THE INFLUENCE OF LEADERSHIP AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE: A CASE STUDY OF A PRIVATE UNIVERSITY IN JAKARTA

M. AKBAR, SE, MM
STIAMI-Institute of Social Sciences and Management
Jakarta, **INDONESIA**

ABSTRACT

In a higher education institution, the success or failure in the execution of duties and organization is influenced by leadership and supported by adequate organizational capacity. The weakness of leadership is one cause of the collapse of organizational performance. Leadership can be said as a way of a leader in directing, encouraging and organizing all elements within a group or organization to achieve the organizational goals so as to create employee performance in accordance with the expected target. In addition to leadership, an organization is also supported by employees who have a good performance so that company goals can be implemented. However, up to the present time there are still quite many leaders who do not fully implement their roles. This study was carried out in the form of a case study in a private university with quantitative method which employed questionnaires as the main instruments. The research was defined into three major aspects namely to know the influence of leadership on employees' performance, the influence of work environment on employees' performance, and the influence of leadership and work environment on employees' performance. This study involved 120 employees of a private university in Jakarta, with 5-15 year of working experience. So, the population in this study was assumed homogeneous. The research proved that there is a positive and significant influence of Leadership on Employee Performance.

Keywords: Leadership, employee performance, work environment, influence.

INTRODUCTION

The public demand towards the quality of higher education is increasing. Universities are demanding to produce independent and innovative scientists to build society. Innovations developed by universities need to be in accordance with the needs of people that tend to change. Higher Education is a container for the development of high quality human resources, namely human beings who have academic, professional, and intellectual competence. In addition to to improve the quality of human resources who can master science and technology, universities must also develop science and technology so that it can grow and compete well.

The dominant factor that affects the quality of higher education is the quality of resources, especially the education personnels who then called employees. This internal factor can be controlled by the actors of higher education organizations involved in achieving the objectives. The ability to manage human resources, including employees, is a key factor determining the performance and existence of a university. Human resources are the most important asset of Higher Education because of its role as the subject of policy implementers and operational activities. Higher Education requires employees who have high performance (job performance). Performance can be interpreted as the achievement of work in accordance with rules and standards applicable to each organization.

To create a high performance, it is required an optimal work enhancement that is able to utilize the potential of human resources owned by employees in order to create organizational goals that will contribute positively to the development of the organization. In addition, the organization needs to pay attention to various factors that may affect the performance of employees. In this case, it is necessary for the organization to improve the effective and efficient performance, in order to encourage the creation of professional attitudes and actions in completing the work, in accordance with their respective fields and responsibilities.

The most interesting factor studied or examined from the performance variable is leadership. Leadership is an influence from the person who runs a particular situation, and is directed through the process of communication toward the achievement of one or several specific purposes. Leadership involves a process of social influence that a person deliberately exercises against others to structure activity and influence within a group or organization. Leaders can influence morale, job satisfaction, security, quality of work life and especially the level of achievement of an organization.

The success of a university depends on inputs, processes, outputs and outcomes, in which all these stages must be controlled by a capable leader in a certain field. The leader is a person who is given a trust to be able to give command or direction to subordinates or people in the achievement of certain goals, with the hope that the truster will be more successful than the previous leader. A leader must also be able to influence and motivate subordinates so that the subordinates can move in accordance with the desired goals.

Leadership cannot be separated from management talks. The success or failure of an organization depends on the leader. For an organization, leadership is expected to provide benefits for the organization to continue to live and grow. In carrying out its activities, leaders have different styles in the process of influencing and directing their employees, so that later they will be together trying to achieve organizational goals through the implementation of work that has been determined.

Since the problems faced by each organization vary, then a leader is required to be able to apply a variety of leadership styles which are in accordance with the goals set. Addressing this complex problem, an organization needs to improve quality through the performance of its human resources. Assessment of the performance of a leader can be seen through the work process because in this stage, a leader has a desire to excel.

Along with the development of globalization today, educational institutions should be able to synergize the three main elements in the governance of higher education i.e lecturers, students and employees. Education, research, and community outreach is three devotions of a higher education whose duty is carried out by every lecturer as educator. As for the management of resources (HR, finance, assets, data, information systems, and others) employees as educational personnel are assigned.

The roles of employee for higher education are very important. The change of term from support staff to educational staff is a form of acknowledgment that the roles of the general administration, academic administration personnel, laboratory institutions, librarians, financial managers, and archivists are crucial to the educational process in universities. Both lecturers and students cannot work alone, they are in dire need of employee services for academic activities.

The problems faced by universities are very complex, in addition to infrastructure, students, financing, academic process, and the quality of graduates, the main problem is the leadership and work environment that is generally still weak. This happens not only in private universities, but also in public universities. However, basically problems such as limited infrastructure, academic process, and university competition can be solved with creative, superior and visionary leadership.

Based on the background described above, this study will examine more deeply the influence of leadership and work environment on employee performance in a private university in Jakarta.

LITERATURE REVIEW
Performance

Performance is the result of work accomplished by a person or group of people within an organization. According to Lijan Sinambela (2012: 136) that performance is the ability of employees in doing certain skills. Performance of an employee is in need because it will know how far the ability of employees in carrying out the tasks assigned to them.

According to Aguinis (2009: 78) performance is defined as "behavior or what employees do, not about what employees produce or the outcomes of their work". Performance is a description of the consequences that resulted in the function of work or activity within a certain period associated with organizational goals. Performance is not about the personal characteristics that a person demonstrates through the work that someone has done or will do but rather a combination of measurable abilities, efforts, and opportunities from the resulting outcome.

Performance by Blancard (1997) in Lijan Sinambela (2012: 07) is a function of motivation and ability. To complete a task and a job, one must have a degree of willingness and a certain level of ability. Skills and availability are not effective enough to do something without a clear understanding of what to do and how to do it.

Performance by Whitmore (1997) in Yusrizal and Halim (2009: 35) is an act, an accomplishment, and an exhibition of skills. Performance management is comprehensive and touches all elements or inputs that must be utilized by the organization to improve organizational performance. Performance management systems try to measure (measuring), evaluate (appraising), prevent bad performance and how to work together to improve performance (improving performance). More importantly, performance management means ongoing two-way communication (feedback on) between employers and employees.

Of the several definitions that have been mentioned above, it can be concluded that performance is the work that can be achieved by a person or group of people in an organization either quantitatively or qualitatively in accordance with the authority and duties of responsibility, in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the organizational moral and ethics.

Performance Factors

High performance of an employee of course is determined by the factors that influence it either directly or indirectly. Anwar Prabu Mangkunegara (2009: 67) states that factors that

affect the achievement of performance is a factor of ability and motivation. Meanwhile, according to Keith Davis in Anwar Prabu Mangkunegara (2009: 67) it is formulated that factors which affect performance are:

Human Performance = Ability + Motivation
Motivation = Attitude + Situation
Ability = Knowledge + Skill

According to A. Dale Timple quoted by Mangkunegara (2006: 15) performance factors consist of internal factors and external factors. Internal factor is a factor associated with one's traits. While external factors are factors that affect the performance of someone who comes from the environment, such as the behavior, attitudes, and actions of co-workers, subordinates or leaders, work facilities, and organizational climate. From the description above, it can be concluded that the factors which affect the performance can be sourced from the inside and outside the individual. It depends on how the organization's policy is able to harmonize between these factors.

Mangkunegara (2005: 16) concluded that the determinants of work performance are individual factors and environmental factors of the organization's work. Individual factors psychologically explained that normal individuals are those who have high integrity between psychic function (spiritual) and physical. With the high integrity between psychic and physical function, then the individual has a better self-concentration. This good concentration is the main capital of human individual to be able to manage and utilize his potential optimally in carrying out activities or daily work activities in achieving organizational goals. In other words, the absence of good concentration in work will loose productivity in achieving organizational goals.

Organizational working environment factor itself supports individuals in achieving work performance. It include clear job descriptions, adequate authority, challenging work targets, effective communication patterns of work, harmonious working relationships, dynamic work climate, career opportunities and adequate work facilities and so on. Although, if the environmental factors of the organization are less supportive, individuals who have adequate level of intelligence with a good level of emotional intelligence, in fact still can excel in work. It is for the individual, the organization's environment can be changed and even can be created by himself and serves as a motivator (challenge) for him in achieving the goal of his organization.

Performance Indicator

Performance indicators are keys to performance monitoring and evaluation. In preparing the performance indicators, organization needs to determine what data should be collected, it is to set whether the progress of the work implementation has met the planning agenda. Mangkunegara (2009: 75) suggests that performance indicators, namely: Quality, that is how well an employee does what should be done, Quantity of work, that is how long an employee works in one day, Implementation of duties, i.e how far employees are able to do his job withhigh accuracy or no errors, Responsibility, namely awareness of the obligations of employees to carry out the work trusted by the company.

According to T.R. Michel in Rizky (2001: 15) performance indicators include:quality of service (Quality of work), the quality of work produced can be satisfactory for the users or not, so it is used as a standard work, Communication, namely the ability of employees in

communication with consumers, Speed (Promptness), the speed work is measured by the time level, so employees are required to work quickly in achieving satisfaction and improvement of work, Capability, namely the ability to do the job as much as possible, Initiative, i.e each employee is able to solve his own work problems in order to avoid barriers in the work.

Leadership

Leadership broadly involves influencing processes in determining organizational goals, motivating followers' behavior to achieve goals, and influencing to improve their group and culture. According to Miftah Thoha (2010: 45), leadership is the process of influencing the interpretation of the events of his followers, organizing activities to achieve the goals, maintaining cooperative relations and group work, obtaining support and cooperation from people outside the group or organization. In personality theory according to Moejiono is that the real leadership is as a result of one-way influence, because the leader may have certain qualities that distinguish himself with his followers. Meanwhile, according to R Kreitner and A Kinicki (2005: 67) leadership is a process of social influence where leaders seek voluntary participation from subordinates in an effort to achieve organizational goals. The leader is someone with the authority of his leadership to direct his subordinates to do part of his work in achieving the goal.

From some of the definitions above, there are some basic elements or point of view and basic traits that exist in formulating the definition of leadership, namely:
A. Ability to influence others (group / subordinates).
B. Ability to direct or motivate the behavior of others or groups.
C. The existence of elements of cooperation to achieve the desired goals.

Work Environment

The environment is the whole or every aspect and physical and social cultural phenomenon that affects the individual. Work is a human activity both physically and mentally based on innate and has a purpose i.e satisfaction (As'ad, 2002: 23). According to Soedarmayanti (2003: 12), working environment condition is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The type of work environment is divided into two, namely: (a) The physical work environment, namely a physical condition that is located around the workplace that can affect employees either directly or indirectly, (b) Non physical work environment in which all the circumstances occur related to the work relationship, both relationships with superiors and with peer. A good work environment or fun will bring good influence on all parties either the workers, leaders or work (Anoraga, 2001: 57).

FRAMEWORK

Framework in this research can be shown as the following picture:

Figure 1:Research Framework
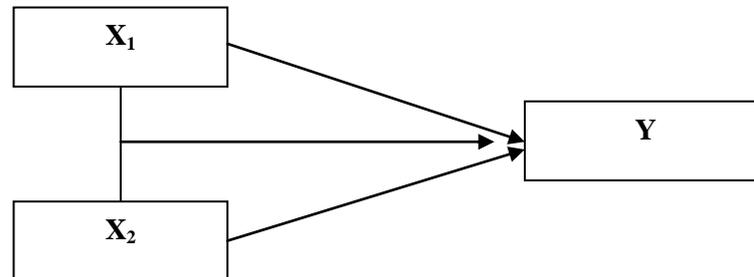
Note:
X_1 : Leadership
X_2 : Work Environment
Y   : Performance

The framework presented above illustrates that leadership and work environment have a strong effect on employee performance. Based on the previous theories and research described above, the explanation of the influence of leadership on employee performance and the influence of work environment on employee performance and the influence of leadership and work environment partially and simultaneously on employee performance in this study can be described as follows:

The influence of leadership on employee performance

Folkman and Zenger (2002: 78) claim that there is a strong influence between focusing on outcomes and interpersonal skills in successful modern leaders, therefore not allowing modern leaders to operate more holistically to an approach or at least one multidimensional is required. The context of new leadership is constantly changing and every role between leader and employer becomes more fluid as stakeholder involvement increasingly makes leadership wider and needs to be more inclusive.

Research conducted by Anton Purnomo Pratama (2008) proves that leadership has an influence on employee performance in PT.Nyonya Meneer Semarang. Further research Hardino Febriansyah Putra (2012) proves that leadership has a significant effect on the performance of employees in Central Java Employment Training Board. Stoner and Wankel (1986: 112) replied that most people when asked this question would probably answer that effective leaders have certain desirable qualities for example: charisma, insight, persuasion and intensity. From the description above, then it is formulated that: Ho = Leadership has a positive and significant effect on performance.

The Influence of work environment on employee performance

The working environment is an important thing to note in every organization. Preparation of a product system in good work will not be carried out effectively if not in support with a satisfactory working environment within the company / agency. All machines, office equipment installed and used in the company / agency will not mean much, if the employees

cannot work properly due to the condition of working environment that do not meet the requirements specified.

According to Sukanto and Indriyo (2000: 151) the work environment is everything that is around the workers that can affect in the work includes lighting arrangements, noise control, workplace hygiene settings and workplace security settings. Research of Ginanjar Sigit Nursasongko (2012) proves that the work environment has a significant and positive impact on employee performance at the Regional Personnel Agency of Pemalang. From the above description then it is formulated that:
Ha = Work environment has a positive and significant effect on performance.

HYPHOTESIS

The research hypothesis is a temporary answer to the research question. The relationship of the influence of independent variable to the dependent variable must be proven through research. These allegations are reinforced through the underlying theories / journals and the results of previous research. Based on the theoretical framework above, the research hypothesis proposed in this research is: There is a positive and significant influence of leadership and work environment on the performance and positive and significant influence of leadership and work environment together towards the performance.

RESEARCH METHODOLOGY

This research uses survey method with correlational approach. According to Arikunto (2002), the survey is one type of research that is mostly done by researchers in the fields of: sociology, business, politics, government and education. The strength of the relationship between research variables is shown by the correlation coefficients whose numbers vary between -1 to +1. The correlation coefficient is the quantity obtained through statistical calculations based on the data set of measurement results of each variable. In a correlational study, there are at least two variables that must be measured so as to know the relationship. In addition, the relationship between the three variables or more can also be analyzed. This method is chosen to see the effect of a number of exogenous variables (causal variables) on endogenous variables (causal variables). Where the exogenous variables are leadership (X1) and work environment (X2), while endogenous variable is performance (Y).

Population and Research Sample

Population in this research is all employees of a private university in Jakarta, amounting to 120 people with a background of having a working period of 5 - 15 years. So, the population in this study is assumed homogeneous. In this research, sampling technique used is *Probability Simple Random Sampling Technique*. The technique of determining the sample size refers to the Solvin formula (Siregar, 2011) as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Note :
n = sampel size
N = population size
e = percentage of inaccuracy of sample taken that still can be

tollerated, such as 5%.

Based on the above Solvin formula, the sample can be calculated as follows:

$$n = \frac{N}{1+N(e)^2} = \frac{120}{1+120(0,05)^2} = \frac{120}{1,30} = 92,30$$

Data Collection Technique

The types of data used in this study are as follows: Primary data is raw data collected, sorted and processed directly and taken by using questionnaire as research instrument. Questionnaires submitted to the respondents amounted to 36 questions consisting of 12 questions on leadership, 12 questions on working environment, and 12 questions on performance. The questionnaire was given to 92 respondents. Secondary data is data collected in the form of: Annual Report of Human Resources Division (2012, 2013 and 2014), Scientific books on Human Resource Management, leadership, work environment, research methods, and other books, journals or scientific papers in the form of proceeding , E-Journal, E-Book, E-Library, magazine and so forth.

In this study the authors used two techniques of data collection that are questionnaire and observation techniques. The research questionnaire was prepared by filing a closed ended statement and an answer option to be submitted to the research sample. The scale used in this study is Likert Scale with five alternative answers to the statements with five answers: A = strongly agree, B = agree, C = Enough Agree, D = Less agree, E = disagree. The statement with score: A = 5, B = 4, C = 3, D = 2, E = 1. For observation, the authors make direct observations of the subject, object or event that is systematic in the campus environment.

RESEARCH FINDINGS AND DISCUSSION

In this chapter the author presents a quantitative analysis or often referred to as statistical data analysis. To determine whether there is influence of leadership and work environment on employee performance, then the data that have been obtained is analyzed by using correlational statistical analysis.

Validity and Reliability Test

Prior to testing the results of research using statistical analysis, the test of data validity and reliability of the three variables has been done, namely: X1 = leadership, X2 = work environment and Y = employee performance, with SPSS program for Windows V.20. The testing technique for the validity test is used the Product Moment Correlation Coefficient Statistics by taking a sample of 30 respondents and tested to a class / similar population.

The result of validity test of Instrument of Performance Variable (Y), shows that all questions of performance instrument is valid, because the rcount value is greater than rtabel = 0,300 while Test Result of Instrument Validity of Leadership Variable (X1) shows all the items of questions is valid, since the value of rcount is greater than rtable = 0,300 as well as the Tes Result of Work Environment Variable Instrument Validity (X2) is valid, since the rcount value is greater than rtable = 0,300 .

The reliability measurement used Cronbach Alpha technique with test samples of 30 respondents. Result of reliability test of Leadership variable, Work Environment and Employee Performance is done with the support of SPSS program for Windows V.20. It can be seen that coefficient of alpha reliability for Leadership variable (X1) is 0.749 bigger than tester number of 0,60. For the coefficient of alpha reliability for Work Environment (X2) variable is 0.872. While the alpha reliability for Employee Performance variables (Y) is 0.753. Thus, the reliability test results on these variables was declared reliable. The interpretation of this reliable result means that the research indicators used is a reliable measuring tool for measuring each variable.

The Result of Statistical Test

Testing of research hypothesis was done for each positive influence of leadership (X1) on performance (Y), work environment (X2) to performance (Y), and direct positive influence of leadership (X1) and work environment (X2) on performance (Y). The following discussion will present each variable as follows:

The Influence of Leadership on Employee Performance

Based on the results of data processing research conducted through Partial Test (Test-t) that based on table coefficients, obtained tcount = 3.115. The ttable value can be searched using t-student: ttable = t (α / 2) (n-2) = 1.986. Apparently tcount> ttable (3.115> 1.986), then H0 is rejected which means there is a significant influence between leadership with employee performance. From the table of the Summary model, it is obtained the value 0.005. For the value of α = 0.05, because the two-sided test then the value of α is divided by 2, so the value α = 0.05 / 2 = 0.025. Thus, it is concluded that Sig Fchange <α or Sig = 0.005 <α = 0.025, then H0 is rejected. This means there is a significant partial relationship leadership to employee performance. This finding can be interpreted that leadership (X1) has a direct positive effect on performance (Y). This means that the more effective the leadership will be the higher the performance of the employees.

The *Coefficients* table showsthat there is a positive relationship between leadership variables (X1) on performance variables (Y). This is evidenced by the acquisition of sign = 0.005 meaning that if sig <α = 0.05, then H0 is rejected. Thus, in conclusion there is a significant relationship between leadership and employee performance. Partial contribution given the variable of leadership to employee performance is R^2 x 100% = (0,312) 2 x 100% = 9.73%. Thus, Leadership has a positive influence on Employee Performance.

The Influence of Work Environment on Employee Performance

The results of data processing research conducted through Partial Test (Test-t) is that based on the table coefficients, it is known that tcount = 5.851. The ttable value can be searched by using t-student: ttable = t (α / 2) (n-2) = 1,986 Apparently tcount> ttabel (5,851> 1,986). Thus, H0 is rejected which means there is significant influence between working environment and performance Employees. It means that the work environment has a positive influence on Employee Performance.

From the Summary model table, sig = 0,000 with α = 0,05 so that I conclude that Sig Fchange <α, then H0 is rejected and Ha is accepted. This means there is a partial significant relationship between the work environment and employee performance. These findings can

be interpreted that the work environment (X2) has a direct positive effect on performance (Y). It means that the better the working environment is, the higher the performance of the employees got.

Coeficients table shows that there is a positive relationship between work environment variable (X2) and performance variable (Y). This is proved by the acquisition value of sig = 0.000 which means if sig $<\alpha = 0.05$, then H0 is rejected. Thus, it can be concluded that there is a significant relationship between work environment and employees' performance. Partial contribution given by the variable of service quality to loyal students is R2 x 100% = (0,525) 2 x 100% = 27,56%. From the analysis above, we know that the work environment has a positive influence on employee performance.

The Influence of Leadership and Work Environment on Employee Performance

Based on the result of simultaneous significant test analysis with F test, it is known that the value of Fcount = 20,835, while value Ftabel = 3,10 at $\alpha = 0,05$. This fact reveals that Fcount> Ftable. It means H0 is rejected and Ha is accepted and simultaneously leadership and environment together have a significant effect on performance. These findings can be interpreted that leadership (X1) and work environment (X2) together have a direct positive effect on performance (Y). This means that the more efficient leadership (X1), the better working environment (X2) will be which leads to more efficient and good performance employees in the university.

From the result of simultaneous significant test analysis (Test F) as mentioned above, it can be concluded that the performance of employees of the private university is determined by good leadership and a conducive working environment.

CONCLUSION AND RECOMMENDATION

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of Leadership on Employee Performance. This means that the better leadership is shown, the better performance of employees will increase. There is a positive and significant influence of work environment on Employee Performance. This means that the better working environment the university has, the better Employees' Performance will be created, and there is a positive and significant influence of leadership and work environment simultaneously on the performance of employees. This means that the better leadership and work environment in the university, the better employees' performance will be created by the university.

Having seen the existence of positive and significant influence of leadership and work environment together to the performance of employees in the university, it must be a priority for the management to make improvements ranging from Human Resources (HR), facilities and infrastructure and work environment, including the quality of the learning process. The results of this study indicate a positive and significant influence of each leadership factor and work environment on the performance of employees. The leaders in each working unit has to improve their leadership skills periodically either through training, or workshop.

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