

Analysis of the influence of Leadership Style, Communication, and Work Motivation on Employee Performance (Case Study at DPRD Secretariat in Pematang Siantar City).

Augustinus Suryadi Sitanggang^{1*}, Sukaria Sinulingga^{2,3} and Isfenti Sadalia^{2,4}

¹Postgraduate Program, Magister Management, Universitas Sumatera Utara, Medan, North Sumatra, Indonesia

²Lecturer, Postgraduate Program, Magister Management, Universitas Sumatera Utara, Medan, North Sumatra, Indonesia

³Faculty of Industrial Engineering, Universitas Sumatera Utara, Medan, North Sumatra Indonesia

⁴Faculty of Economics & Business, Universitas Sumatera Utara, Medan, North Sumatra Indonesia

*¹Correspondence Author: Augustinus Suryadi Sitanggang

ABSTRACT:- The present study aims to conduct scientific analysis to improve the performance of Civil Servants (PNS) at the Secretariat of Pematangsiantar DPRD. The independent variables are Leadership Style (X1), Communication (X2), and Work Motivation (X3), while the Variable is Performance (Y1). Hypothesis testing was carried out with the F test and T-test, which in the data processing used multiple regression analysis approaches. Based on multiple regression analysis, the following regression equation $Y = 18,831 + 0,090X1 + 0,048X2 + 0,437X3$. All Independent Variables (Leadership Style, Communication, and Work Motivation) simultaneously positively and significantly affect the Variable Terikat (Performance). Meanwhile, partially, the leadership style has a positive and significant influence on performance. Similarly, communication has a positive and significant effect on performance, and work motivation has a positive and significant effect on performance. The dominant independent variable is communication with a coefficient of 8.377.

Keywords: Performance, Leadership Style, Communication, Work Motivation

I. INTRODUCTION

Indonesia is a unified state which adopts the decentralization principle in governance by giving opportunity and flexibility to the region to maintain autonomy. The authority of broad autonomy includes the local authority in administering governance that covers the authority of the field of government except for the authority of foreign politics, security defence, justice, monetary, and fiscal, religion and other areas of authority as provided by regulations. Performance issues are irresistible to processes, outcomes and usability. In this case, the performance or work achievement is the result of the quality and quantity of work achieved by an employee in performing his duties in accordance with the responsibilities assigned to him.

Performance is the quality and quantity of an individual or group's output in a particular activity resulting from the natural ability or ability acquired from the learning process and the desire to perform better (Wibowo, 2016). Performance is all acts or behaviours that are controlled by the individual and contribute to the achievement of goals. The performance is divided into two types: The task performance is the role of work described in the form of quality and quantity of the result of the work.

The government of Pematang Siantar has several Working Units, namely the Department, Agency, Office, Section, Regional Owned Enterprises, Subdistrict, Regional Secretariat and DPRD Secretariat. where the duty of the DPRD Secretariat is to hold secretariat administrations, financial administration, support the implementation of DPRD's duties and functions, and to provide and coordinate the expertise required by the DPRD in accordance with the financial capability of the District.

This is contrary to the vision and mission of Pematangsiantar City, where one of the vision and mission of Pematangsiantar City is: "To realize a clean government with the target of developing the performance of PNS or THL in the government of Pematangsiantar City; and the realization of a responsive, transparent and accountable government. "In order to observe this issue, the author conducts direct and indirect observations on the staff in the DPRD secretariat in Pematangsiantar City and interviews them. Initial observation results, the authors found employees lacking initiative in work, they were always waiting for commands in the work and also did not much to communicate with their supervisor directly.

Some of the notes are lack of staff motivation, lack of cooperation among members and staff in organizational units, lack of communication between the leader and staff. The secretary as a member of the organization is independent of the activities of the employees who need to be organized and best prepared. If the leadership at the Secretariat of North Sumatra Provincial DPRD performs its duties well then the effectiveness

of employee work will be achieved. More clearly, leaders with leadership style, communication, and good working motivation will have a great influence in improving employee performance, thus helping to achieve organizational goals. Performance is defined as the level of organizational achievement, and performance has the meaning of a work that can be achieved by a person or group of people within an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization legally, not breaking the law and in accordance with morality and ethics. In addition to leadership and communication styles, a working motivation of a leader can also affect performance in carrying out basic tasks and functions as the chairman of the DPRD secretariat in Pematangsiantar City.

II. LITERATURE REVIEW

State Civilian Apparatus

The State Civil Apparatus has a very important role in creating law-abiding civil society, modern civilization, democratic, prosperous, just and high moral in providing services to the community in a fair and equitable manner, maintaining national unity and integrity with full loyalty to the Pancasila and The 1945 Constitution. The various challenges of the state civil apparatus in achieving these objectives are increasingly numerous and severe, both from outside and within the country that demand state civil apparatus to increase their professionalism in carrying out their duties and functions and are clean and free from corruption, collusion and nepotism. Definition of the State Civil Apparatus profession for civil servants and government employees with work agreements that work for government agencies. From the above definition, it appears that civil servants or civil servants are included in the ASN, where employees in the Pematang Siantar DPRD Secretariat are civil servants.

The Basic ASN values listed in Article 04 of Law No. 05/2014 concerning ASN as follows: 1) Holds the ideology of the Pancasila; 2) Faithful and defending the 1945 Constitution of the Republic of Indonesia and a legitimate government; 3) Serve the state and people of Indonesia; 4) Carry out duties professionally and impartially; 5) Make decisions based on the principle of expertise; 6) Creating a non-discriminatory work environment; 7) Maintain and uphold high ethical standards; 8) Responsible for actions and performance to the public; 9) Having the ability to implement government policies and programs; 10) Providing services to the public honestly, responsibly, quickly, precisely, accurately, efficiently, successfully, and politely; 11) Prioritizing high-quality leadership; 12) Respect communication, consultation and cooperation; 13) Prioritizing achievement of results and encouraging employee performance; 14) Encouraging equality in work; and 15) Increasing the effectiveness of a democratic government system as a career system tool.

The ASN Code of Ethics stipulated in Article 05 of Law No. 05/2014 concerning ASN as follows: 1) Carry out their duties honestly, responsibly and with high integrity; 2) Carry out their duties carefully and discipline; 3) Serve respectfully, politely, and without pressure; 4) Carry out their duties in accordance with the provisions of legislation; 5) Carry out their duties in accordance with the orders of their superiors or Authorized Officers insofar as they do not conflict with the provisions of laws and government ethics; 6) Maintain confidentiality concerning state policies; 7) Using state property and assets responsibly, effectively and efficiently; 8) Maintain no conflicts of interest in carrying out their duties; 9) Providing information correctly and not misleading to other parties who need information regarding the interests of the official; 10) Not misusing internal information, duties, status, power, and position to obtain or seek benefits or benefits for themselves or for others; 11) Holding firm to the basic values of ASN and always maintaining the reputation and integrity of ASN; and 12) Implementing statutory provisions concerning ASN Employee discipline.

As for the ASN function as stipulated in 10 Law No. 05/2014 concerning ASN as follows: 1. Implementing public policy; 2. Public servants; 3. Adhesive and unifying the nation. Whereas ASN duties as stipulated in Law 11 of No. 05/2014 concerning ASN as follows: 1. Carry out public policies made by the Personnel Development Officer in accordance with the provisions of legislation; 2. Providing professional and quality public services; and 3. Strengthening the unity and unity of the Unitary State of the Republic of Indonesia.

ASN's obligations as stipulated in Law No. 05/2014 concerning ASN as follows: 1. Faithful and obedient to the Pancasila, the 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia, and a legitimate government; 2. Maintain national unity and integrity; 3. Implement policies formulated by authorized government officials; 4. Comply with the provisions of legislation; 5. Carry out official duties with full dedication, honesty, awareness and responsibility; 6. Demonstrate integrity and exemplary in attitudes, behaviours, speeches and actions to everyone, both inside and outside of service; 7. Storing position secrets and can only express position secrets in accordance with statutory provisions; and 8. Willing to be placed in the entire territory of the Unitary State of the Republic of Indonesia

Leadership

Leadership is the key to the running of system management in any organization. The role of leaders in directing, inspiring and also a vital solution to achieving organizational goals. Wirawan (2014) summarizes the definition of leadership as a leader's process of creating a vision and interacting with each other with their followers to realize the vision. This definition includes the following points: 1. Process. 2. Leader. 3. Vision. 4. Affecting. 5. Followers. 6. Realize the vision. Northouse (2017) states leadership is a process by which individuals affect a group of individuals to achieve common goals. From this definition, there are four components that can be identified: (1) leadership is a process; (2) leadership involves influence; (3) leadership takes place in groups; and (4) leadership involves the same purpose.

There are many theories about Leadership Style, as shown by Hersey and Blanchard (1988) where they state that there is no best way to influence our subordinates, depending on the degree of readiness of the subordinates. One of the Leadership Styles which is also widely used in research is the first Managerial Grid® that emerged in the early 1960s and has been improved and refined over and over again (Blake and Mouton, in Northouse, 2017). The re-naming is Leadership Grid®, designed to explain how leaders help organizations achieve their goals through two factors: (1) production concerns and (2) attention to people (Northouse, 2017).

Communication

Communication is essentially the essence of social interaction (Hogg and Vaughan, 2010), when humans want to start interacting with others, at that moment he has established communication. The form of delivery of the message does not have to be verbal, but can also be through body language, cue or through digital messaging (WhatsApp, blackberry messenger, telegram, and the like).

Communication according to Wibowo (2016) is the process of delivering information from one party to either the individual, group or organization as the sender (s) to the other as a receiver to understand and open the opportunity to respond back to the sender. Based on this definition, there are several points related to the communication process: 1. Sender, 2. Encoding, 3. The message, 4. Channel or medium, 5. Decoding, 6. Receiver, 7. Noise, 8. Feedback

Work motivation

Motivation is a set of attitudes and values that affect individuals to achieve specific things in accordance with individual goals. Motivation includes uniqueness, past thoughts and experiences that are part of internal and external organizational relationships. If individuals are motivated, they will make a positive choice to go through something, because they can satisfy their wishes (Wirawan, 2014). Basically, motivation can spur employees to work hard to achieve their goals. This will increase employee productivity so that it influences the achievement of organizational goals. The source of motivation is three factors, namely: (1) the possibility to develop, (2) the type of work, and (3) whether they can be proud to be part of the company they work. In addition, there are several aspects that affect work motivation, namely safe working, earn a fair and competitive salary, a pleasant working environment, a reward for work achievement and fair management from management (Wirawan, 2014).

Aamodt (2010) states that motivation for workers is an external factor (which reinforces) and internal (which encourages) workers to act. The ability or skill of determining a worker is capable of mastering the job, but motivation plays a role in encouraging workers to complete their work properly and properly. On that basis, that motivation needs to be interfered with by the management of the company (Gibson et al., 2012). Diagnosis in Work Motivation (1) Self-esteem. (2) Source of Motivation. (3) Needs.

Civil Servants' work performance

Assessment of Civil Servants' work performance systemically emphasizes on measuring the level of Achievement of Employee Goals or the level of achievement that has been planned and agreed between the Appraiser Office and the Civil Servant who is rated as a performance contract.

Based on PP No. 46 of 2011 Civil Servant Performance Assessment Process is a systematic process of an assessment carried out by appraisal officials on employee work goals and work behaviour of civil servants. Whereas Civil Servant Achievement is the work achieved by each civil servant in the organizational unit in accordance with the Employee Work Target (SKP) and Work Behavior. In the case of this assessment referred to as Employee Work Objectives, hereinafter abbreviated as SKP, is a work plan and targets to be achieved by a civil servant and work behaviour is any behaviour, attitude or action taken by civil servants or does not do something that should be carried out in accordance with the provisions legislation.

Strategic assessment of civil servant work performance is directed as controlling productive work behaviour that is required to achieve agreed work results and not an assessment of the personality of a civil servant. The elements of work behaviour that affect the evaluated work performance are indeed relevant and significantly related to the implementation of work duties in the position levels of each individual Civil Servant

assessed (BKN Regulation No. 34 of 2011). The results of the assessment of the performance of civil servants are used as a basis for consideration: (1) Field of Work. (2) Field of Appointment and Placement. (3) Field of Development. (4) Award Field.

The Job Assessment Dimensions of Civil Servants according to Government Regulation No. 46 of 2011 concerning Civil Servants Job Performance Assessment are as follows: 1. Target Employee Work (SKP), namely work plan and targets to be achieved by a civil servant, 2. Work Behavior, ie every behaviour, attitudes or actions taken by civil servants or not doing something that should be done in accordance with the provisions of the legislation

Armstrong (2003) states that the process of appraisal of work achievement should not only be ceremonial but must be used as a focus on performance improvement and support the improvement of organizational achievement.

Hypotheses Development

The hypotheses of this study are as follows:

H1; There is a positive and significant influence of the Leadership Style variable (X1) on the PNS Performance of the DPRD Secretariat, PematangSiantar City.

H2; There is the influence of the Communication variable (X2) positively and significantly on the PNS Performance of the DPRD Secretariat, PematangSiantar City.

H3; There is a positive and significant effect of the Work Motivation variable (X3) on the PNS Performance of the DPRD Secretariat, PematangSiantar City.

H4; There is a relationship between the variables of Leadership Style (X1), Communication (X2), and Work Motivation (X3) simultaneously and significantly towards the PNS Performance of the DPRD Secretariat, PematangSiantar City.

III. RESEARCH METHODS

The design used in this study is correlational analytic. The study was conducted from October 2018 to January 2019. The types of data used are primary and secondary data. Primary data from survey results which include employee perceptions of factors causing PNS Performance DPRD Secretariat, PematangSiantar City. Secondary data from the number of employees, number of work accidents, number of lost hours. The population of this study was all PNS Secretariat DPRD, the City of PematangSiantar which numbered 62 people. The main research results in the study were achieved using correlation analysis and using multiple regression analysis.

IV. RESULTS & DISCUSSION

Results

Multiple Regression Analysis

The following regression equation between the variables of Leadership Style, Communication and Work Motivation on PNS Performance of the DPRD Secretariat, Pematangsiantar City:

Table 1. Results of Regression Equations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18,831	2,814		6,691	,000
Leadership Style	,090	,195	,083	,462	,646
Communication	,048	,245	,044	,195	,846
Work motivation	,437	,201	,445	2,179	,034

a. Dependent Variable: Performance

Based on the data in table 19. above, it is obtained:

Constants (a) = +18,831, this states that if there is no increase in scores from the factors of Leadership Style (X1), Communication (X2) and Work Motivation (X3), the PNS Performance score (Y) is +18,831 units.

Value b1 = +0,090, this states that if the value of the Leadership Style variable (X1) increases by 1 unit, while the value of the Communication variable (X2), Work Motivation (X3) there is no increase, the PNS Performance variable (Y) will increase by + 0.090 units

The value of $b_2 = +0.048$, this states that if the value of the Communication variable (X2) increases by 1 unit, while the value of the Leadership Style variable (X1), Work Motivation (X3) there is no increase, the PNS Performance variable (Y) will increase by 0.048 unit

B_3 value = $+0.437$, this states that if the value of the Work Motivation variable (X3) increases by 1 unit, while the value of the Leadership Style variable (X1), Communication (X2) does not increase, the Civil Servant Performance variable (Y) will increase by 0.437 unit

If included in the equation, the regression equation will be obtained as follows:

$$Y = 18,831 + 0,090X_1 + 0,048X_2 + 0,437X_3$$

Simultaneous Test

The results of the F test are presented in table 2 as follows:

Table 2. F-Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	647,387	3	215,796	7,886	,000 ^b
	Residual	1532,346	56	27,363		
	Total	2179,733	59			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Leadership Style, Communication, Work motivation						

From table 2., the F-count value is 7.886, while the F-table value can be obtained by using table F with a degree of free df Regression (treatment), which is 3 as the numerator df, and (df) Residual (56) as the denominator. and with a significant level of 0.05, so that the F-table value obtained is 2.766. Then it can be seen the value of F-count is greater than F-table, this shows that H1 is accepted, in other words, there is an influence between Leadership Style, Communication, Work Motivation on PNS performance in DPRD Secretariat, Pematang Siantar City.

Partial Test

To see the impact of each component of the variables of leadership, communication, and motivation on the performance of employees in the DPRD secretariat reviewed by using the following t-test:

Table 3. Partial Tests

		Sum of Squares	df	Mean Square	F	Sig.
Leadership Style	Between Groups	1466,092	20	73,305	7,326	,000
	Within Groups	390,242	39	10,006		
	Total	1856,333	59			
Communication	Between Groups	1477,483	20	73,874	8,377	,000
	Within Groups	343,917	39	8,818		
	Total	1821,400	59			
Work motivation	Between Groups	1717,358	20	85,868	6,241	,000
	Within Groups	536,575	39	13,758		
	Total	2253,933	59			

Based on the data in the table above, then:

F count is 7.326 while F-table is for $df_1 = 20$; $df_2 = 39$ is 1,846, this shows that F-count is greater than F-table, H1.1 is accepted, in other words, Leadership Style has a positive and significant effect on PNS performance Pematangsiantar City DPRD Secretariat

F-count is 8,377 while F-table is for $df_1 = 20$; $df_2 = 39$ is 1,846, this shows that F-count is greater than F-table, H1.2 is accepted, in other words, Communication has a positive and significant effect on PNS performance Pematangsiantar City DPRD Secretariat

F-count is 6.241 while F-table is for $df_1 = 20$; $df_2 = 39$ is 1,846, this shows that F-count is greater than F-table, H1.3 is accepted, in other words, Work Motivation has a positive and significant effect on PNS performance DPRD Secretariat, Pematangsiantar City

V. DISCUSSION

The main results in this study found that overall leadership style, communication and work motivation simultaneously affected the performance of civil servants in the Pematangsiantar City Secretariat. Partially each independent variable also has a positive effect on the dependent variable. Research conducted by Choiriyah (2015) on civil servants in the Malang District Social Service found that leadership quality had a positive effect on employee performance. This can be seen from several indicators, among others: the majority of employees indicate that the number of jobs can be completed in accordance with a predetermined target, the majority of employees indicate that the quality of work produced is quite good, and the majority of employees indicate that the employee's time utilization is on time.

In this study also states that communication has a positive and significant effect on the performance of PNS Pematangsiantar City DPRD Secretariat. Similar research was delivered by Elita (2007) who conducted a study of employees at the Dinas Pengairan North Sumatra Province, where she found that communication variables had a positive and significant effect on employee performance, this was indicated by the value of t count (2,649) greater than t table (1,960) with a determinant coefficient of 10.8%.

Furthermore, in this study, it was found that work motivation has a positive and significant effect on performance, which is in line with the research conducted by Barutu (2016), where he conducted research at the North Sumatra Mining and Energy Service. The results of his research found that work motivation had a positive effect on the performance of employees at the North Sumatra Mining Service. These results are obtained from test calculations between variables X and Y variables, then obtained = 0, 0.7096 with the price t-count = 7.388 and t-table = 2.011. This shows the efficiency of the correlation is significant with the value of the statistical test t count > t table which means H_0 is accepted, ie there is a positive influence between motivation on the performance of employees in the North Sumatra Mining and Energy Service. The magnitude of the effect of motivation on the performance of employees in the Mining and Energy Service of North Sumatra Province is 50.35%.

VI. CONCLUSIONS & SUGGESTIONS

Conclusion

Based on the results of research and discussion, some of the following: Leadership Style, Communication and Work Motivation with Employee Performance at the DPRD Secretariat, Pematangsiantar City simultaneously there are positive and significant influences. The Leadership Style partially has a positive and significant effect on Employee Performance at the DPRD Secretariat, Pematangsiantar City. Partial communication has a positive and significant effect on Employee Performance at the DPRD Secretariat, Pematangsiantar City Work Motivation partially has a positive and significant effect on Employee Performance at the DPRD Secretariat, Pematangsiantar City

Suggestions

Based on the results of the research, some suggestions can be presented as follows: Communication variables are the variables that have the highest correlation coefficients compared to leadership style variables and work motivation in PNS Sekretariat DPRD, Pematangsiantar City. On the basis of this, the Secretariat needs to pay special attention and special attention in establishing and improving working communications between fellow teams and superiors and others. The DPRD Secretariat, Pematangsiantar City needs to provide or carry out collective training in order to foster the openness of information, communication and also honouring employee leadership so as to support their performance.

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**¹Correspondence Author: Augustinus Suryadi Sitanggang*

*¹Postgraduate Program, Magister Management, Universitas Sumatera Utara,
Medan, North Sumatra, Indonesia*