are reflected through the achievement of work results in the form of employee work targets, namely: quality, quality, time, and employee work behavior, namely: service orientation, work commitment, work initiative, most of the respondents stated that they were good in implementing employee performance appraisal.

The results of this study can prove the consistency of the application of Government Regulation Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS). PNS Performance Assessment is carried out based on performance planning at the individual level and at the unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of the civil servants. PNS Performance Assessment is carried out based on objective principles; measurable; accountable; participatory; and transparent. The achievement of the employee target can be seen from the results of the Employee Work Target (SKP) assessment. The SKP assessment will later be used as a quantity assessment by the Basarnas Office Kendari.

Increased leadership, interpersonal communication and work discipline simultaneously have a significant effect on employee performance. As a competent communicator, leaders must share and respond to information in a timely manner, pay attention to other people's points of view, communicate clearly and concisely to all levels of the organization, and use all available communication channels and various communicative resources such as language, gestures, body and voice. Communication skills also play an important role in influencing attitudes, such as employee performance. This is not only about satisfaction in terms of communication with leaders, but also satisfaction with their work. Effective leadership should not only be seen from the extent of the success of the leadership organizational unit in completing the achievement task as their goal. No less important is the leadership process itself which then affects employee performance, perceptions of their leader's leadership style. Employees understand their leader's behavior, mainly according to two categories (ie, related to task goals and related to interpersonal relationships). Employees feel most satisfied when they see their direct leader perform both behaviors (Madlock, 2008).

According to Hay Consultant (1992:12) Performance is a function of the results, or what is achieved by an employee from the competition which can explain how employees can achieve these results. From this definition, it can be explained further about performance management which is a communication process that creates a shared understanding between superiors and subordinates about what must be achieved or the final result of how to achieve it or competition so that it will increase the possibility of achieving the goals set.

According to Susilawati Purwaning Utami (2015) found that there is a strong and significant positive relationship between leadership and interpersonal communication on employee performance. Meanwhile, based on the results of research conducted by Maulia Azzahra, Hani Gita Ayuningtias, Grisna Anggadwita and Annisa Nurbait (2019) found that work discipline has a positive and significant effect on performance. Then according to Fatwa Tentama, Lharasati Dewi, Eka Rizki Meilani (2020) stated that there is a positive and significant relationship between work discipline and performance.

5.4.2. The Effect of Leadership on Employee Performance

The results of data analysis show that leadership has a positive and significant effect on employee performance. This means that a change in leadership improvement has a significant effect on improving employee performance. Leadership change, has a positive contribution to employee performance which is reflected through the aspect of Employee Work Goals consisting of: quality, quality, time, and cost and Employee Work Behavior which consists of: service orientation, work commitment, and work initiatives. Thus, the findings of this study indicate that the better the leadership, the more positive it will contribute to improving the performance of employees at the Basarnas Office Kendari.

Based on the facts in the field according to respondents' perceptions based on the results of the distribution of respondents' answers, the average value or mean of leadership is in the good category, this shows that the Basarnas Office Kendari employees feel that the leadership has the Kendari Basarnas ability to carry out processes, or functions, to influence people to do something in order to achieve the goals set by the organization. Empirical facts related to the Indicator of Willingness to listen to the problems of subordinates are in the good category, this shows that the Basarnas Office Kendari employees feel that the leadership is always willing to listen to the problems faced by employees in carrying out the tasks assigned to employees. The problem that is usually faced by employees is that when carrying out their duties they usually face obstacles in saving victims of natural disasters. Due to weather conditions and the location of the disaster which is very difficult to reach, the aid mobilization system aimed at disaster victims is hampered. So that a solution from the leadership is needed to be able to assist employees in solving problems faced in the field.

Furthermore, the willingness to consult indicator is categorized as good but has the lowest average value compared to other leadership indicators. This means that the Basarnas Office Kendari employees feel that the leadership has a willingness to consult with employees regarding the work and completion of employee tasks. The leadership of the Basarnas Office Kendari is always willing to take the time to consult with employees in terms of carrying out their duties. In this case, to achieve the target of the realization of the work that must be completed, usually the leadership is always willing to provide input and criticism related to the implementation of work in the field.

Respondents' responses related to Indicators Receiving suggestions from subordinates is the perception of the National Sar Agency employees that the leadership is always willing to accept suggestions from employees. The average value for the indicator is in the good category. This means that the leadership of the National Sar Agency always listens to the suggestions made by the employees. Usually in terms of making decisions for disaster management problems, sometimes the leadership faces several problems, so the leadership usually asks the employees who are members of the disaster management team to provide advice and input in terms of completing work in the field. Improving leadership needs to be supported by indicators. Criticizing work can be categorized as good. The majority of respondents answered agree, meaning that the indicator of criticizing work is the perception of employees related to the leader who criticizes the work of employees if employees make mistakes in carrying out their work. The leadership of the National Sar Agency always criticizes employees regarding the implementation of work, if employees are negligent in carrying out their duties or make mistakes in the procedures for rescuing disaster victims, the leadership will immediately criticize and reprimand employees who make mistakes in carrying out their duties. The result of the description of the respondent's statement is related to the Indicator Emphasizing the

importance of meeting the target time. Emphasizing the importance of meeting the target time is the perception of employees related to the leadership who always emphasizes the importance of meeting the target time for completing work in accordance with the assigned task load.

Empirical facts related to indicators Assigning tasks to subordinates is an employee's perception related to the leadership always assigning tasks to subordinates in accordance with the duties and responsibilities of employees showing an average value that is categorized as good. Leaders are willing to delegate their duties when the leader is not in place. Then Efforts to support leadership improvement can be supported by indicators of maintaining performance standards that are categorized as having been carried out well where employee perceptions of leaders who always maintain employee performance standards that have been set in the rules have been well realized.

The results of this study can prove the truth of the leadership theory which is the result of the synthesis of *Path-Goal Leadership Theory* by House and Mitchell (1974) quoted from Robin and Judge (2015: 383) which states that the task of leadership is to assist followers in achieving goals and providing direction. according to the needs. *Path-goal* theory explains that good leadership behavior has an impact on increasing employee satisfaction and performance (Luthans, 2011). Leadership is related to stimulating, mobilizing, directing, coordinating the motives and loyalty of people involved in joint efforts (Hamzah Yakub, 2015, p. 125) Leadership is part of management functions that occupy strategic positions in the system and work hierarchy and responsibility in an organization (Nasharuddin Baidan, et al. 2014, p.126).

The results of this study are in line with research conducted by Romi Rianto Harahap (2018) and Rifqi Amri Putri (2018) that leadership style has a positive and significant effect on employee performance. Meanwhile, according to Tri Wikaningrum, Udin and Ahyar Yuniawan (2018) stated that leadership style has a positive and significant effect on employee performance. Similarly, according to Susilawati Purwaning Utami (2015) found that there is a strong and significant positive relationship between leadership and employee performance.

5.4.3 The Effect of Interpersonal Communication on Performance

The results showed that interpersonal communication had a positive and significant effect on employee performance. This means that the better the interpersonal communication built by the employees, the better the performance of the Basarnas Office Kendari employees. Changes in increasing interpersonal communication are reflected through openness. Empathy, support, positive feeling, equality and equality have a significant contribution to employee performance which is reflected through the aspects of Employee Work Goals consisting of: quality, quality, time, and cost and Employee Work Behavior which consists of: service orientation, work commitment, and work initiative. Thus, this study shows that good interpersonal communication has a real or significant contribution to the performance of the National Sar Agency employees.

The results of this test are also supported by empirical facts based on respondents' perceptions relating to the indicator of Openness (openness) the majority of respondents said it was good, which means that openness in interpersonal communication is reflected by the willingness of the Kendari Basarnas employees to respond happily to information received in dealing with interpersonal relationships, disclosure of reactions. or response to the situation at hand and provide relevant information about the past to provide a response in the present.

Efforts to support interpersonal communication is Empathy (Empathy) where the majority of employees answered agree which is indicated by the average value that is categorized as good. The presence of empathy indicators in interpersonal communication built by the National Sar Agency employees can feel what other employees feel. Interpersonal communication will be conducive if the communicator shows empathy for the communicant. Then the respondent's response relates to the *Supportiveness* indicator where the majority of respondents said it was good. This condition reflects an open situation in support of effective communication, the need for a supportive or motivating atmosphere, especially from communicators. Positiveness (Positiveness) Basarnas employees must have a positive feeling and attitude from themselves, encourage others to be more active in participating and create a conducive atmosphere for interaction. Equality is the tacit acknowledgment that both parties value, are useful and have something to contribute.

Interpersonal communication is communication that is mostly done by humans as social beings. Through interpersonal communication, you can find out how to be an effective messenger, be an effective receiver or listener. According to Joseph Devito, interpersonal communication is *the process of sending and receiving messages between a small group of persons, with some effect and some immediate feedback (the process of sending and receiving messages between two persons, or among a small group of persons, with some effect and some immediate feedback)*.

According to Tri Wikaningrum, Udin and Ahyar Yuniawan (2018) that interpersonal communication style has a positive and significant effect on employee performance. Meanwhile, according to Rifqi Amri Putri (2018), it is stated that interpersonal communication has a positive and significant effect on employee performance. Similarly, according to Susilawati Purwaning Utami (2015) found that there is a strong and significant positive relationship between interpersonal communication on employee performance.

5.4.4 The Effect of Work Discipline on Performance

Based on the results of data analysis shows that work discipline has a positive and significant effect on employee performance. This means that a change in the increase in work discipline has a significant effect on improving employee performance. Changes in work discipline which are reflected through work discipline, time discipline and responsibility discipline have a positive contribution to employee performance which is reflected

through the aspects of Employee Work Goals consisting of: quality, quality, time, and cost and Employee Work Behavior which consists of: orientation service, work commitment, and work initiative. Thus, the findings of this study indicate that the higher the employee's work discipline, the positive contribution to the improvement of employee performance at the Basarnas Office Kendari.

Based on empirical facts related to respondents' responses to the Work Discipline Variables at the Basarnas Office Kendari office, they are in the good category, this shows that the majority of Basarnas Office Kendari employees have made efforts to increase employee awareness and willingness to comply with all agency regulations and norms. prevailing social. Employee time discipline that is in the good category is an employee's perception of attitudes or behavior that shows obedience to working hours which includes: attendance and employee compliance during working hours, employees carry out their duties in a timely and correct manner. the rules that have been set. Loyalty here means being obedient and obedient in carrying out the orders of superiors and the rules and regulations that have been set. As well as the obedience of employees in using the completeness of the uniform that has been determined. The discipline of responsibility is in the good category where employee perceptions are related to the form of employee responsibility related to the best use and maintenance of equipment so that it can support office activities to run smoothly. As well as the ability to deal with the work that is his responsibility as an employee.

Employee discipline is very important for a company in order to realize a company's goals, this is in accordance with the explanation of Malay SP Hasibuan (2001:213) that "Discipline must be enforced in a company organization, because without the support of good employee discipline it is difficult for companies to achieve its goals". With the work discipline of every employee in the company, the company will progress. because every employee who is disciplined in doing work can complete the tasks that exist within the company even though they do not overall produce a perfect job. But in a certain period of time employees will carry out their work for the better.

The results of this study are consistent with the results of research conducted by Maulia Azzahra, Hani Gita Ayuningtias, Grisna Anggadwita and Annisa Nurbait (2019) finding that work discipline has a positive and significant effect on performance. Then according to Fatwa Tentama, Lharasati Dewi, Eka Rizki Meilani (2020) stated that there is a positive and significant relationship between work discipline and performance.

5.5. Research Limitations

Some of the limitations of the study that can be taken into consideration by the next researcher are:

1. This research data uses employee perceptions through self-assessment or *self-appraisal*. In addition, because of the busyness of employees at the Basarnas Office Kendari and time constraints, researchers have difficulty digging deeper information into this research study. Furthermore, the object of research is limited to the National Sar Agency. Thus, it can limit the generalizability of research findings.
2. The researcher only examines one government agency in this case is the National Sar Agency as the object of research, so the generalization of the research results is still relatively low. Further research should use a different object of research by parsing any other variables that can affect employee performance.

VI. CONCLUSIONS AND SUGGESTIONS

6.1. Conclusion

Based on the results of data analysis, discussion and research findings, some conclusions can be drawn from this research as follows:

1. Leadership, Interpersonal Communication and Work Discipline have a positive effect together on employee performance. This means that an increase in Leadership, Interpersonal Communication and Work Discipline simultaneously has a positive contribution to improving employee performance.
2. Leadership has a significant positive effect on employee performance. This means that an increase in employee leadership is described as having a positive contribution to improving employee performance.
3. Interpersonal communication has a positive effect on employee performance. This means that the increase in employee Interpersonal Communication has a significant contribution to employee performance.
4. Work Discipline has a positive effect on employee performance. This means that good work discipline makes a positive contribution to improving employee performance.

6.2. Suggestion

Based on the findings and conclusions of this study, the following recommendations can be made:

1. The policy making of the National Sar Agency leadership needs to pay attention to improving leadership in this regard with regard to indicators of taking time to consult with employees in terms of implementation of tasks that still have a low average value compared to other leadership measurement indicators. Therefore, the leadership of the National Sar Agency needs to improve communication skills and foster a sense of sympathy and trust from the employees.
2. Furthermore, employee interpersonal communication related to the leader's example in communicating is the lowest indicator. Therefore, in the need to build good interpersonal communication between leaders and employees, it is necessary to pay attention to the example of leaders. The leader must be a person who is able to set an example, because based on the respondents' responses, the leader's exemplary indicator is lower than other indicators.

3. With regard to employee performance, leaders need to pay attention to the quantity of work or related to the amount of work that can be completed in accordance with the tasks assigned to them.
4. For further researchers, it is recommended to develop research models that are more complex in answering the issue of improving employee performance by parsing each variable indicator of Leadership, Interpersonal Communication and Work Discipline by conducting in-depth interviews through a qualitative approach so as to strengthen the findings of this study.

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