

# DIMENSIONS OF LEADERSHIP BEHAVIORS DETERMINING ORGANIZATIONAL PERFORMANCE IMPROVEMENT

JAM

17, 1

Received, October 2018  
Revised, November 2018  
December 2018  
Accepted, December 2018

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**Abstract:** This research has several purposes such as analyze the effect of leadership behaviour's factors on organizational performance and analyze the right leadership behaviour which is proper to apply in organizational performance's improvement at Palm Oil Mill (POM) Sei Galuh PTVN V, Kampar, Riau. This research used the explanatory survey as research design and purposive sampling as technique sampling from 60 respondents. The purpose of that survey is to measure the leadership behaviour at POM Sei Galuh PTPN V. Questionnaire of this research adopted from three-dimensional leadership model by Yukl. Multiple regression used as the method. Data processed and analyzed using SPSS 24. The result shows that task oriented leadership duty, relationship and change's behaviour have a stimulant effect on organizational performance. Partially, task oriented leadership behaviour has no significant effect, relationship oriented leadership behaviour has a positive and significant effect, and change oriented leadership behaviour has a negative and significant on organizational performance. Future research was expecting to complete this research with qualitative data through in-depth interview and focusing on doing some discussion with staffs starting from operator until top management.

**Keywords:** leadership behaviour, organizational performance, palm oil mill.



Journal of Applied  
Management (JAM)  
Volume 17 Number 1,  
March 2019  
Indexed in Google Scholar

**Cite this article as:** Andri, Aji H., and Anggraini S. 2019. *Dimensions of Leadership Behaviors Determining Organizational Performance Improvement*. Jurnal Aplikasi Manajemen, Volume 17, Number 1, Pages 162–170. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2019.017.01.18>

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DOI: <http://dx.doi.org/10.21776/ub.jam.2019.017.01.18>

Currently, oil palm faces negative issues, such as palm resolution which is considered as the trigger for deforestation. The negative issue will continue, namely regarding the palm oil moratorium policy, rising production costs, climate dynamics that

allow the emergence of new pathogens and the existence of negative campaigns (BUMN, 2017). This will add to the challenges and intense competition in the world of oil palm plantations. To deal with this, one important key in the company's strategy is the management of human resources. (Drucker, 2008) emphasizes that human resources are the most important asset for an organization. Companies need to carry out appropriate strategies to optimize the

management of human resources in improving the performance of their employees. Every company will always strive to improve its performance, in this case, is the performance of the organization. (Armstrong and Baron, 2005) explain that performance is about doing work and the results achieved from the job. Performance is the result of work that

has a strong relationship with the organization's strategic goals.

PT. Perkebunan Nusantara V (PTPN V) which is one of the holding companies of PT. Perkebunan Nusantara III (Persero) which has 12 units of Palm Oil Mill (PKS). Table 1 below presents data on the performance of 12 PKS at PT. Perkebunan Nusantara V (PTPN V).

**Table 1 Performance of PKPN PTPNV in 2016**

No.	PKS Unit	Performance				
		TBS Processed (Ton)	Rend. CPO (%)	Rend. PK (%)	Kap. Processed (Ton/J)	Price (Rp/Kg)
1.	TPU	119.506	19.61	5.00	33.93	446.15
2.	TME	173.395	19.79	4.64	32.52	332.76
3.	SGO	159.393	19.33	5.23	29.96	417.39
4.	SPA	170.858	19.31	5.35	31.50	364.91
5.	SGH	164.355	18.60	5.00	34.95	682.56
6.	LDA	206.168	19.27	4.99	34.96	563.07
7.	SBT	256.240	19.29	4.26	42.70	328.28
8.	TAN	216.311	22.43	4.21	36.06	512.27
9.	TER	243.137	21.41	4.32	43.26	499.87
10.	STA	237.797	19.97	4.10	41.41	532.42
11.	SRO	286.867	21.61	4.06	42.32	393.11
12.	SIN	177.643	20.64	3.93	29.22	373.00

Source: PTPN V Processing Engineering Section

One of the Palm Oil Mill Unit (PKS) of PT. Perkebunan Nusantara V (PTPN V) is PKS Sei Galuh. From Table 1 above, it can be seen that PKS Sei Galuh's performance still shows a performance that is almost in the last position. PKS Sei Galuh underwent a performance change, in which this change was allegedly due to a change of leadership in the PKS. Explained that leadership changes are

very influential on the results of organizational performance, can experience increases, decreases and remain. This study will look at the effect of task-oriented, relationship-oriented and change-oriented leadership behaviours on organizational performance. The mindset of this study is shown in Figure 1.

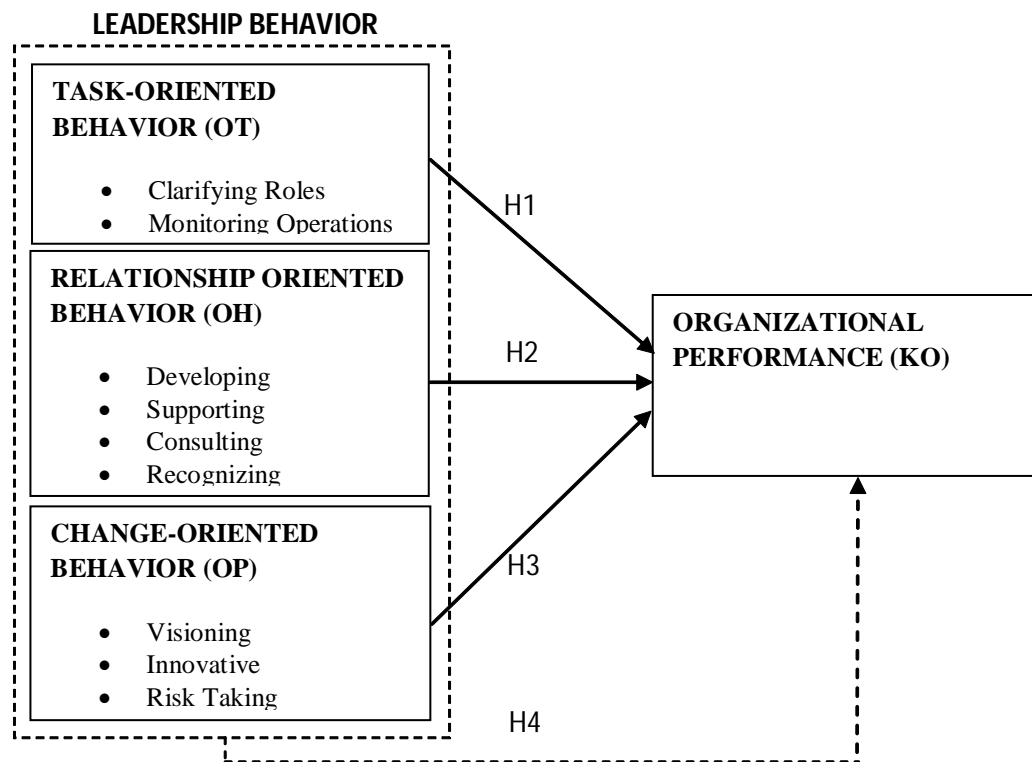


Figure 1 Research Framework

## LITERATURE REVIEW

### Leadership

Leadership is the process of influencing in determining organizational goals, motivating behaviour, followers to achieve goals, influencing to improve the group and culture. Besides that it also influences the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining cooperative relations in group work, obtaining support and cooperation from people outside the group, or organization (Rivai, Veithzal, and Sagala, 2013). According to Yukl (2017), leadership is a process to influence others to understand and agree with what needs to be done and how the task is carried out effectively, and the process to facilitate individual and collective efforts to achieve common goals. Leadership is sometimes understood as the power to move and influence people. Leadership is also said to be a process of directing and influencing

activities that are related to the work of group members.

In discussing the study of leadership is usually always accompanied by how to approach it, in this study the study of leadership to be discussed is through the approach of behaviour (behaviour). Throughout history, there have been known successful and unsuccessful leadership. Also, leadership influences the behaviour of many people. Therefore, leadership has attracted many experts to study it. In this behavioural approach is talk about how leaders relate to their subordinates regardless of the condition or level of readiness of subordinates.

### Three dimensional Model Leadership

Many specific behaviours are identified in leadership research, so it is difficult to integrate cross-study results (Yukl, 2017). The metacategory makes leadership research easier to “see the forest from the tree”. The difference between task-oriented and

people-oriented behaviour made during the 1950s is useful for organizing certain types of leadership behaviour into broader categories. The dichotomy of two factors includes many appropriate leader behaviours to influence individuals or teams. The two metacategories do not include behaviour that is directly related to encouraging and facilitating change. In the 1980s, behaviour oriented to change was implicit in some theories of charismatic leadership and transformation. However, based on research from Swedish and American researchers it was not explicitly recognized as separate dimensions or metacategories (Arvonen and Ekvall, 1991).

### **Organizational Performance**

According to Swanson in Keban (2004), "Organizational performance is to question whether the goals or mission of an organization is in accordance with the reality of conditions or economic, political and cultural factors that exist. Do the structure and policies support the desired performance. Does having leadership, capital and infrastructure in achieving its mission. Does the policy, culture and incentive system support the achievement of desired performance. And does the organization create and maintain selection and training policies, and its resources". According to Bastian (2001), organizational performance as a description of the level of achievement of leaders in an organization to realize the goals, objectives, mission and vision of the organization. The performance used in this study was measured using the percentage of the main performance indicators (IKU).

### **Effect of Task Oriented Leadership on Performance**

Leaders can change and motivate their followers by making them more aware of the importance of the results of the task, persuading them to attach importance to the interests of their team or organization compared to personal interests, and activating their higher needs (Yukl, 2017). In previous studies confirming the relationship between task-oriented leadership behaviour and performance. (Rise, Setiawan, and Nimran, 2010) This research

was conducted at PT. Semen Gresik (Persero) Tbk. The results showed that task-oriented leadership had a significant influence on performance. Thus the more effective task-oriented leadership behavior is thought to improve organizational performance, so the hypothesis can be formulated as follows:

H1: Task-oriented leadership behaviour has a significant effect on organizational performance.

### **Effect of Relations-Oriented Leadership on Performance**

Some previous studies confirm the relationship between relationship-oriented leadership and performance. (Sidharta and Lusyana, 2015) found that task-oriented and relationship-oriented behaviour significantly affected performance. In other findings, (Mengxi, Zhao, and Xu, 2017), in the study of generating relationship-oriented CEO leadership behaviours have a positive influence on organizational performance. This explains that the more effective relationship-oriented leadership behaviour, it will improve organizational performance. Based on these explanations, the hypothesis of this study can be formulated as follows:

H2: Relationship-oriented leadership behaviour has a significant effect on organizational performance.

### **Effect of oriented leadership Change on performance**

Change-oriented behaviour, concerned with understanding the environment, finding innovative ways to adapt to it, and applying major changes to strategies, products or processes (Yukl, 2017). Research on influence Change-oriented leadership has been carried out by Prasetio and Suharnomo (2009), the result is change-oriented leadership has a significant positive effect on performance. Thus the more effective change-oriented leadership behaviour, it will improve organizational performance. From this explanation, the research hypothesis can be formulated as follows:

H3: Change-oriented leadership behaviour has a significant effect on organizational performance.

### Effects of task-oriented leadership, relationships and changes to performance

The three-dimensional leadership model is more useful when many leadership behaviours influence more than one goal strongly. When leaders provide training to subordinates, the results can increase productivity (task orientation), increase relevant subordinate skills for career advancement (relationship orientation), and better implementation of innovative new programs (change orientation). Lo, Hubeis, Hutagol, and Hermawan (2011), researched the influence of organizational leadership and moderators of environmental turbulence on organizational performance (employee retention). The results showed that task-oriented leadership behaviours, relationships and changes simultaneously had a positive and significant relationship with organizational performance. From this explanation, the hypothesis can be formulated for this study as follows:

H4: Task-oriented leadership behaviours, relationships and changes simultaneously have a significant effect on organizational performance.

### METHOD

This research uses explanatory survey method with quantitative data analysis. According to Sekaran (2016), research using explanatory aims to see the relationships between variables or how a variable can affect other variables. This research was conducted at the Palm Oil Mill (PKS) Sei Galuh PTPNV Kampar district - Riau. The sampling technique was purposive sampling with a sample of 60 people. Data collection techniques use primary data and secondary data through questionnaires and interviews. The variable measurement technique uses a Likert scale, while the data analysis method uses multiple linear regression with the help of SPSS 24 software for Windows.

### RESULTS

#### Descriptive Analysis of Profile of Respondents

An overview of the profile of the respondents explained the characteristics of the respondents in this study which began with gender, age, last education, length of employment and last position. The

purpose and purpose of explaining the respondent's profile are to show that the respondents are those who know the dynamics of leadership behaviour from the leaders in the PKS Sei Galuh PTPNV directly.

The profile of respondents according to sex is dominated by men with a percentage of 96.7%. According to Mangkunegara (2011), mentions that gender affects organizational productivity. PKS Sei Galuh PTPNV is a company that for the majority of its jobs requires more men than women. Profile of respondents according to age group was dominated by ages 51 - 60 years with a percentage of 51.7%. This shows that PKS Sei Galuh PTPNV still has organizations in the productive age category. The Indonesian Central Bureau of Statistics (BPS) explains that the population of productive age is a working age population that has produced goods and services with groups of people aged 15-64 years. The profile of respondents according to the last level of education was dominated by high school / high school education with a percentage of 96.7%. This was because at the time of the establishment of the PKS Sei Galuh was still implementing a labor-intensive system which was the government's program at that time.

Profile of respondents according to the length of work, the majority of respondents are people who have worked for 26-30 years with a percentage of 58.3%. If viewed from the last position of the employee, the majority of respondents in the last position are Assistant Operators / Builders with a percentage of 45%.

### Test the Reliability of the Measuring Instrument

Reliability testing has been done, the results obtained from three leadership behavioural variables studied, namely task-oriented leadership behaviour, relationships and changes have a Cronbach Alpha value > 0.60 (Surjarweni, 2015). So that the measuring instrument used is declared reliable.

### Test the Validity of the Measuring Instrument

The validity test that has been done results in that all items of leadership behaviour variable state-

ments are valid. The calculated  $r$  is greater than  $r$  table (0.2542) at the significance of 0.05.

### Normality test

Normality test using Kolmogorof-Smirnov statistical test, with K-S results of 0.172 greater than 0.05, it can be concluded that the distribution of data is normally distributed.

### Multicollinearity Test

The results of the multicollinearity test show that the results of tolerance on each independent variable (leadership behaviour variable) are greater than 0.1. While the value of Variance Inflation Factor (VIF) is smaller than 10. So that the regression model in this study does not occur multicollinearity.

### Heteroscedasticity Test

The results of heteroscedasticity test show that all independent variables (leadership behaviour) the significance value is greater than 0.05. Then it can be concluded that the regression model in this study did not have heteroscedasticity.

## HYPOTHESIS TESTING

### Simultaneous Test (Test F)

**Table 2 Simultaneous test results (Test F)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.746	3	19.915	14.019	0.029
	Residual	4.262	3	1.421		
	Total	64.007	6			

Source: Results of SPSS 24.0 for Windows

**Table 3 Partial test results (T Test)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	186.236	18.069		10.307	0.022
	Orientasi Tugas	-0.864	0.323	-0.534	-2.679	0.075
	Orientasi Hubungan	0.552	0.171	0.644	3.232	0.048
	Orientasi Perubahan	-1.146	0.208	-0.823	-5.519	0.012

Source: Results of SPSS 24.0 for Windows

Based on Table 2, the ANOVA test results show that the F value is 14.019, significant at  $p = 0.029$  ( $p < 0.05$ ), so the decision H4 is accepted which means there is an effect of task orientation, relationship orientation and change orientation together (simultaneous) on organizational performance.

### Partial Test (T Test)

Based on Table 3 above, it can be determined the equation of the form of independent variables (X) task orientation, relationship orientation and change orientation towards organizational performance (Y) on Sei Galuh PTPNV PKS are:

$$Y = 186.236 - 0.864 \cdot X_1 + 0.552 \cdot X_2 - 1.146 \cdot X_3$$

Information:

Y = Organizational Performance

X1 = Task Orientation

X2 = Relationship Orientation

X3 = Change Orientation

From the multiple linear regression equation models and table 10 above, it is known that the X1 variable (task orientation) does not have a significant effect on organizational performance with a  $p$

value of 0.075 ( $p > 0.05$ ). Then the decision H1 is rejected, which means that task-oriented leadership behaviour does not affect organizational performance. While the table above the X2 variable (relationship orientation) has a significant effect on organizational performance with a p value of 0.048 ( $p < 0.05$ ). Then the decision H2 is accepted, which means that relationship-oriented leadership behaviour influences organizational performance. Each addition of values from the relationship orientation, the organization's performance will increase by 0.552. Likewise for the X3 variable (change orientation) has a significant effect on organizational performance with a p value of 0.012 ( $p < 0.05$ ). Then the decision H3 is accepted, which means that change-oriented leadership behaviour harms organizational performance. Every addition of value from change orientation, organizational performance will decrease by 1.146.

## DISCUSSION

The insignificant influence obtained in this study (task orientation) does not mean there is no effect at all. It's just a small effect. So that it is not statistically significant. From the results of these statistics, it can be analyzed that task orientation does not significantly influence organizational performance. It can be interpreted that PKS Sei Galuh's employees who work for more than 26 years have the ability and skills to carry out their duties in accordance with their Job Desk which has been perfectly arranged for pursue company targets. In improving HR performance, PTPNV continued to improve the competence of its employees through Job Enrichment and Job Enlargement, debriefing expertise through position courses, benchmarking and technical and managerial training in the form of seminars, workshops, workshops and conducting internal training (In-house training). So that with the ability of these employees the role of the leadership as the referral provider diminishes. So that the role of the leader is only as supervision in the execution of the duties of his subordinates. This is in line with research by Lowin, Hrapchack, and Kavanagh (1969), with the results of his research where task-

oriented behaviour does not have a significant effect on performance.

Relationship orientation variables based on the results of this study have a positive and significant effect on organizational performance. PKS employee Sei Galuh is an employee from PTPV (PTPNV results from the merger of PTPII, PTPIV and PTPV), which has a good communication relationship between employees and their leaders, which is different from the communication relationships that exist in PTPII and PTPIV. Leaders from PTPII and PTPIV are very close to their employees and still have strong Feudalism. If PKS Sei Galuh employees are led by leaders from former PTPII and PTPIV, it will lead to less harmonious relationships and friction between employees and their leaders which ultimately affects organizational performance. This can be explained by the essence of relationship-oriented leadership behaviour as stated by Bass and Avolio, (1997), that a leader who has relationship-oriented leadership behaviour will encourage his employees to do work more than what is expected from the job. The results of this study are in line with the research by Sidharta and Lusyana (2015). Relationship-oriented leadership can provide support to its employees and instil a sense of employee loyalty to their leaders. Relations-oriented leaders can influence their employees to work seriously on the work assigned to them and can influence their employees to have loyalty to improve organizational performance.

Other research that proves the effectiveness of relationship-oriented leadership behaviour on performance is Brown (2003), who said that relationship-oriented leadership behaviour would result in low employee turnover.

Change-oriented leadership behaviour from the results of research has a negative and significant effect on organizational performance. It can be interpreted that with the age of PKS employees, Sei Galuh, the majority of whom are over the age of 51, they are reluctant and afraid of changes in their working situation. They assume that change-oriented leaders will be seen as a threat to their existence in the workplace, such as mutations and reduction of employees. According to Hanpachern, Morgan, and

Griego (1998), there are three dimensions of employee readiness to change, namely resisting, participating and promoting. Resisting is a negative dimension to change through the attitudes, beliefs and tendencies of employees in the form of resistance to change. Participating is a positive dimension of change through attitudes, beliefs and tendencies of employees in the form of support for change. Promoting is a positive dimension of change through the attitudes, beliefs and tendencies of employees who actively promote change. According to O'Connor (1993), The reason why employees in an organization tend to reject change is (1) There is no trust in the leaders who propose change, (2) Be sure that changes do not need to be done considering the way they are currently done has proven successful, (3) Confident that changes are not may be implemented because it is assumed that the change will not succeed, (4) economic threat, although changes will benefit the organization, this will be opposed by employees who will suffer losses in terms of personal income, benefits or job security. Especially if the change involves replacing people with improved technology or processes for more efficient results which ultimately results in downsizing and dismissal of employees, (5) Relatively high costs, (6) Fear of personal failures, where employees must learn to do work certain higher-tech ones that they feel are no longer able to study it, (7) Loss of status and power, (8) Threats to values and idealism that are not supported by change, (9) Anger against interference because there will be a lot of interference with changes other people.

Despite the refusal of PKS Sei Galuh employees to change, this cannot continue to be maintained considering the increasingly stringent conditions of the oil palm business competition, as evidenced by the many private Palm Oil Mills (PKS) around the PKS Sei Galuh, which externally will disrupt income employees and the performance of PKS Sei Galuh organization itself. So it is very necessary for the character of the leader who can bring changes towards the better that can be accepted by employees. Yukl (2017), explains the characteristics of effective leadership in carrying out organizational

changes. Some of these characteristics can be explained in this study.

First, leaders have energy levels and tolerance to pressure. Despite the refusal of PKS employee Sei Galuh to change, physical vitality and emotional tenacity made it easier to cope with pressing situations of interpersonal relations, such as subordinates who find it difficult to accept change. Effective problem solving requires the ability to calm down and stay focused on the problem rather than panic.

Second, leaders have confidence. Without strong self-confidence, change will not lead to a better than before. Self-confident leaders have a strong influence on their subordinates to introduce these changes to their subordinates. Leaders must have confidence are more persistent in pursuing difficult goals even though there are problems and setbacks at first. His optimism and persistence will increase the commitment of his subordinates to support change.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

The results of multiple linear regression analysis indicate that the influence of organizational performance leadership behaviour can be measured significantly using task-oriented leadership behaviour, relationships and changes together (simultaneous). Partially, task-oriented behaviour does not have a significant effect on organizational performance, but relationship-oriented leadership behaviour and change orientation have a significant influence on organizational performance in PKS Sei Galuh PTPNV.

### **Recommendation**

For the perfection of this study, the results of quantitative research will be more perfect if it is equipped with qualitative research through structured interviews and focus group discussions with employees ranging from the operator level to the leadership employees at PKS Sei Galuh. In terms of placement of leaders in PKS, Sei Galuh, it is bet-



ter for PTPNV directors to consider leadership characters who have relationship-oriented leadership behaviours to achieve PKS Sei Galuh performance.

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