The Influence of and Leadership Style
Work Environment on Employee Performance
At UPI Serang Campus

Firli Agusetiawan Shavab[1*], Fuadi [2], Rohman B [3]

[1*]University of Sultan Ageng Tirtayasa, Indonesia
[2,3] Sekolah Tinggi Ilmu Ekonomi Banten, Indonesia

firliagusetiawan@untirta.ac.id [1*)]
fuadali71@gmail.com [2)]
rohmanb477@gmail.com[3)]

Kata Kunci : *gaya kepemimpinan, kinerja pegawai,, lingkungan kerja*

Abstrak : Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Pegawai di UPI Kampus Serang. Pendekatan penelitian yang digunakan yaitu mix method. Adapun populasi penelitian adalah pegawai tenaga kependidikan di Universitas Pendidikan Indonesia Kampus Serang, sedangkan teknik sampel yang digunakan dalam penelitian ini adalah purposive sampling dengan menggunakan sebanyak 31 responden. Metode yang digunakan adalah penelitian kuantitatif. Metode analisis data yang digunakan adalah analisis statistik dekriptif, uji normalitas, uji multikolinearitas, uji heteroskedastisitas, uji autokorelasi, uji regresi linier berganda, dan uji hipotesis.Hasil penelitian ini menunjukkan bahwa: (1) gaya kepemimpinan tidak memiliki pengaruh yang signifikan terhadap Kinerja pegawai. (2) lingkungan kerja memiliki pengaruh yang signifikan terhadap Kinerja pegawai. (3) Gaya Kepemimpinan dan lingkungan kerja memiliki pengaruh yang signifikan terhadap Kinerja pegawai.

Keywords : *employee performance, leadership style, work environment*

Abstract: This research aims to analyze the influence of leadership styles and the work environment on employee performance at UPI Serang Campus. The research approach used is a mix method. The research population is an employee of education personnel at the University of Education Indonesia Kampus Serang, while the sample technique used in this study is purposive sampling using as many as 31 respondents. The method used is quantitative research. The data analysis methods used are decryptive statistical analysis, normality test, multicollinearity test, heteroskedasticity test, autocorrelation test, multiple linear regression test, and hypothesis test. The results of this study showed that: (1) leadership styles did not have a significant influence on employee performance. (2) The work environment has a significant influence on employee performance. (3) Leadership style and work environment have a significant influence on employee performance.

Introduction

Every institution of higher education and research must have a vision and mission to be achieved. The vision and mission can be achieved by utilizing various existing resources within the institution, namely human resources and non-human resources. Resources are things that are considered to have economic value and can provide a strength for institutions and companies. Human resources, namely employees, employees in higher education and research institutions, consist of educational staff and educators. Employees are very important in an institution of higher education and research. In the millennial era with today's technological advances, the human factor still plays an important role for the success of an organization or educational institution to achieve its vision and mission.

The key to the success of an institution of higher education and research is to depend on the performance of its employees either directly or indirectly to make a contribution to the educational institution. Employee performance is a measure that shows the performance of employees in carrying out the duties and functions of educational institutions. Performance appraisal is used by educational institutions to assess the performance of their employees or evaluate the work of employees. Performance appraisal can be seen through the work process. This work process can describe employees who have a desire to excel. Assessment of employee performance within the Indonesian Education University based on Government Regulation Number 100 of 2000, Law Number 14 of 2005 concerning Teachers and Lecturers, Law Number 37 of 2009 concerning Lecturers and Rector Regulation 7739/UN40/HK/2015 concerning Employee Management Systems in the University of Pendidikan Environment Indonesia, namely the List of Proposed Ranks (DUK), List of Employee Performance Assessment (DP3) and Determination of Credit Scores (PAK) and others.

Universitas Pendidikan Indonesia (UPI) is a public university whose main campus is located in Bandung City, West Java, Indonesia. Since 2012, UPI has been a government-run university (PTP), changing from its previous status as a State-Owned Legal Entity (BHMN) university. UPI is a university that adheres to a multicampus system with 6 campuses spread across two provinces, namely West Java and Banten. UPI's main campus is located at Jalan Setiabudhi 229, Bandung. Meanwhile, other campuses are located in Cibiru, Tasikmalaya, Sumedang, Purwakarta, and Serang. UPI Serang Campus is an integrated campus with UPI's main campus in Bandung. This is in accordance with Law no. 15 of 2014 concerning the UPI Statute. Because it adheres to the principle of unity, between the main campus and the regions, it means that there is an academic and management unity, so that UPI Serang Campus is not a remote campus, but a UPI campus located in the Serang area. UPI Kampus Serang implements the achievement of the University's vision and mission, but on a micro level it is implemented in accordance with cultural developments and regional contexts.

There are several factors that affect employee performance, namely leadership style, adequate work facilities, employee abilities or skills, work environment, motivation, discipline, incentives and others. Leadership style and work environment have an important role for educational institutions to improve the performance of educational institutions.

Each leader has the nature, character, and character of each that is different and is influenced by the nature factors that he brought from birth and the formation of the environment in which the leader works. These different qualities and characteristics of leaders are called leadership styles. Leaders must be able to use their authority in changing employee attitudes and behavior so that they want to work hard so as to achieve optimal results. Leaders who lead with a leadership style that is appropriate to the aspirations of the employees they lead can create a harmonious relationship between leaders and subordinates (educators and education staff) proportionally. Then the leader must use his authority properly to maintain the attitudes and behavior of employees so that they want to work even harder to produce optimal performance.

In addition to the leadership style factor, namely the work environment. One of the goals of organizations or educational institutions to create a work environment is to achieve organizational goals. A good and pleasant work environment makes employees feel more enthusiastic about their work. The comfort of employees or employees at work is also one of the important factors that can encourage employees to work well so that they can achieve the desired goals of organizations or educational and research institutions. Poor working conditions have the potential to cause employees to fall ill easily, get stressed easily, and find it difficult to concentrate so that it can affect the resulting performance. If the work room is hot, air circulation is inadequate, the work space is too crowded, the work environment is not clean, and noisy, it causes employees to be uncomfortable at work. The condition of the work environment is said to be good or appropriate if the employee can carry out activities optimally, healthy, safe and comfortable.

The author conducted research at the Indonesian Education University, Serang Campus, based on the analysis of observations and surveys that there were problems in higher education institutions and research. The results of the performance assessment of employees or education personnel given from the leaders in the UPI Serang Campus are aimed at obtaining objective consideration materials in the development of civil servants or PTN-BH (Legal Entities), including in consideration of promotions, determinations in positions, transfers, periodic salary increases and others as outlined in the Work Implementation Assessment List (DP3). The list of PNS Work Implementation Assessment is a list containing the results of the assessment of the work implementation of a civil servant within a period of 1 (one) year made by the appraiser official. The legal basis of Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 and Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning Assessment of Work Performance of Civil Servants. The Performance Assessment is taken from 3 years of results from the leadership's assessment of its employees which can be seen in the table as follows:

Table 1. Performance Data for Education Personnel based on DP3
Indonesian University of Education Serang Campus

Employee Performance	Employee Assessment Score		
	2017	2018	2019
Average	87,23	88,67	89,23
Category	Good	Good	Good

Source : Accumulated DP3 value for education staff.

Table 1 shows the performance of education personnel based on the DP3 UPI Serang Campus from 2017 to 2019. In 2019 it shows that the average employee performance appraisal is 89.23 points or an increase of 0.56% compared to the average employee performance appraisal in 2018 which is equal to 88.67 points. The average employee performance appraisal also increased in 2018 compared to 2017 which was 1.44%. Thus, from 2017 to 2019 the assessment of the Performance of Education Personnel based on the DP3 UPI Serang Campus experienced an average increase of 1% and was in the good category.

This increase was mainly due to a demand that the performance of a civil servant, education staff and non-PNS or PTN-BH (Legal Entity) must increase from year to year. The increase in the average performance appraisal of civil servants, education staff and non-PNS or PTN-BH (Legal Entities) at UPI, Serang Campus, is not directly proportional to the skills of leaders in leading their subordinates. Although there was an insignificant increase, there were still problem phenomena that occurred at the Universitas Pendidikan Indonesia, Serang Campus.

The phenomenon of problems that occur in leadership at the Indonesian Education University, Serang Campus, tends to treat its employees fairly, less wisely, employees' aspirations are not heard, and transfer employees at will. employee assignments tend to be inconsistent with the main tasks and functions (Tupoksi). Employees are not comfortable in doing work. Employees are less enthusiastic in doing their job. The ability of employees to innovate is low due to a leadership style that does not support employees to work hard. There are many obstacles in efforts to improve employee performance within the UPI Serang Campus. Hot workspace or air conditioning rusan not immediately repaired. Too crowded workspace. Deducted from honorarium for not coming to work (sick).

Leadership is a determining factor both in an organization, company or educational institution. The success or failure of the company in achieving a goal is influenced by the way a leader is. The figure of a leader in a company can be effective if the leader is able to manage his educational institution and influence the behavior of subordinates to want to work together in achieving a vision and mission of his educational institution. The following are definitions that illustrate leadership, in Sutikno (2014:15):

1. According to Stogdill "There are almost as many definitions of leadership as there are people who have tried to define them." Stogdill stated that, "Leadership as a management concept can be formulated in various definitions depending on where the starting point of thinking is.

2. "Leadership is a process that influences group activities organized to achieve common goals" (Rauch & Behling).
3. "Leadership is an activity in influencing others to work hard and willingly for group goals" (George P. Terry).
4. "Leadership is the activity of influencing others to participate in achieving common goals" (H. Koontz and C. Donnell).
5. "Leadership is an activity to influence others to work together to achieve certain desired goals" (Ordway Tead).

From the above understanding, it can be concluded that leadership is a process carried out by a leader to influence others, guide, structure, facilitate activities and relationships within a group and organization.

The work environment in an organization and higher education institution needs to be considered, this is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and vice versa, an inadequate work environment will reduce employee performance. The condition of the work environment is said to be good if humans can carry out activities optimally, healthy, safe and comfortable. The suitability of the work environment can be seen as a result in the long term. An unfavorable work environment can demand more labor and time and does not support obtaining an efficient work system design. The following is a definition of the work environment put forward by several experts:

According to Sedarmayanti in Isnan (2017), the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. Consists of: lighting or light at work, temperature or air temperature at work, humidity at work, air circulation at work, noise at work, mechanical vibrations at work, unpleasant odors at work, color schemes in the workplace. work, decoration at work, music at work, safety at work.

Rahmawati, et al (2014) work environment is a very important component in employees doing work activities. By paying attention to a good work environment or creating working conditions that are able to motivate employees to work, it can have an influence on employee morale.

According to Nitisemito in Anisah (2017) the work environment is everything that is around the workers and that can affect the workers themselves in carrying out the tasks assigned to them.

Meanwhile, according to Rivai in Darumeutia (2017), the work environment is an organizational element as a social system that has a strong influence on the formation of individual behavior in the organization and affects organizational performance.

Based on the various opinions above, it can be concluded that the work environment is a condition where employees work in a company or educational institution that can affect the physical and psychological conditions of employees either directly or indirectly so that the work environment can be said to be good if employees of educational institutions can work. with optimal, quiet and high performance results.

The word performance comes from English, namely performance which means ability. Performance according to the Big Indonesian Dictionary is something to be achieved, demonstrated achievement and work ability. Performance is used by the leadership to conduct periodic assessments of the operational effectiveness of the organization and employees based on predetermined targets, standards and criteria. Through performance appraisal, organizations and leaders can find out the extent of the success and failure of employees in carrying out the assigned tasks.

According to Mangkunegara (2016: 67) the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Rivai and Sagala in Septiani (2016), employee performance is a concrete result that can be observed and can be measured objectively and carried out regularly.

Meanwhile, according to Wirawan in Hidayati (2016) employee performance is a valuable work output indicated by a valuable workplace organization which can consist of work results, work behavior and personal characteristics that are related to work.

Meanwhile, according to Kasmir (2016: 182) said performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Increased individual performance (individual performance) is likely to increase the company's performance (corporate performance) because the two have a close relationship.

So, it can be concluded that performance is work performance or work achieved by employees on work behavior and personal characteristics that have to do with work by comparing standards, goals, criteria that are determined and mutually agreed upon. Performance can affect the ongoing activities of an organization or educational institution, the better the performance shown by the employees will be very helpful in the development of the organization or educational institution.
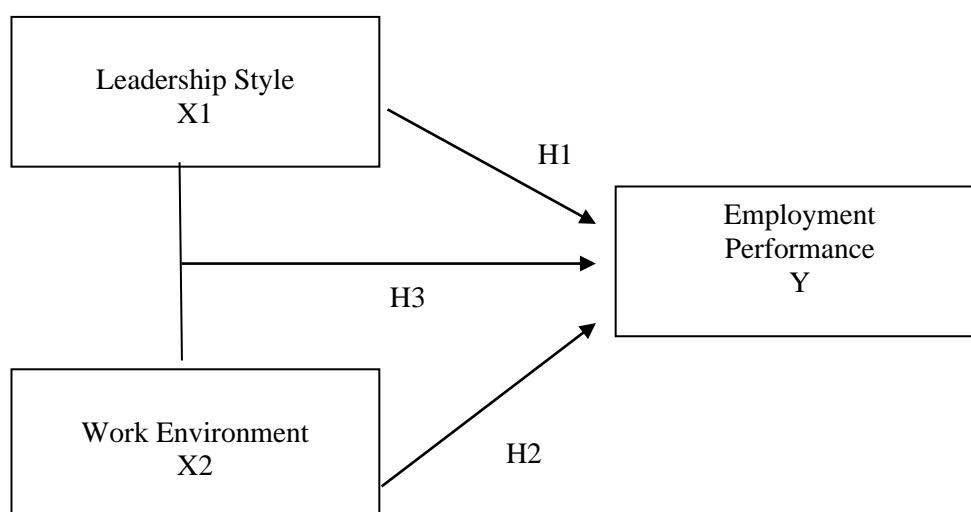

Figure 1. Thinking Framework

Hypothesis test

H1 = Leadership style has a positive and significant effect on UPI Serang Campus employees

H2 = The work environment has a positive and significant effect on the performance of UPI Serang Campus employees

H3 = Leadership style and work environment together (simultaneously) have a positive and significant effect on the performance of UPI Serang Campus employees

Research Method

In a study a researcher must use the right type of research. This is so that researchers can get a clear picture of the problems faced and the steps used in overcoming these problems. This study uses three types, namely qualitative, quantitative, and mixed or combined which is also known as the mix method.

Quantitative descriptive is research on data collected and expressed in the form of numbers. Then also in the form of qualitative data as a descriptive research process, such as words or sentences arranged in a questionnaire, sentences resulting from consultations or interviews between researchers and informants. The quantitative process is deductive in nature, where to answer the problem formulation, concepts or theories are used so that hypotheses can be formulated. Because it uses quantitative descriptive research, the data used is quantitative data, namely data in the form of numbers, or qualitative data that is numbered. Qualitative data, for example, is contained in a numbered measurement scale or the results of interviews.

Population

According to Sugiyono (Sugiyono, 2017: 80) Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. In this study, the authors took the population of education personnel at the University of Education Indonesia Serang Campus as many as 31 people.

Sample

The sample is part of the number and characteristics possessed by the population. According to Sugiyono (2015:118) is part of the number and characteristics possessed by the population. If the population is large, the researcher will not study everything in the population, so the researcher can use samples taken from that population.

Sampling for research according to Suharsimi Arikunto (2013: 108), if the subject is less than 100 people, all of them should be taken, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. The sample used in this study was 31 people of education staff at UPI Campus Serang. After knowing the sample size, then the sampling technique is determined. The sampling technique used in this study is a saturated sampling technique. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Data processing using SPSS 23.0 software for Windows

Data and Data Collection Methods

The data used in this study consists of:

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1.   Primary Data

The data that is attempted or obtained by researchers, this primary data is data obtained from the results of distributing questionnaires to UPI Serang Campus employees. In the form of observation data (observation), interviews and questionnaires (questionnaire).

1.   Secondary Data

Data obtained from people or institutions or other sources, secondary data in this study is data sourced from UPI Serang Campus, in the form of books, articles, scientific works, research journals that are relevant to the topic of the problem being studied.

Results and Discussion

Data Validity

The validity test was processed using a computer with the research instrument version of the SPSS application version 23.00. The measurement of the validity of this questionnaire is done by comparing the calculated r value with the r table value, where all questions are declared valid if r count > r table, and n = number of samples. Because n = 31-2 = 29, and p = 0.05, then r table = 0.355. it can be said to be valid (accurate) for research if it has a validity value greater than or equal to 0.355 and vice versa, if the validity value is less than 0.355 then it is said to be invalid (invalid accurate).

Table 2. Instrument Validity for Leadership Style (X1)

Item Statement	r count	r table	Description
Leadership style_1	0,458	0,355	Valid
Leadership style_2	0,465	0,355	Valid
Leadership style_3	0,673	0,355	Valid
Leadership style_4	0,362	0,355	Valid
Leadership style_5	0,694	0,355	Valid
Leadership style_6	0,389	0,355	Valid
Leadership style_7	0,457	0,355	Valid
Leadership style_8	0,398	0,355	Valid
Leadership style_9	0,375	0,355	Valid
Leadership style_10	0,586	0,355	Valid

Source: Data that has been processed

Table 2 shows the leadership style variables, it can be concluded that all of the leadership style statement instruments are valid, because the value is greater than 0.355. So that it can be used in data analysis in this study.

Table 3. Validity of Instruments for Work Environment (X2)

Item Statement	r count	r table	Description
Work environment_1	0,528	0,355	Valid
Work environment_2	0,450	0,355	Valid
Work environment_3	0,576	0,355	Valid
Work environment_4	0,577	0,355	Valid
Work environment_5	0,472	0,355	Valid
Work environment_6	0,643	0,355	Valid
Work environment_7	0,444	0,355	Valid
Work environment_8	0,561	0,355	Valid

Source: Data that has been processed

Table 3 explains the work environment variables, it can be concluded that all of the work environment statement instruments are valid, because the value is greater than 0.355. So that it can be used in data analysis in this study.

Table 4. Instrument Validity for Employee Performance (Y)

Item Statement	r count	r table	Description
performance_1	0,396	0,355	Valid
performance_2	0,425	0,355	Valid
performance_3	0,463	0,355	Valid
performance_4	0,462	0,355	Valid
performance_5	0,396	0,355	Valid
performance_6	0,642	0,355	Valid
performance_7	0,420	0,355	Valid
performance_8	0,540	0,355	Valid

Source: Data that has been processed

Table 4 explains the employee performance variables, it can be concluded that all employee performance statement instruments are valid, because the value is greater than 0.355. So that it can be used in data analysis in this study.

Data Reliability

After testing the validity, then the reliability test is carried out for valid statements. Reliability test with Cronbach alpha method using SPSS 23.0.

Table 5. Instrument Reliability Results

No	Variabel	Cronbach's Alpha
1	Leadership Style	0,796
2	Work Environment	0,805
3	Employee Performance	0.766

Source: Data that has been processed

Table 5 shows that the variables of leadership style (X1), work environment (X2) and performance (Y). has a Cronbanch Alpha greater than 0.60. This means that the reliability

coefficients on the variables of leadership style (X1), work environment (X2) and performance (Y) are acceptable because the Cronbanch Alpha value is greater than 0.60.

Normality test

Based on the results of the normality test seen by using the histogram graph plot method and statistical analysis using Kolmogrov Smirnov. The histogram graph plot method shows the results that the distribution of the data forms a similar or bell-shaped curve with both sides widening to infinity so that the data in the tested regression model is said to be normally distributed and the Columogrov Smirnov test is 0.465>0.05.

Multicollinearity Test

Based on the results of the data that has been processed in the coefficients table, it is known that the VIF value of the independent variable or independent variable, namely the tolerance value of leadership style and work environment is 0.909 > 0.10 while the Variance Inflation Factor (VIF) leadership style and work environment is 1.100 < 10. This means that between the independent variables included in the model there is no symptom of multicollinearity, so multiple regression analysis can be carried out.

Coefficient of Determination Analysis

Based on the results of the SPSS output in the summary model table, it is known that the value of R Square (R2) shows a number of 0.765 which can be influenced by independent variables such as leadership style and work environment of 76.50%. Meanwhile, the remaining 23.50% were not examined by the authors in this study.

Hypothesis test

In this study, the hypothesis testing consists of partial and simultaneous hypothesis testing.

Table 6. T test (partial)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.139	4.923		1.857	.074
	Leadership Style	.060	.080	.073	.755	.456
	Work Environment	.684	.073	.894	9.311	.000
a. Dependent Variable: Performance						

Source: Data that has been processed

Table 6 shows the significance of leadership style (X1) is 0.456. Conclusion H_o is accepted or H_a is rejected, because the significance of t is greater than t = 5% or 0.456>0.05. This proves

that partially there is no significant influence between leadership style on employee performance.

Table 6 shows the significance, the variable t work environment (X2) is 0.000. Conclusion H_o is rejected or H_a is accepted, because the significance of t is smaller than the real level = 5% or 0.000 <0.05. This proves that partially there is a significant influence between the work environment on employee performance.

<div align="center">Table 7. Uji F (Simultan)</div>

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	206.797	2	103.398	45.667	.000^a
	Residual	63.397	28	2.264		
	Total	270.194	30			

a. Predictors: (Constant), Work Environment, Leadership Style

b. Dependent Variable: Performance

Source: Data that has been processed

Table 7 shows the significance of the variable f 0.000 obtained. Conclusion H_o is rejected or H_a is accepted, because the significance of F is smaller than the real level = 5% or 0.000 <0.05. This proves that simultaneously there is a significant influence between leadership style, work environment and employee performance.

Conclusion

Based on the results of data analysis and discussion that has been described, the conclusions of this study are leadership style partially has no effect on employee performance, the work environment partially affects employee performance, leadership style and work environment simultaneously affect employee performance and the magnitude of the influence of style leadership and work environment on employee performance by 76.50%. Meanwhile, the remaining 23.50% were not examined by the authors in this study.

Based on the conclusions that have been described previously, the authors can provide suggestions, namely the leadership is expected to provide more motivation for employees to employees by giving open praise and clear direction so that employees feel considered as partners and not as slaves, so that employees work comfortably and full of trust. Leaders are expected to be able to socialize or provide information in advance if there are changes to employees. Leaders are expected to be willing to listen to complaints and aspirations conveyed by employees, so that employees feel cared for and motivated at work, so that employees can work well and improve performance. To improve employee performance, educational institutions must provide a comfortable working environment, adequate facilities and support employees in their work, such as improving lighting in rooms that have reduced lighting levels.

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