

Research Article

The Effect of Work Environment and Relationship Shared Among Employees on Motivation and Its Impact on Work Achievement at Public Order Agency of Banda Aceh City, Aceh Province, Indonesia

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Abstract: To achieve a high performance, it is necessary to improve and utilize optimal human resources that can produce organizational goals so that it will make a positive contribution to the development of the organization. Also, organizations need to consider various factors that can affect employees, in this case, it is necessary to improve performance and behavior that allows employees to understand and work professionally in their respective contexts and responsibilities. The improvement of work performance can be influenced by several factors, that is, the work environment, relationships among employees, and worker morale. This study aims to see the influence of the environment and the relationship among employees on motivation and its impact on work performance. The method used in this study is the Structural Equation Model (SEM). The results of the study showed that the work environment and relations among employees influenced work performance simultaneously. While partially the work environment does not affect work performance. The study also showed that motivation mediated the influence between the work environment and employee relations on work performance.

Keywords: work environment, relationship among employees, motivation, work achievement.

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1. INTRODUCTION

The rapid technology development forces people to have qualified skills to meet the better quality of life. If human resources can be used effectively and efficiently, it will be useful to support the sustainable economic growth. Now there is a problem, that is, how to create human resources that can produce optimally, so that the company can achieve the goal.

Considering the importance of employees in the organization, it is required more serious attention to employees so that the tasks charged by the organization can be achieved. With high work motivation, employees will work harder in carrying out their work. Conversely, with low work motivation, employees do not have the life-force of work, are easy to give up, and challenging to complete their work. Employees have little information whether their work has a positive impact on the customers or not, such as the individuals or groups served by the organization (Blau & Scott, 1962; Katz & Kahn, 1966).

In addition to work motivation, the work environment in which employees work is also important in improving employee performance. The work

environment is the material and psychological conditions that exist within the organization. Therefore the organization must provide an adequate work environment such as the physical environment (comfortable office layout, clean environment, good air exchange, color, adequate lighting and melodious music), as well as non-physical environment (employee work atmosphere, welfare employees, relationships between employees, relationships between employees and leaders, as well as places of worship. A good work environment can support work implementation so that employees have enthusiasm and improve employee performance.

To create high performance, it requires an increase in work and optimal utilization of Human Resources that can create organizational goals, so that it will contribute positively to the development of the organization. In addition, organizations need to pay attention to various factors that can affect employees' motivation, in this case, the need for an organizational role in increasing motivation and creating a conducive work environment to encourage the creation of professional attitudes and actions in completing work by their respective fields and responsibilities.

Every company, including government organizations, is required to optimize human resources and the ways to manage human resources. The Management of human resources cannot be separated from the factors of employees who are expected to perform as well as possible in order to achieve the goals of government organizations because employees are the main assets of the organization and have a strategic role in the organization, namely as thinkers, planners, and controllers of organizational activities.

Public order agency of Banda Aceh is one of the government agencies in charge of creating a peaceful, orderly and well-organized regional condition so that the administration of the government can run smoothly and the community can carry out their activities safely. Therefore, besides the enforcement of local regulations, the public order agency is also required to enforce other regional government policies, that is, regional head regulations. Many violations are committed by public order agencies, and countless risks are faced in the enforcement of local regulations.

The problem that occurred in the Public Order Agency of Banda Aceh is the lack of facilities provided to employees. The employees complain of lack of facilities and infrastructure that can be used by employees in the work environment, such as office interiors and sports venues. The lack of these facilities will have an impact on employee morale affecting work performance.

The lack of office facilities will also have an impact on the motivation of employees at the Public Order Agency of Banda Aceh City. With complete and sufficient office facilities, employees will be more motivated to work better. The availability of places such as canteens, sports buildings will make employees more motivated to work, for motivation is an essential aspect of work.

The availability of office facilities will also have an impact on the relations among employees at the Public Order Agency of Banda Aceh City. With the availability of a place like a gym, the employees will often spend time together, so that a good relationship will be established. For this reason, the work environment is a serious problem at the Public Order Agency of Banda Aceh City for it has an impact on the motivation and relations among employees which will also have an impact on employees' performance.

The work performance of the employees of the Public Order Agency of Banda Aceh also cannot be said to be good. During 2012-2016, the Public Order Agency of Banda Aceh only completed 7,674 violations of public order. It is because employees are less motivated, poor work environment and unharmonious relations among employees.

Based on preliminary observations of a total of 30 employees, the results showed that 12 employees were dissatisfied with the work environment, ten employees were less satisfied, and eight employees were satisfied with the average value of the answer was 2.87. It can be concluded that employees at the Office of the Public Order Agency of Banda Aceh felt less satisfied with the work environment. For employees' relationship, it showed that ten employees were dissatisfied, eight employees less satisfied, nine employees were satisfied, and three employees were delighted with an average score of 3.03. It indicated that employees at the Public Order Agency of Banda Aceh felt less satisfied with work relations between employees. For motivation, 11 employees were dissatisfied, eight employees were less satisfied, ten employees were satisfied, and one employee was very satisfied with an average score of 3.03 which concluded that employees at the Public Order Agency of Banda Aceh were less satisfied with motivation. The overall results showed an average of 2.98, which means that employees at the Public Order Agency of Banda Aceh felt less satisfied with the work environment, relations among employees, and motivation.

2. LITERATURE REVIEW

2.1. Work Achievement

According to Hasibuan (2012), job Performance is a result of work achieved by a person in carrying out tasks that are charged to him based on skills, experience, and sincerity and time.

Factors that influence work performance are motivation, stress level, the physical condition of work, compensation system and job design. According to Handoko (2012), motivation is a driving force that causes people to do something for fear of something. Handoko (2012) added to define that motivation was a pleasant or unpleasant emotional state in which employees view their work.

Handoko (2012) gave an understanding of stress was a condition of tension that affected emotions, thought processes and conditions. The physical condition of work is the situation in the employee's work environment. The compensation is everything that employees receive as a reward for their work. The stress levels have a relationship with compensation. If compensation for remuneration for employee work is often given and is of high value, it will reduce employee stress levels. Furthermore, Handoko (2012) stated that job design was a variation of a job for an employee.

2.2. Motivation

According to Rivai (2014), motivation is a set of attitudes and values that affect individuals to achieve more specific things in accordance with individual goals. These attitudes and values are invisibility that

provides the power to encourage individuals to behave in achieving goals.

Motivation is also a form of study of behavior which is the center of attention of the Government. Motivation is more directed to the problem of why someone behaves and why the behavior at one time leads to a direction rather than in another direction and why the intensity or firmness of behavior varies with time.

Motivation has long been the task of management, creating the most difficult and important problems to solve. Management has used various methods to improve motivation. A traditional approach is applied by many companies, such as increasing wages and improving benefits. In certain situations, this approach might succeed in improving performance. However, on the other hand, the policy does not provide a solution to the problem of motivation, because many other factors can satisfy certain employees. For example, the results of Fredrick Herzberg's research concluded that salaries including maintenance factors include the dissatisfaction factor. Even so, managers continue to look for the best ways to motivate their employees so that the work is performed well.

Warnanti (2014) states that one of the factors that influence work motivation is a good work relationship among employees and the employees with their superiors. In working, a harmonious working relationship among employees and the employees with their superiors needs to be made so that it can create feelings of excitement and boost morale which ultimately contributes to improving performance.

2.3 Relationship among Employees

According to H. Bonner (1975), the relationship between two or more individual humans and individual behavior affect each other, change, and improve the behavior of other individuals or vice versa. While Cabot and Kahl (1967) state that human relations are concrete sociology because it examines the situation of life, especially the problem of interaction with its influence and psychology. So, the interaction results in a reciprocal adjustment that includes skills in adjusting to new situations.

The relationship between people in the broadest sense is the interaction between someone and other people in all situations and all areas of life, can be done at home, on the road, in public transport (e.g., buses, trains) and so on. The relationship between humans in a narrow sense is the interaction between someone and others. However, the interaction here is only in the work situation and the work organization.

Work relations can be interpreted as the relationship that occurs between parts or individuals both within and outside the organization as a result of the implementation of their respective tasks and

functions in achieving organizational goals and objectives (SiwiUltimaKadarmoet al., 2013: 10).

The coordinative working relationship is a working relationship between officials which is intended to (integrate) harmonize and harmonize various interrelated interests and activities along with all movements, steps and time in order to achieve common goals and objectives.

The relationship among employees tends to be judged based on the relationship between individuals and other individuals in an organization or can be said to be the behavior of individuals in groups. Regarding that case, there is a direction of the relationship from top to bottom (downward) and from bottom to top (upward) or two-way communication (two-way traffic). Also, there is communication from the left side to the right side and vice versa (later communication). According to Robbins and Timothy (2008: 56-69), the basics of individual behavior consist of: (a) Ability (intellectual ability, physical ability); (b) Suitability of ability at work; (c) Biographical characteristics (Age, Gender, Race, Term of office).

2.4. Working Environment

According to Nitiseminto (2014), the work environment is something that is around the workers and can influence them in carrying out tasks that are charged. The work environment is one of the considerations for someone in having a job. If the work environment is not pleasant, the employee will think twice about accepting or rejecting the job because it may be the environment in which the employee is located will hinder the work done.

According to Sedarmayati (2014), "The work environment is the whole force and materials faced by the surrounding environment where a person works, his working methods, and work arrangements both as individuals and as a group." Therefore the work environment is a condition around the workplace both physically and non-physically that can give a pleasant, secure and reassuring impression. A good working environment will make employees feel comfortable at work. A comfortable impression of the work environment where the employee works will reduce the feeling of boredom at work. This convenience will undoubtedly have an impact on improving employee work performance.

Conversely, discomfort from the work environment will cause performance to decline and have an impact on employee performance itself. The work environment, in general, is an environment where workers carry out their work duties which consist of the physical and non-physical environment. The physical work environment includes building management or workspace, lighting, temperature, cleanliness, noise, page noise, wall color, work facilities, safety, and

comfort, etc. that can be seen physically. While the non-physical work environment includes: work atmosphere, relationships with fellow employees, relationships with leaders, employee organizations, and service to the community.

3. RESEARCH METHOD

3.1 Population and Sample of the Study

The population is the region of generalization which consists of objects that have certain qualities and characteristics set by the writer to be studied and then drawn conclusions (Sugiono, 2008:8). Furthermore (Darmadi, 2013) states that the population is the whole or set of objects with the same characteristics and the sample is part of the population that is used as the object of research. In this study, the intended population was all the 203 employees of the Public Order Agency of Banda Aceh City. Sampling was carried out by census techniques for all employees at the Public Order Agency of Banda Aceh City.

3.2 Technique of Data Collection

To obtain data regarding the assessment of work performance, work motivation, work environment and relations between employees, data collection was done using questionnaires. The questionnaire method is a series or list of questions that are arranged systematically, then sent to be filled in by the respondent. After being filled out, the questionnaire was sent back (Bungin, 2006: 122).

The questionnaire consists of 4 (four) question items which are included in the work performance evaluation variable, 4 (four) items included in the assessment of the work environment, 5 (five) items included in the employee relations assessment, and 5 (five) items included in the motivational assessment. The questions used in this study are closed questions, that is, the questions designed in the form of choices that have

been provided. The questionnaire is then distributed to sample employees

3.3 Data Analysis Method

The data analysis equipment used in this study is structural equation modeling (SEM) with the help of the Amos program. SEM equation model is a set of statistical techniques that allow testing of a series of relatively complex relationships simultaneously (Ferdinand, 2012: 181).

The management decision-making process is a complicated process or a multidimensional process with various patterns of tiered causality relationships. Therefore we need a model as well as an analytical tool that can accommodate the multidimensional research.

SEM can enter latent variables into the analysis. Latent variables are unobserved concepts that are approximated by variables or measurable obtained by respondents through data collection methods (survey, test, observation) and are often called manifest variables (Ghozali, 2013).

The advantage of SEM applications in management research is because of its ability to confirm dimensions of a concept or factor that is very commonly used in management and its ability to measure between variables.

4. RESULTS AND DISCUSSIONS

4.1.1 SEM Analysis

The full model of Structural Equation Model (SEM) is carried out after an analysis of the unidimensional level of the latent variables forming indicators tested by confirmatory factor analysis. Analysis of the results of data processing in the SEM full model stage is carried out by testing the suitability and statistical tests. Data processing that results in full SEM output as shown in Figure 4.1 as follow:

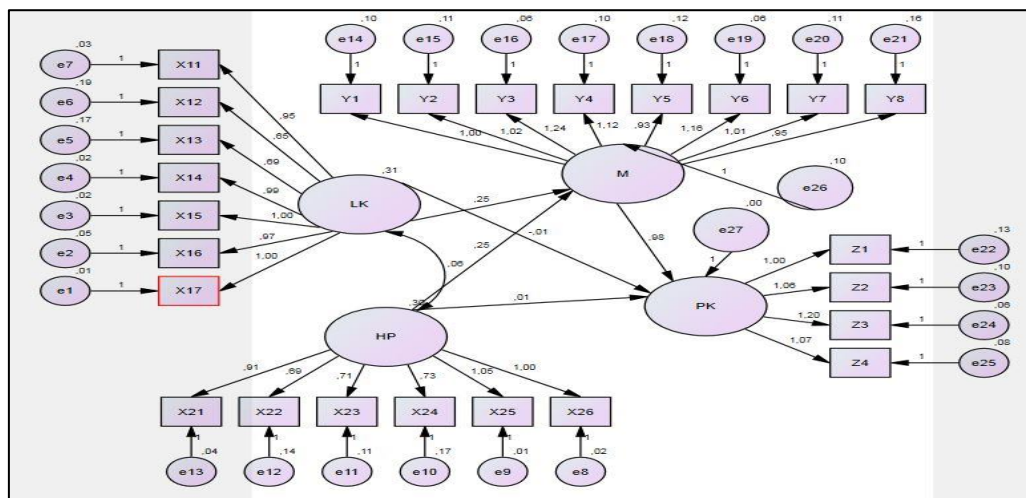


Figure 4.1 Full SEM Model

Based on Figure 4.1, it can be explained the influence of each variable as follows:

1. The influence of the work environment on motivation is positive 0.25, which means that the better the work environment will increase employee motivation.
2. The influence of the relationship among employees in motivation is positive 0.25, which means that the better the relationship among employees will increase employee motivation.
3. The influence of the work environment on work performance is positive 0.1, which means that the better the work environment will improve employee performance.
4. The influence of the relationship among employees on work performance is negative 0.1, which means that the better the relationship among employees will reduce employee performance.
5. The influence of motivation on work performance is positive 0.98, which means that the better the motivation, it will improve employee performance.

4.1.2 Hypothesis Testing

After all, assumptions can be met; then the hypothesis will be tested as proposed in the previous chapter. The testing of the seven research hypotheses

was carried out based on the Critical Ratio (CR) value of a causality relationship from the results of SEM processing as in the following table 4.11.

Table 4.11 Regression Weight Structural Equational Model

			Estimate	S.E.	C.R.	P
Motivation	<---	Work Environment	0,245	0,047	5,210	0,000
Motivation	<---	Relationship among Employees	0,248	0,048	5,174	0,000
Work Achievement	<---	Motivation	0,976	0,095	10,420	0,000
Work Achievement	<---	Relationship among Employees	0,013	0,025	0,518	0,605
Work Achievement	<---	Relationship among Employees	-0,007	0,024	-0,278	0,781

Source: Processed Primary Data, (2018)

Based on the results of SEM analysis in Table 4.1 and statistical equations (1) and (2), the following results can be formulated:

$$\begin{aligned}
 \text{Motivation} &= 0,245 \text{ Work Environment} + 0,248 \text{ Relationship among employees} \\
 \text{Work Achievement} &= -0,007 \text{ Work Environment} + 0,013 \text{ Relationship among employees} \\
 \text{Work Achievement} &= -0,007 \text{ Work Environment} + 0,976 \text{ motivation}
 \end{aligned}$$

The influence of the work environment on employee motivation is obtained by the CR value of 5.210 with a signification level = 5 of 0.000. Thus it can be concluded that the work environment influences the motivation of employees. The number or percentage of the influence of the work environment on motivation is 0.245 or 24.5%. It indicates that the better the work environment, the more positive and tangible influence on employee motivation increases.

The influence of the relationship among employees on employee motivation was obtained by the CR value of 5.174 with a signification level = 5 of 0.000. It can be concluded that the relationship between employees influences the increase of employees' motivation. The number or percentage of the effect of the relationship between employees on motivation is 0.248 or 24.8%. It implies that the higher the level of employee relations will increase employees' motivation.

The influence of motivation on employee performance is obtained by a CR value of 10.420 with a

signification level = 5 of 0.000. It can be concluded that employee motivation affects work performance. The number of the influence of the work environment on work performance is 0.976 or 97.6%. It reveals that the higher the motivation of employees will have a direct influence on improving employees' performance.

The influence of the work environment on employee work performance obtained CR value of 0.718 with a significance level = 5 of -0.278. It can be concluded that the work environment does not affect employees' performance.

The effect of the relationship among employees on employee performance is obtained by the CR value of 0.501 with a signification level = 5 of 0.605. Thus it can be concluded that the relationship between employees does not influence improving employee work performance. Furthermore, the test results of each of the above hypotheses will be presented briefly in Table 4.2 about the conclusion of the hypothesis below:

Table 4.2The conclusion of Direct Influence Hypothesis

No	Hypothesis	CR Cut off >1.96	P Value Cut off < 0,05	Remarks
1	Test the effect of the independent variables of the work environment (X1) with intervening variables on employee motivation (Y)	5,210	*** (Sig, < 5%)	H ₁ accepted
2	Test the effect of independent variables between employee relations (X2) with employee motivation intervening variables (Y)	5,174	*** (Sig, < 5%)	H ₂ accepted
3	Test the effect of employee motivation (Y) Intervening variable with employee performance variable (Z)	10,420	*** (Sig, < 5%)	H ₇ accepted

***, Significance Level 1%

Based on table 4.13 it can be explained that there is a direct effect of work environment variables on the motivation of employees with CR value of 5.210,

employees’ relationship variables on motivation with a CR value of 5.174, and motivation on employee performance with a CR value of 10.420.

4.1.3 Mediating Testing

Testing the effects of mediating work environment variables on personnel performance can be explained as follows:

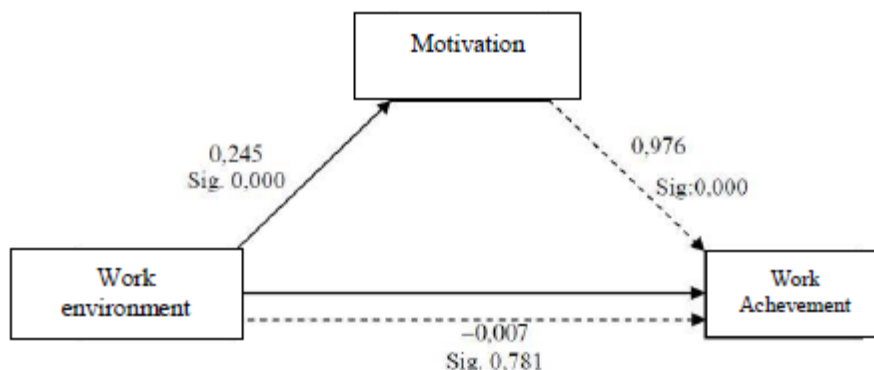


Figure: 4.2. Mediating Effects Testing Work environment on Employee Work Achievement through Employee Motivation

Based on Figure 4.2, it was found that the path coefficient between the work environment and employees’ motivation was obtained by the path coefficient value of 0.245, while the motivational path coefficient for employee performance was 0.976. The path coefficient between the work environment and the employees’ work achievement is obtained at a value of -0.007. Because the direct influence between the work environment and employees’ performance is not

significant at = 5% and the influence of the work environment on employee motivation is significant at = 5% as well as the influence of motivation on employee performance is also significant at = 5%, it can be concluded that motivation variables act as variables mediate the relationship between the work environment and the performance of employees. The role of mediation played by motivation is fully mediating.

The results showed that the testing of the mediating effect of employee relations variables on employee motivation could be explained as follows:

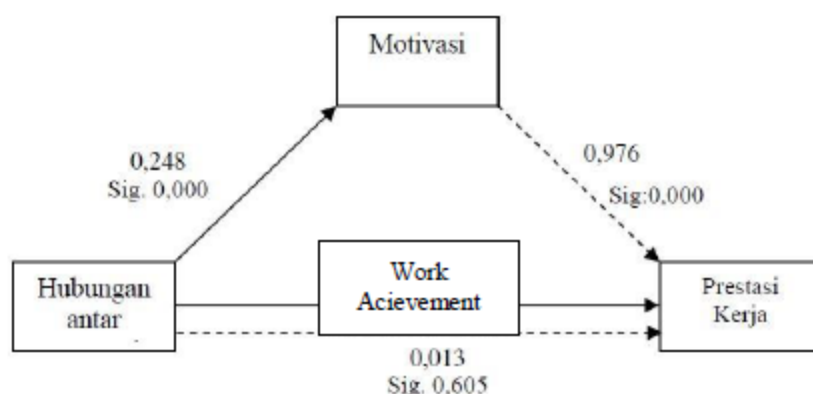


Figure: 4.3. Mediating Effect Testing Relationship between employees towards Employee Work Achievement through Employees' Motivation

Based on Figure 4.3, it was found that the path coefficient value between the relationship among employees and employees' motivation is 0.248, while the motivational path coefficient for employee performance 0.976. The path coefficient value between the relationship between employees and employees' performance is 0.013. Because the direct influence on the relationship between employees and employees' performance is not significant at = 5% and the influence of the relationship among employees on employees' motivation is significant at = 5% as well as the influence of motivation on employees' performance is also significant at = 5%, it can be concluded that the motivation variable plays a role as a variable that mediates the correlation between the employees' relationship and employee work achievement. The role of mediation played by motivation is fully mediating.

5. CONCLUSIONS

1. Work environment, the relationship among employees, motivation, and work performance of the Public Order Agency employees of Banda Aceh have been going well.
2. Work environment does not affect employee performance.
3. Relationship among employees does not affect employee performance.
4. Work environment affects motivation.
5. Employees influences employee motivation.
6. Motivation affects work performance.
7. There is an indirect influence between work environment and employees' work performance through employee motivation.
8. There is an indirect effect between relationship among employees and employees work performance through motivation.

Recommendations

1. Further study can increase the scope of the study area and add other variables that are expected to affect motivation and work performance, other variables such as leadership and career level;
2. For the Office of Public Order Agency, it is expected that the results of this study can be used as consideration in meeting the needs of employees regarding the work environment, then motivate employees to work better task

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