

Leadership, Work Environment, and Competence on Employee Performance at BAPPERIDA Probolinggo

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ABSTRACT

Local government agencies require high employee performance to successfully plan and execute city development programs. This study aims to analyze the effect of leadership, work environment, and competence on employee performance at the regional development planning agency in Probolinggo City. We used a quantitative method with a causal associative approach to answer our research questions. We collected primary data by distributing printed questionnaires to all eligible civil servants working in the office. We analyzed the respondent answers using a multiple linear regression statistical tool. Our data processing results show that strong leadership gives a positive and significant effect on how employees perform their daily tasks. We also find that a comfortable and safe office environment directly boosts the work output of the staff. Employees who possess proper skills and knowledge prove to show a much better task completion rate. We conclude that guiding the team clearly, maintaining the workspace quality, and upgrading personal skills are highly effective ways to maximize the performance of civil servants in the government agency.

Keywords: Leadership, Work Environment, Competence, Employee Performance, Human Resources

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1. INTRODUCTION

Every local government system needs a strong foundation to plan its future development and decide on the right public policies. Government offices exist to serve the public and map out the city's strategic direction. The success of a city truly depends on how well the people inside these offices do their daily jobs. We call this daily achievement employee performance, which acts as a clear benchmark to see how much positive impact a worker brings to their organization (Hidayat et al., 2024). When the workers are highly productive and focused, the whole city planning process runs smoothly and benefits the community.

Bringing this concept to a local level, BAPPERIDA Kota Probolinggo serves as the main government body responsible for designing development plans, managing research, and creating local innovations. To execute these massive tasks, this agency desperately needs its workers to perform at their absolute best so that every government project hits the right target. However, reaching optimal performance is not an automatic process that happens overnight. We notice that the way managers lead the team, the physical and social conditions of the office space, and the



personal skills of the workers strongly dictate their daily output. We need to evaluate these specific areas to understand how to help the staff work better.

Literature Review and Previous Research Leadership is a manager's ability to influence their subordinates so they willingly work together and become highly productive in reaching organizational goals (Kawiana, 2020). Another perspective defines this concept as the active ability to influence a group toward the successful achievement of shared targets (Wahjono, 2020). We evaluate this variable using specific indicators, which include the leader's role as a clear pointer, a daily guideline for the staff, a solid foundation for planning and executing tasks, a guide for developing new activities, and a standard for giving fair assessments (Prayudi et al., 2022). A previous study by Haque et al. (2021) clearly shows that good leadership provides a positive and significant effect on employee performance.

Work Environment includes all the tools, materials, physical surroundings, work methods, and social arrangements that a person faces every day in their office (Nabawi, 2019; Khaeruman et al., 2021). A worker spends hours in the office, making the atmosphere around them incredibly important for their mental focus. We measure this condition by looking at three simple indicators, which are the safety of the office, the decency of the workplace, and the behavior of the people inside that environment (Khaeruman et al., 2021). Related to this topic, past research conducted by Ahmad et al. (2019) confirms that a comfortable and supportive work environment gives a positive and significant impact on how employees complete their tasks.

Competence represents a set of specific skills that a person has, which leads to a final work result that matches the required quality standards (Khaeruman et al., 2021). We also see it as the personal capacity that guides a worker's behavior to meet job demands and organizational rules to bring the desired outcomes (Saifullah et al., 2024). We measure a worker's competence through their practical knowledge, their daily working skills, and their professional behavior while interacting with others (Khaeruman et al., 2021). Previous research by Nurwin and Frianto (2021) proves that having high competence positively and significantly pushes employees to achieve better work results.

Employee Performance is the actual work achievement, seen as a direct comparison between a person's real work results and the standard targets set by the office (Masram & Mu'ah, 2017). This is the final output that tells us whether the government agency is doing its job right or failing to serve the public. We evaluate how well a person works using practical indicators such as the quality of their work, the quantity of their output, their timeliness in finishing tasks, their overall effectiveness, and their independence while working (Ibrahim et al., 2021). Various previous studies agree that this final performance is the ultimate variable we must improve by managing the leaders, the office space, and the workers' skills properly.

Gap Analysis and Novelty Statement. Many previous studies discuss human resources management, but they heavily focus on private companies or profit-driven businesses. We rarely find studies that specifically examine government planning agencies where the work output is public policy rather than physical goods for sale. A private company evaluates performance based on financial profit, while a government body relies completely on accurate planning and public service delivery. This difference creates a clear research gap in the literature regarding how leadership, work atmosphere, and personal skills actually interact in a strict bureaucratic setting.

Our research fills this specific gap by bringing the analysis directly into a regional government planning agency. We offer novelty by testing Leadership, Work Environment, and Competence simultaneously on the employees of BAPPERIDA Kota Probolinggo. By combining these three specific variables in this unique governmental setting, we provide fresh and practical insights for local government leaders. We hope our findings will give them a clear manual on how to treat their civil servants better to maximize the city's future development plans.



Research Objectives. The main objective of our study is to understand and analyze the factors that shape the work results of the local civil servants. First, we want to see if the current leadership style directly influences Employee Performance at BAPPERIDA Kota Probolinggo. Second, we aim to measure the exact effect of the office's Work Environment on their daily output. Finally, we want to find out how the personal Competence of the workers affects their overall Employee Performance in the agency.

Hypothesis. Based on our logical thinking and the previous studies we reviewed, we formulated three main hypotheses to guide our data testing process. We strongly suspect that Leadership has a direct and significant effect on Employee Performance at BAPPERIDA Kota Probolinggo. We also hypothesize that the Work Environment plays a major role and gives a significant effect on the employees' daily Employee Performance. Lastly, we believe that the Competence possessed by the staff has a significant effect on their overall Employee Performance in the office.

2. METHOD

We designed this study using a quantitative research method with a causal associative approach (Dhany & Rahmansyah, 2022; Elmas et al., 2026; Hudzafidah, Dhany, et al., 2023; Rahmansyah, Hudzafidah, et al., 2024). We chose this specific design because we want to directly measure and explain the exact cause-and-effect relationship between our independent and dependent variables using numerical data (Dhany et al., 2025; Hudzafidah, Rahmansyah, et al., 2023; Rahmansyah, Dhany, et al., 2024; Rahmansyah & Dhany, 2023). Specifically, our main goal is to find out how Leadership, Work Environment, and Competence directly affect Employee Performance at the local government agency. We conducted this research at the Regional Development Planning, Research, and Innovation Agency, known locally as BAPPERIDA Kota Probolinggo. When mapping out the population for our study, we looked at all the civil servants currently working in that specific office. Because the total number of staff is quite small and manageable, we did not take a random percentage. Instead, we used a purposive sampling technique to determine our final respondents. We set a specific criterion to include all regular employees but intentionally excluded the head of the agency from our list, which gave us a total sample of exactly 59 employees. We believe this number perfectly represents the actual working conditions and accurately captures the daily perspectives of the staff. To gather the necessary data from these 59 respondents, we went directly to the field and collected information using several practical techniques. Our main tool was a structured printed questionnaire, which we distributed directly to the employees during their working hours. We asked them to read a series of statements regarding the Leadership they experience, their physical Work Environment, their personal Competence, and their overall Employee Performance. We measured their honest answers using a standard Likert scale so we could easily convert their subjective feelings into solid numbers. To make our data richer and more accurate, we also conducted direct interviews with some of the staff to hear their personal opinions about the office dynamics. We supported this primary data by gathering secondary data through documentation techniques, where we checked the office's internal records. After we gathered all the completed questionnaires, we moved on to the data analysis stage using the SPSS software program (Rahmansyah et al., 2021, 2022). Before testing our main theories, we first ran a validity test and a reliability test to guarantee that our questionnaire items were truly accurate and consistently understood by everyone. Once we confirmed the data quality, we performed the classical assumption tests to ensure our numerical data met all the necessary statistical requirements. Finally, we conducted a multiple linear regression analysis, calculated the coefficient of determination, and ran the hypothesis testing. These final statistical



steps helped us to clearly calculate the exact impact of Leadership, Work Environment, and Competence on Employee Performance in the agency.

3. RESULTS AND DISCUSSION RESULTS

Table 1. Validity Test Results

Statement	(X1)	(X2)	(X3)	(Y)	Requirement	Status
1	0.815	0.871	0.869	0.914	> 0.2564	Valid
2	0.781	0.827	0.869	0.632	> 0.2564	Valid
3	0.777	0.889	0.889	0.738	> 0.2564	Valid
4	0.708	0.905	0.860	0.816	> 0.2564	Valid
5	0.729	0.864	0.826	0.747	> 0.2564	Valid
6	0.737	0.851	0.800	0.780	> 0.2564	Valid
7	0.747			0.802	> 0.2564	Valid
8	0.787			0.872	> 0.2564	Valid
9	0.419			0.318	> 0.2564	Valid
10	0.468			0.240	> 0.2564	Valid

Table 1 presents the validity test results for our questionnaire. We compared the calculated values for every statement against the standard minimum requirement of 0.2564. Our data shows that all items used to measure Leadership, Work Environment, Competence, and Employee Performance score well above this minimum threshold. Because every single statement successfully meets the standard, we confirm that our research instrument is valid and highly appropriate to gather accurate data from the employees.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Criteria	Status
Leadership (X1)	0.877	0.60	Reliable
Work Environment (X2)	0.934	0.60	Reliable
Competence (X3)	0.924	0.60	Reliable
Employee Performance (Y)	0.870	0.60	Reliable

Table 2 displays the reliability test results using the Cronbach's Alpha method. Our analysis reveals that Leadership has a score of 0.877, Work Environment scores 0.934, Competence scores 0.924, and Employee Performance scores 0.870. Since all of these numbers are clearly greater than the minimum criteria of 0.60, we conclude that all variables are highly reliable. The respondents gave consistent answers across the board, which allows us to safely use this data for the next statistical steps.

Table 3. Multicollinearity Test Results

Variables	Tolerance	Requirement	VIF	Requirement	Status
Leadership (X1)	0.795	> 0.10	1.257	< 10	No Issue
Work Environment (X2)	0.781	> 0.10	1.281	< 10	No Issue
Competence (X3)	0.900	> 0.10	1.111	< 10	No Issue

Table 3 shows the multicollinearity test results to ensure our independent variables do not heavily correlate with each other. We find that Leadership has a Variance Inflation Factor (VIF) of 1.257 and a tolerance of 0.795. Work Environment shows a VIF of 1.281 and a tolerance of 0.781, while Competence records a VIF of 1.111 and a tolerance of 0.900. Because all VIF values are perfectly below 10 and all tolerance values are above 0.10, we confirm that our regression model is completely free from any multicollinearity issues.



Table 4. Normality Test Results

Model	Asymp. Sig (2-tailed)	Requirement	Status
1	0.200	> 0.05	Normal Distribution

Table 4 provides the normality test results for our research data based on the Kolmogorov-Smirnov test. We find that the asymptotic significance value is 0.200. Since this significance value is strictly higher than the required standard of 0.05, we can easily confirm that our data is normally distributed. This normal distribution means our data successfully meets the basic assumption needed to run a precise regression analysis.

Table 5. Multiple Linear Regression Test Results

Variables	Unstandardized Coefficients	Status
Constant	7.914	Positive Relationship
Leadership (X1)	0.581	Positive Relationship
Work Environment (X2)	0.330	Positive Relationship
Competence (X3)	0.163	Positive Relationship

Table 5 details the multiple linear regression coefficients for our model. We see a constant value of 7.914, which acts as the base score for Employee Performance when all independent variables are zero. Leadership has a positive coefficient of 0.581, meaning any improvement in how leaders guide the team will directly increase the employee output. Work Environment also shows a positive coefficient of 0.330, and Competence records a positive coefficient of 0.163. These numbers prove that creating a better workspace and upgrading staff skills will directly boost the overall Employee Performance in the agency.

Table 6. Partial Test Results

Variables	Sig.	Requirement	Status
Leadership (X1)	0.000	< 0.05	Significant Effect
Work Environment (X2)	0.003	< 0.05	Significant Effect
Competence (X3)	0.032	< 0.05	Significant Effect

Table 6 summarizes the partial test results used to prove our hypotheses. Our data shows that Leadership has a calculated t-value of 6.506, which is higher than the standard t-table of 2.004, and a perfect significance of 0.000. Work Environment records a t-value of 3.154 with a significance of 0.003. Competence also shows a significant impact with a t-value of 2.195 and a significance of 0.032. Because all the significance values are strictly below the 0.05 mark, we fully accept all our hypotheses and state that Leadership, Work Environment, and Competence individually affect Employee Performance.

Table 7. Coefficient of Determination Test Results

Model	R Square	Status
1	0.660	66% Influence

Table 7 presents the coefficient of determination result to see how much our independent variables can explain the changes in the dependent variable. We observe an R Square value of 0.660 for our tested model. This value translates to 66%, meaning that Leadership, Work Environment, and Competence together contribute to 66% of the changes in Employee Performance at the agency. The remaining 34% of the performance is influenced by other outside factors that we did not include in this specific study.

DISCUSSION

There is an influence of leadership on employee performance at BAPPERIDA Kota Probolinggo. Our statistical test results clearly indicate that Leadership has a positive and



significant effect on Employee Performance at BAPPERIDA Kota Probolinggo. We can understand this finding through simple organizational logic. In a government agency responsible for city planning and innovation, the work is highly complex and requires clear direction. A leader acts as a central compass for all employees. When the head of the agency provides clear guidelines, strict standard operating procedures, and direct instructions, the staff can structure their daily plans easily. They do not have to guess what they need to do, which saves a lot of time and government resources. A good leader also actively directs the execution of tasks so that every project aligns with the city's main development strategy. If the leadership is weak or confusing, the employees will lose their focus, leading to delayed public services and poorly executed programs. On the other hand, when a leader gives clear targets and acts as a role model, the civil servants feel guided and motivated. They can execute their administrative and technical duties with high precision, which directly boosts their overall daily work output and makes the whole agency function much more effectively.

The daily reality we observe at the BAPPERIDA office strongly supports the previous research conducted by Haque et al. (2021), which confirmed that good leadership significantly drives employees to achieve better work performance. In this local government setting, we see that the staff heavily rely on their superiors not just for giving orders, but also for providing fair and transparent evaluations. When leaders assess the work of their subordinates objectively, the employees learn where they made mistakes and how to fix them for the next project. This continuous feedback loop builds a very healthy working environment. The workers feel that their hard work is properly recognized and their errors are corrected constructively. We find that this active leadership role transforms ordinary employees into highly productive public servants. By maintaining strong, communicative, and transparent leadership, the agency successfully ensures that every single worker contributes maximally to the regional development goals. The connection between a good manager and a productive worker is very visible here, proving that the leader is the main engine of the government office.

There is an influence of work environment on employee performance at BAPPERIDA Kota Probolinggo. Our data analysis shows that the Work Environment provides a positive and significant effect on Employee Performance at BAPPERIDA Kota Probolinggo. The rationale behind this result is very practical and easy to see in any workplace. Civil servants in a planning agency spend most of their working hours sitting behind a desk, analyzing data, drafting public policies, and organizing regional development documents. This type of brain-heavy work requires a high level of concentration. When the office provides a safe, clean, and comfortable physical space, the employees can focus entirely on their tasks. Adequate facilities, such as proper lighting, cold air conditioning, fast internet connections, and ergonomic chairs, directly eliminate physical discomfort. If the office is too noisy, dirty, or lacks basic working tools, the workers will easily feel stressed and tired, causing their work speed to drop drastically. Beyond the physical aspects, the social atmosphere inside the office also plays a huge role. When employees have a good and supportive relationship with their coworkers and supervisors, they feel secure and happy coming to the office every morning. This combination of physical comfort and mental peace allows the staff to work much faster, make fewer errors in their reports, and finish their daily assignments right on time.

This field observation perfectly aligns with the previous research conducted by Ahmad et al. (2019), which stated that a supportive work environment is a major factor in driving employee performance upward. At the BAPPERIDA office, we notice that clear communication and solid teamwork among the staff members create a very smooth workflow. Because government projects usually require coordination across different divisions, having a harmonious social environment ensures that data and information are shared quickly without unnecessary internal conflicts. The employees do not waste their energy dealing with office politics or broken equipment. Instead, they pour all their energy into completing their actual duties. We conclude that investing in a better office



layout and building a friendly office culture is not a waste of the government budget. It is a necessary operational strategy that directly improves how well the civil servants serve the public. When the office feels like a comfortable second home, the workers naturally want to give their best effort every single day, resulting in a massive increase in the agency's overall productivity.

There is an influence of competence on employee performance at BAPPERIDA Kota Probolinggo. Our statistical testing reveals that Competence has a positive and significant effect on Employee Performance at BAPPERIDA Kota Probolinggo. We can explain this using a very basic work logic: a person can only do a good job if they actually know how to do it. Competence covers the knowledge, practical skills, and professional behavior that an employee brings to their desk. In a highly specialized government body like BAPPERIDA, the tasks are very technical. The staff must analyze regional economic data, draft complex local regulations, and design long-term innovation strategies. If an employee lacks the necessary educational background or technical training, they will work very slowly, make critical errors in the development plans, and constantly ask others for help. This lack of skill slows down the entire office. On the other hand, employees who possess high competence understand their job descriptions perfectly. They can process information quickly, operate the required software effortlessly, and make the right decisions when facing a sudden problem. Because they have the right skills, they can produce high-quality reports that meet the strict government standards without needing to revise their work repeatedly. This high level of personal ability directly transforms into excellent individual performance.

The reality we see among the civil servants strongly supports the previous findings by Nurwin and Frianto (2021), who proved that employee competence acts as the main foundation for achieving superior work results. During our observation at the agency, we noticed that workers with better training and knowledge always show a much better work attitude. They are more disciplined, responsible, and confident in handling large projects. Good competence does not just mean knowing the theory; it means having the exact skills to finish the job accurately and on time. When the agency places highly skilled people in the right positions, the whole planning process becomes highly efficient. The staff can easily adapt to new government regulations or new digital reporting systems because their baseline knowledge is already strong. We find that continuously upgrading the employees' skills through workshops or training is completely necessary. Building the staff's competence is the most direct way to ensure that the agency can successfully handle the heavy burden of planning the city's future. A smart and skilled worker simply produces better output, and this fact is clearly proven in our data.

4. CONCLUSION

We conclude that Leadership has a significant effect on Employee Performance at BAPPERIDA Kota Probolinggo. Our results show that the Work Environment has a significant effect on Employee Performance. We find that Competence has a significant effect on Employee Performance. For future research, we suggest adding other independent variables such as discipline and work ethic to expand the research model.

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