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A Human Capital Review: What are Factors Affecting Employee Performance

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Abstract:

Performance as the achievement of employee is crucial to improve by the company. Related to certain company values or standards, one of them can be influenced by employee comfort, such as leadership style, motivation, and work environment. This research aims to determine the effect of leadership style, motivation, and work environment on employee performance. The type of research used in research is quantitative research. Based on the predetermined criteria, a sample of 62 respondents was obtained. The sampling method used is the census sampling technique, where the sample is taken based on the number of existing populations. The sampling technique uses Accidental sampling with questionnaires as data collection techniques. The data analysis method used is the Analysis of SEM (Structural Equation Model) with SPSS software tools. The results showed that the variables of leadership style, motivation, and work environment had a positive and significant influence on employee performance. In the amount of 98.4 percent of the leadership style, motivation, and work environment together with the dependent variable of employee performance while the remaining 1.6 percent is influenced by other factors outside the model.

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INTRODUCTION

Human capital that in this case are employees of an organization, therefore organizations must utilize human resources effectively and efficiently, human resources are intangible assets that are very important in the organization.

Human resources development in the organization is an improvement process of human quality or the ability to achieve the objectives of

the company. Many factors can affect employee performance, among others: leadership style, work motivation, and work environment. To manage and control the various functions of the subsystem within the organization remain consistent with organizational objectives. Therefore, the leadership needed is a leadership style that can empower employees and can build

a good working environment, which will impact the improvement of employee performance.

According to Rivai (2014), he explains that leadership styles are patterns of behaviour and strategies that are preferred and often applied by a leader. This means that leadership styles are behaviours and strategies, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he or she tries to influence his or her subordinate performance. The research results of Tampi (2014) stated that leadership styles are positively influential in the performance of employees in a company, as leadership styles are behavior or how leaders influence organizational thoughts, feelings, attitudes, and behaviors. Performance according to Moehariono (2012) is the achievement of the implementation of a policy in realizing the means, vision, and mission of the organization that is poured through the strategic planning of an organization. Performance can be known and measured if an individual or group already has criteria or standards of success as the benchmark in which the organization is assigned. Therefore, the necessary objectives and targets are set in the measurement of performance. Leaders not only play an active role in spur employees to channel creative ideas, but also act positively to the company's progress.

By Hasibuan (2013), motivation comes from another word movement which means encouraging or impulses. Work motivation becomes an employee's trigger so that employees produce good performance without any compulsion. The study of Kustrianingsih et al. (2016) expressed motivation is directly proportional to the increase in employee performance. Another factor that affects the performance of employees is the working environment factor.

Every company must create a pleasant working environment, as it affects performance enhancement. According to Sedarmayati (2011), he states that the working environment condition is said to be optimal or suitable if the human can perform activities optimally, healthy, safe, and comfortable. The research of Budianto et al. (2015) states that the working environment affects employees' performance.

PT Mandiri Sukses Utama is an object in this research, which is a company engaged in consulting services and supervision on the field of Spatial fund arrangement area, architecture, structure, mechanical, electrical, plumbing and other engineering fields.

The results of the observation that has been done by the interview method with the employees of PT Mandiri Sukses Utama as the source of information. The identification of various indicators – indicators of problems acquired. This encourages this research that aims to know how to influence leadership style, motivation, and work environment to the performance of employees of PT Mandiri Sukses Utama.

LITERATURE REVIEW

Employee performance

More comprehensive performance is not only about achievement but how the performance process is done. According to Moehariono (2012) (Abdullah, 2014), the performance or performance is an overview of the level of achievement of activities or policies in realizing the objectives, objectives, vision, and mission of the organization that is poured through Organizational strategic planning. As for the criteria as a dimensional assessment according to Schuler and Jackson 2004 (Harsuko 2011) that there are 3 types of basic performance criteria namely:

Criteria of Basic Performance	
Based on Personal Characteristics	Judging from loyalty, reliability, communication skills, and lead skills are often assessed traits.
Based on Working Performance	Basic rules about how dress interpersonal relationships.
Based on working results	Shown by productivity and competitiveness. Focus on what has been accomplished or produced

According to Bernandin & Russell 2001 (Riani 2011) The reference criteria used to assess the performance of employees are as follows:

- a) Quantity of Work:
- b) Quality of Work (Quality of work): Based on the conditions of conformity and determined.
- c) Knowledge: The breadth of knowledge about his work and skills.
- d) Creativeness: authenticity of ideas and actions in resolving issues.
- e) Cooperation: to cooperate with others.
- f) Dependability: awareness to gain trust in the work.
- g) Initiative: a passion for carrying out its responsibilities.
- h) Personal Qualities: personality, leadership, hospitality and personal integrity.

Factors affecting the performance of employees according to David, Keith (Mangkunegara (2014), who formulated that:

- a) Human performance = ability + Motivation
- b) Motivation = attitude + situation
- c) Ability = knowledge + skill.

Based on two basic reasons: (1) The manager requires an objective evaluation of the past

employee's performance to be used to make decisions in the field of human resources in the Future and (2) The Manager requires a tool that allows to Help employees develop skills and abilities for career development and strengthen the quality of relationships between managers in transit with their employees. (Rivai and Sagala, 2011).

Leadership style and impact on the performance.

Leadership styles are a set of features that leaders use to input subordinates in order for organizational objectives to be achieved. According to Stutiko (2014) The type of leadership known and recognised for its existence include:

Type of Leadership	
Autocratic type	His leadership with his personal rights (leaders), so he does not need to consult with other people and should not have anyone else involved.
Free control type (Laissez Faire)	Few intervene and let the organization run according to its own tempo. With free belief by giving the widest freedom to the subordinates then all his efforts will succeed quickly.
Paternalistic type	Expectations of subordinate desire that the leader can act as a father who is protective and worthy to be used as a place to ask and to get guidance, give attention to the importance and welfare of his subordinates.
Charismatic type	A charismatic leader has a special characteristic that is very appealing, so being able to gain enormous followers and followers cannot always explain

	in concrete why the person is admired.
Militaristic type	More often used by the command system, pleased to depend on the rank and position, and pleased to the formality. Demanding high discipline and difficult to receive criticism from his subordinates.
Pseudo-democratic type	Characterized by the attitude of a leader who seeks to present its needs. This leader adheres to pseudo-democracy and more leads to an authoritarian leader's activities in a subtle.
Democratic type	The leaders are always willing to accept and appreciate the suggestions, opinions, and advice of staff and subordinates, through a deliberation forum to reach the agreed word.

Leadership Style indicators

The style indicator is a leader to influence his subordinates in order to cooperate and work effectively according to the instructed task. According to YUKL (2005) The characteristics of a leader also required are:

1. Motivate members to be able to achieve goals.
2. Mutual trust and cooperation between the members
3. Learning and sharing of new knowledge between members.
4. Organization of work activity
5. Achievement of the objectives and strategies
6. Development of trust and skill between members.

So it can be concluded the relationship style leadership towards the employees empirically

performance Fernadi et al. (2016) that the transformational leadership has a significant relationship to the employee's performance, this is due to the style of leadership The transformational applied superiors will have an impact on the increasing sense of love, confidence in the leader, respect and motivation to their leadership and work, hence the good performance will be generated Employees.

Work motivation and impact on performance

According to Rivai (2011) motivation is a skill in directing employees and companies in order to work successfully, so that the employee's wishes and corporate goals are also achieved. The elements contained in the motivation include elements of generating, directing, maintaining, demonstrating intensity, continuous and the presence of purpose (Robbins and Coulter, 2012). The motivational theory is known in the 1950 's. Specifically known three motivational theories as follows:

Theory of Motivation	
The Hierarchy Theory (Abraham H. Maslow)	<p>a) Physiological needs, is the most basic human need. Among others, we often know the clothing, food, board.</p> <p>b) The need for security, safety and protection.</p> <p>c) Social needs, live for groups. It includes compassion, a sense of having, well-received in a particular group.</p> <p>d) Self-esteem, needs involving, self-esteem, autonomy and achievement.</p> <p>e) Self-actualisation necessity encourage a person in accordance with his ambitions that</p>

	includes growth, potential achievement, and fulfillment of self-needs.
The Two-factor Theory (Frederick Herzberg)	<p>a) Satisfaction factor (satisfaction), commonly also referred to as motivator factor (Satisfier) achievement, responsibility, and progress (advancement).</p> <p>b) Factors of dissatisfaction, or referred to as dissatisfaction of the work. Factors such as, the company policy and administration, supervision (supervision), payroll (salary), working condition, occupational safety (the Job security) and etc.</p>
X and Y Theory (Douglas Mc Gregor)	<p>X and Y theory can be outlined simply in the management process as follows:</p> <p>a) Set goals and arrange plans to achieve them,</p> <p>b) Implement plans through leadership,</p> <p>c) Control and make an assessment of the results achieved by comparing them to predefined standards.</p>

The results of empirical research from Tampi (2014) expressed motivation to have a significant relationship to the employee's performance, this is based on the motivation that is done by the employer will impact the increasing performance of employees in the company. Working environment and its impact on performance.

It is clear that the working environment includes psychological, social, and physical in a corporate organization that will naturally affect performance.

Sedarmayanti (2011) explained that the outline of the type of work environment is divided into two namely:

- a) Physical work environment, physical work environment can be described as a phenomenon of physical condition that is in the near workplace that will affect employees directly or indirectly.
- b) Non-physical work environment, a non-physical work environment is how the situation is related to the working relationship, either with a subordinate mapun superiors. Psychic environments greatly affect performance, so at least to build a conducive environment needs to meet the following indicators by Sunyoto (2012):
 - a. Comfort in work
 - b. Harmony in work
 - c. Good information distribution
 - d. Environmental Noise level work
 - e. Working rules
 - f. Security

Results of the empirical result Budianto et al. (2015) indicates that the working environment has a significant and positive relationship to the employee's performance. Therefore, the employee's performance is more optimal and should be increased in the work environment in the company.

RESEARCH METHODS

The research methods used in this study are quantitative analysis. Done by grouping data by variables and types of respondents based on questionnaires that have been disseminated to employees of PT. Mandiri Sukses Utama, tabulated in variable from all respondents, performing a survey for the proposed hypothesis test. Data analysis uses a descriptive statistical technique and multiple linear regression models.

The tests are:

A. Test instruments

Validity test and reusability test.

B. Double linear regression analysis

To test the hypothesis on inter-variable influences independent of dependent variables with mathematical formulas:

$$EP = \alpha + \beta_1 LS + \beta_2 M + \beta_3 WE + E$$

Description:

- α = Constanta
- EP = Employee performance
- $\beta_1, 2, 3$ = Coefficient
- LS = Leadership Style
- M = Work Motivation
- WE = Working Environment
- E = Error Disturbances.

Hypothesis, the hypothesis proposed in this study is as follows:

H1: Leadership Style affects to employee performance

H2: Motivation affects to employee performance

H3: Working Environment affects to employee performance

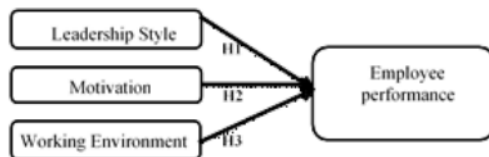


Figure 1 Research model

C. Classical Assumption Test

To test the data used in the study whether it has fulfilled the classic assumption, namely the normal distributed, there is no multicollinearity and heteroscedasticity. So if the assumption is fulfilled it will give the result that BLUE (Best linear Unbiased Estimator). (Ghozali,2011)

D. The Feasibility of Model

F test to determine the suitability of a double linear regression model in measuring the simultaneous effect of the variable

independent variable dependent. Test coefficient of double determination (R2 test), and hypothesis test.

RESULTS OF RESEARCH AND DISCUSSION

Description related to the topic of research subject to employees of PT. Mandiri Sukses Utama with a census sampling technique based on the number of existing populations (as much as 62 people) is describing the characteristics of respondents as the subject of research, which includes gender, age, and education last. It is used to describe the identity of respondents that are interpreted from the data processing through frequency tabulation to calculate the nominal tendency of empirical. Here are the characteristics of research respondents based on gender, age, and last education.

1. Characteristics of respondents based on gender

Table 2 Characteristics of respondents by gender

Gender	Number of People	Percentage (%)
Male	38	61.29
Female	24	38.71
Total	62	100

Source: Primary data processed, 2020

Based on table 2 it can be seen that the majority of respondents in this study of male sex were 38 people or 61.29%. Female gender as much as 24 people or 38.71%.

2. Characteristics of respondents based on age.

Table 3 The characteristics of the respondents by age

Age	Number of People	Percentage (%)
< 30	24	38.71
30 – 40	17	27.42
>40	21	33.78
Total	62	100

Source: Primary data processed, 2020

The majority of respondents in the study have a age of < 30, which is as much as 24 people or 38.71%. Respondents who have an age of > 40 that is as much as 21 people or as many as 33.87%, and respondents who have a 30 – 40 year old who are as much as 17 people or by 27.42%.

- The characteristics of the respondent are the following last education:

Table 4 Characteristics of respondents by last education

Educational Level	Number of People	Percentage (%)
D3	18	29.03
Bachelor	33	53.23
Master	11	17.74
Total	62	100

Source: Primary data processed, 2020.

The majority of the respondents in this study had a final education rate of S1 of 33 people or at 53.23%. D3 is 18 people or 29.03%, and that has the last education level of S2 as much as 11 people or by 17.74%.

Data obtained using a score from 1-5 with an interval of 0.8 to be obtained criteria to measure the average response of respondents. The Respondents response to each variable is depicted in the following table:

- Respondent's response to leadership style variables (LS).

From the statement items and the respondent's response can be known as follows:

Table 5 Respondent's response to leadership style (LS)

Number	Statement	Average perception of respondents
1	LS 1	3,548
2	LS 2	4,194

3	LS 3	3,468
4	LS 4	3,500
5	LS 5	3,774
6	LS 6	3,548

Source: Primary data processed, 2020.

It is explained that from table 5, it can be seen that most of the average respondents gave a response agreeing to the statements on the authoritarian leadership style variables.

- Respondent's response to work motivation variables (M)

From the statement items and the respondent's response can be known as follows:

Table 6 Work motivation (M)

Number	Statement	The Average perception of respondents
1	M 1	3,532
2	M 2	4,242
3	M 3	3,468

Source: Primary data processed, 2020.

It is explained that from table 6, it can be seen that most of the average respondents gave a response agreeing to the statements on the work motivation variables.

- Respondent's response to working environment variables (WE)

From the statement items and the respondent's response can be known as follows:

Table 7 Respondent's response to work environment (WE)

Number	Statement	Average perception of respondents
1	WE 1	3,629
2	WE 2	4,742
3	WE 3	3,548

4	WE 4	3,226
5	WE 5	3,468
6	WE 6	3,500

Source: Primary data processed, 2020

It was explained that from table 7, most of the average respondents gave a response agreeing to the statements in the working environment variable.

4. Respondent's responses to employee performance variables (EP)

From the statement items and the respondent's response can be known as follows:

Table 8 Respondent's response to employee performance (EP)

Number	Statement	Average perception of respondents
1	EP 1	3,774

2	EP 2	3,581
3	EP 3	4,226
4	EP 4	3,452
5	EP 5	3,532

Source: Primary data processed, 2020

From table 8, it can be seen that most of the average respondents gave a response agreeing to the statements on the employee's performance variables.

DATA ANALYSIS RESULTS

A. Instrument Test

Validity test

Function measures the valid or absence of questionnaires. A significant test needs to be done by measuring and comparing the value of R count with R table for degree of freedom (DF) = number of Construk-2. The validity test results are listed as follows

Table 9 Validity test results

Variable	Statement	Person Correlation	r-table	Conclusion
Leadership Style	LS 1	0,768	0,300	Valid
	LS 2	0,396	0,300	Valid
	LS 3	0,386	0,300	Valid
	LS 4	0,703	0,300	Valid
	LS 5	0,373	0,300	Valid
	LS 6	0,758	0,300	Valid
Motivation	M 1	0,786	0,300	Valid
	M 2	0,471	0,300	Valid
	M 3	0,819	0,300	Valid
Working Environment	WE 1	0,531	0,300	Valid
	WE 2	0,533	0,300	Valid
	WE 3	0,478	0,300	Valid
	WE 4	0,580	0,300	Valid

	WE 5	0,544	0,300	Valid
	WE 6	0,423	0,300	Valid
Employee Performance	EP 1	0,446	0,300	Valid
	EP 2	0,588	0,300	Valid
	EP 3	0,448	0,300	Valid
	EP 4	0,446	0,300	Valid
	EP 5	0,523	0,300	Valid

Source: Primary data processed, 2020

Inconclusive, each question item can be declared valid due to the difficulty of the question item generating R-count value greater than 0.300.

Reliability Test

It is an indicator of the reliability of each variable. A construction or variable is said to be reliable if it gives the value of Cronboach Alpha > 0.06 (Ghozali, 2009). The following table 10 shows the reliability test results for the four variables used in this study.

Table 10 Reliability test Results

Variable	Cronbach Alpha	Result
Leadership Style (LS)	0,805	Reliable
Motivation (M) Working	0,821	Reliable
Environment (WE) Employee	0,766	Reliable
Performance (EP)	0,734	Reliable

Source: Primary data processed, 2020

It explains that the statement in the poll or questionnaire is reliable because it has a value of Cronbach alpha greater than 0.6. This indicates that each statement item used will be able to obtain consistent data.

The analysis

Multiple linear regression in the study used SPSS software, so the following results were obtained:

Table 11 Double linear regression test

Model	Unstanda Coefficients Standardized Coeff			T	Sig.
	B	Std. Error	β		
(Constant)	-0,015	0,045		-0,037	0,0075
LS	0,556	0,046	0,571	12,025	0,000
M	0,057	0,023	0,071	2,426	0,018
WE	0,393	0,061	0,0386	6,483	0,000

Source: Primary data processed, 2020

$$EP = -0,015 + 0,556LS + 0,057M + 0,393WE + E$$

The result of the multiple linear regression equation gives understanding that:

1. The value constants of -0.015, if the leadership style, work motivation and environment work is not or equal to 0, then the employee's performance will be at -0.015.

2. β_1 (value of regression coefficient of leadership style) positive value, meaning when leadership force is increasing, then the resulting employee's performance is increasing.
3. β_2 (Value of work motivation regression coefficient) is good and positive, which means that if the motivation of work is increasing, then the performance of the resulting employees is increasing.
4. β_3 (value of regression coefficient of work environment) positive and good value, meaning when the environment of work is increasing, then the employee's performance will also increase.

Classic Assumption Test

a) Normality Test

It done with the graph approach Normal P-Plot of regression standart.

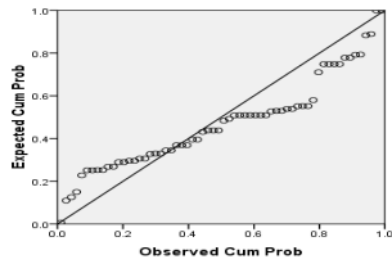


Figure 1 Test result normality using P-Plot graph

From the above graph can be noted that the distribution of data has followed the diagonal line between 0 (zero) with the meeting of the Y axis (Expected... Prob.) with the X axis (Observed. This indicates that the data in this study has been distribution to normal. Thus it can be concluded that the regression model has fulfilled the normality assumption.

b). Multicholinerity Test

Detecting the presence of multicholinerity symptoms is done by looking at the value of

Variance Inflation Factor (VIF), and the value of tolerance.

Table 12 Multicolinerity Test Results

Variable	Colleniarity Statistics		Result
	Std. Error	β	
LS	0.112	8.194	Non Multicolinerity
M	0.317	3.152	Non Multicolinerity
WE	0.780	2.887	Non Multicolinerity

Source: Primary data processed, 2018.

The tolerance value is close to 1 and the value of variance inflation factor (VIF) is lower than 10 for each variable, so this means that in a regression equation no correlation between independent variables or multicollinerity is found, the entire independent variable (X) can be used in research.

c). Heteroskedasticity Test

This heteroskedasticity test can be done to test whether in a regression model occurs variance inequality of the residual from one observation to another (Ghozali, 2009). A good regression Model is not the case of heteroskedastisity. The results of heteroskedastisity can be described as follows:

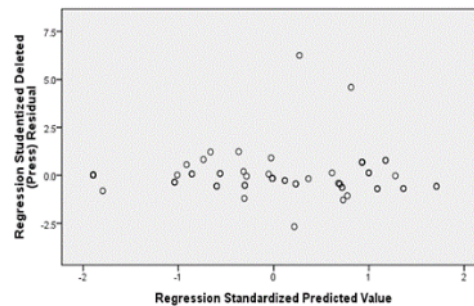


Figure 2 Scatterplot graph

The Scatterplot graph shows that the data is spread over and below the number 0 (zero) on the Y axis and there is no obvious pattern in the spread of the data. Then the regression model deserves to be used to predict employee performance based on the variables that affect them that are leadership styles, work motivation and work environment. Once done with the classic assumption test above, it can be concluded that the linear regression equation model in the study, free from the basic (classic) assumption, so that decision-making through F test and T-Test will be conducted In this study will not be biased or in accordance with research purposes.

Model Feasibility Test

a. Goodness of Fit

To test whether leadership style, motivation and a simulant work environment have an effect on employee performance. The test results are listed in

Table 13 F test result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22,617	3	7,539	1192,103	,000 ^b
Residual	,367	58	,006		
Total	22,984	61			

Source: Primary data processed, 2020

The test value F with significance level is 0.000 (below 0.05) of 1192.1. Based on its significance level, the H0 was deduced and H1 accepted. Thus independent variables consisting of leadership styles, work motivation and work environment together have significant effect on their dependencies, employee performance (EP) variables.

Multiple coefficient of determination analysis (R²)

Coefficient of determination (R²) to explain the contribution magnitude or the overall donation

size of the free variables (leadership style, work motivation and work environment) on the Independent variable (employee performance).

Table 14 Coefficient of determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 ^a	.984	.983	.07952

R-squared amounted to 0.992. This means that the relationship or correlation between the factors affecting the employee's performance is strong due to > 0.50. The value of R Square is 0.984 or 98.4%, it shows that employee performance variables that can be explained leadership style variables, work motivation and work environment are 98.4%, while the remaining 1.6% described other factors that are not included in this research model.

Hypothesis testing (t-Test)

The hypothesis test uses the T test to know the overall effect of the variable independent of the dependent variable by comparing the significant T-value to the real level of 95% or $\alpha = 0.05$ so that it can be known to individual free variable influences.

Table 15 t-test result

Model	t	Sig
Leadership Style	12.025	0.000
Motivation	2.426	0.018
Work Environment	6.483	0.000

Source: Primary data processed, 2020

The test results provide understanding that:

- a) Influence of leadership style to employees' performance
Obtained the value of a regression coefficient of positive value and the significance value for the leadership style is $\alpha = 0.000 < 0.05$ then the leadership style has a significant influence on the

employee's performance. So accepting H1 is the influence of leadership styles on employee performance.

- b) Effect of work motivation on employee performance

Obtained the value of a regression coefficient of positive value and the significance value for the work motivation is $\alpha = 0.018 < 0.05$ signifying that the motivation of work has a significant influence on the employee's performance. So accepting H2 is a working motivation influence on employee performance.

- c) Effect of work environment on employee performance

Obtained the value of a regression coefficient of positive value and the significance value for the working environment is $\alpha = 0.000 < 0.05$ indicates that the work environment has a significant influence on the employee's performance. Thus accepting H3 there is an impact on the work environment on employee performance.

It can be concluded, the result of this research that the influence of leadership styles on employee performance has a significant effect of $0.000 < 0.05$. Leadership styles have the greatest influence on employee performance. The result of motivation variable output with a significance value of $0.012 < 0.05$ indicates that the motivation significantly affects the performance of the employees. And the last variable is the working environment, evidenced by the significance value of $0.000 < 0.05$ so that it can be said that the working environment variables affect the employee's performance.

CONCLUSION

Based on the results of research and analysis that has been done, can be drawn several conclusions as follows:

First, the leadership style has a significant influence with the positive direction to the employee performance of PT. Mandiri Sukses Utama, which means that the more leadership is applied, so that employees will achieve the best performance.

Second, the motivation of work has a significant influence in the positive direction to the performance of employees of PT. Mandiri Sukses Utama, meaning that if an employee has a high working motivation, it will improve the employee's performance.

Third, the work environment has a significant influence in the positive direction to the employee performance of PT. Mandiri Sukses Utama, meaning that with the condition of good working environment and conducive then able to improve the performance of employees.

Suggestion

Based on the results of the overall discussion and analysis conducted, the advice can be given as follows:

First, the company is expected to improve the leadership style by enhancing the motivation by providing awards and career level to employees who have good performance, implementation of corporate strategy with and provide training to improve employee work skills.

Second, the company is expected to continue to fix the condition of the working environment within the company so that every employee can feel comfortable and happy in working and can impact on increasing employee performance.

Third, only discusses three independent variables. It Should be able to add independent the for more comprehensive.

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