



The Role of Leadership in the Work Motivation of State Civil Apparatuses in Puncak Cenderawasih Village Offices, Sorong City

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ABSTRACT

Work motivation that encourages enthusiasm or enthusiasm for work following organizational goals and the challenge is that one employee is working with another employee who is driven by different work urges. Many things affect a person's work motivation, both within the individual and externally. The role of leadership is one of the factors that influence employee motivation to provide services. The leadership role is at the core of the organization's progress and retreat. Based on the explanation above, this study aims to determine the role of leadership in increasing the work motivation of the state civil apparatus in Puncak Cendrawasih Village Offices, Sorong City. The research method used is qualitative. Then the data collection techniques include observation, interviews, and documentation. Data analysis techniques are the way the data is obtained in the study so that conclusions are obtained, and both primary and secondary data are carried out to complement the data from the results obtained. This study shows that the role of leadership in Puncak Cendrawasih Village Offices, Sorong City, is not yet optimal for increasing employee performance motivation. This can be seen from the lack of encouragement to encourage the work system, not giving praise or praise to employees who excel, a lack of work discipline, less satisfaction with the work system in the office, and the lack of employees' attitudes towards their employees. The decisions taken by the leadership in Puncak Cendrawasih Village Offices, Sorong City, have not met the expectations of their employees.

Keyword:

Leadership, Motivation,
Sorong City Civil Servants

INTRODUCTION

The words "lead" and "command" have a relationship with government leadership. The capacity to lead, manage and influence others creates the definition of leadership, which comes from the term lead. Controlling, guiding, and activating human interaction (human relations) denotes a relationship between those who move and direct (followers) and those

who are moved and directed (controllers) (leaders). As a result, followers are called by their conscience to participate in running the organization professionally or are invited to do so after seeing this. In both cases, the follower has developed a sense of responsibility in doing something and pays attention to the subordinate's input so that the subordinate will do it. Employee work environment, apart from leadership, has an impact on employee motivation. In a positive work environment, employees can do their best when providing services. However, in a negative work environment, productivity decreases and less effectiveness, which prevents employees from doing their best when providing administrative services. If the leader has a vision and mission towards the common goals that have been set, then the ability of the leader so that people work to create a common goal is an important aspect where the driving force or driving force is the leader himself. A leader and subordinates must create harmonious collaboration or good cooperation. Effective leadership is a source of motivational skills.

Hasibuan (2003) defines motivation as the joy a person feels towards his work, which makes him want to work hard, collaborate, and be part of a team to achieve success. The driving force behind the action is desire or suggestion. hardship Every employee has a unique reason for wanting to work. Work motivation is influenced by various internal and external influences. One of the elements that influence employee motivation to provide services is the role of leadership. The essence of the organization is its leadership function. To mobilize all existing human resources, the function of a leader in government agencies is to act as a mover. As one of the components of building good service through developing cooperation in carrying out work according to its main role and function, leaders need help from all parties, especially subordinates, to achieve organizational success. This is supported by (Kadir, 2018) who claims that leaders play the most significant role in improving staff performance.

Based on field facts in Puncak Cendrawasih Village Offices, Sorong City, Puncak Cendrawasih Village Offices, Sorong City, this refers to the role of leadership. The role of the leader has a very influential impact on the productivity and effectiveness of employee performance in all lines of service work in the Family Office. According to the staff at Puncak Cendrawasih Village Offices, Sorong City, the work was too much for employees who could operate computers, even though the division of tasks for each field already existed, so the process of completing these tasks became slow and piled up. In addition, employees are less disciplined with time, so employees at Puncak Cendrawasih Village Offices often come late. So that it makes office tasks as an administrative servant too late and not optimal. Based on the many problems mentioned above, leaders as decision makers in the progress and decline of the organization have a very important role in motivating their employees to achieve common goals, in addition to good leadership and humanizing humans according to the duties, principles, and functions of leaders and their subordinates will create a work environment conducive environment and implementation of performance obligations can be fulfilled as well as possible. Work management is one of the keys to determining the success of development and governance within the framework of nation and state building which prioritizes the values of good governance to realize the Sustainable Development Goals (SDGs) (Abd Kadir et al., 2022). In addition, (Latif & Irwan, 2019) stated that performance can be measured by the quantity of work, quality of work, work loyalty, workability and results achieved. Performance is a central framework to be used as a trigger for achieving organizational goals, so the authors are interested in taking the title Role of Leadership in Increasing Employee Work Motivation in State Civil Apparatus, Puncak Cendrawasih Village Offices, Sorong City.

This research refers to previous research which is expected to add to the perspective of knowledge about Leadership and Motivation which is very useful as a scientific reference, namely (Syafaruddin & Nasrullah, 2018) with the title The Influence of Motivation, Leadership, Work Discipline, and Infrastructure on the Performance of Bappeda Employees in Manokwari Regency, Papua Province West. This discusses that organizations need order/management, so that leadership can become a reality as a driver of activities that lead to the achievement of good performance. Keep in mind that leadership cannot be forced. Leadership must come from oneself, be individual, and intentionally have broad dimensions. The leadership variable

is the factor that has the most significant (dominant) influence on improving employee performance in the Bappeda of Manokwari Regency, West Papua Province. Whereas my research emphasizes that leaders carry out effective communication ensuring clear and open communication between leaders and their subordinates. State Civil Apparatuses, especially in the Papua region in particular where this approach is very necessary for them to be heard, understood and appreciated.

To add references, this study uses previous research. (Runtuk et al., 2019) entitled *The Influence of Leadership Style and Motivation of District Heads on the Performance of State Civil Servants at the Sarmi District Office, Sarmi Regency, Papua Province*. Which discusses the better the leadership style that is practiced within the organization, the more productive work patterns will be for employees to increase employee morale, a District Head needs encouragement, and guidance and can set a good example within the organization to be used as a reference by employees in carrying out their work. Meanwhile, in my research, in addition to effective communication, recognition and appreciation, appropriate exams and awards can increase the motivation of State Civil Apparatuses in the Puncak Cendrawasih Village Office, Sorong City, to work better.

METHODS

This type of research uses qualitative descriptive research using qualitative data. To find out the role of leadership in increasing the work motivation of state civil apparatus employees of the Puncak Cendrawasih Village Office. Considering that this method is relevant to research writing materials, this method makes it easier for writers to obtain objective data to know and understand the role of leadership in increasing the work motivation of state civil apparatus employees of the Puncak Cendrawasih Village Office. What is meant by "population" is the generalization of an area consisting of objects or people selected by researchers to study and from which conclusions are drawn ((Sugiyono, 2014)). Meanwhile, at the Puncak Cendrawasih Village Office in Sorong City, all 20 people are state civil servants. Purposive sampling is the sampling method used in this study. By using a sampling technique, purposeful sampling is a source of data with certain considerations ((Sugiyono, 2014)). Because not all samples met the criteria for the phenomenon under study, a purposeful sampling method was used. The writer decided to use a purposeful strategy as a result. The criteria or considerations that must be met by the samples used in this study are determined by sampling. The quality of data collection and the quality of research tools, are two key factors that affect the quality of research data. The quality of the research instruments is related to the validity and reliability of the instruments, while the quality of data collection is related to the determination of the methods used in data collection, especially observation techniques, interview techniques, and documentation. Interactive analysis is the data analysis method used in this study. The four components of analysis in this methodology are data collection, data reduction, data presentation, and conclusions. To identify themes and create working hypotheses based on data, (Moleong, 2018) defines data analysis as the act of organizing and classifying data into patterns, categories, and basic descriptive units.

RESULT AND DISCUSSIONS

The role of leadership in increasing work motivation in the State Civil Apparatus in Puncak Cendrawasih Village Offices, Sorong City.

The questions above were addressed to one informant, namely the head of the Puncak Cendrawasih Village Offices, Sorong City. namely DEONESIA BERUAT WARIN, S. Sos, it is known that the details of the interview results are as follows: "A government or private organization must have a leader, because a leader has his own organizational structure, which depends on how a leader provides motivation or enthusiasm for work. for existing employees with their own leadership methods, so that employee performance is getting better. So the role of leadership is very important in motivating existing employees." He also added "That being a leader and motivating people is not easy, so what I often do is I evaluate all performance at joint meetings to discuss and improve the performance of the State Civil

Apparatus so that there is input from the community and for the sake of providing optimal service to the community." especially those in the Puncak Cendrawasih Village Offices area, Sorong City. Together hand in hand both ASN and the community provide input to see the achievement of Kelurahan performance and focus on achieving the vision and mission.

It can be seen from the opinion of the informant above, which has provided clear information about the role of leadership in increasing work motivation in the State Civil Apparatus in Puncak Cendrawasih Village Offices, Sorong City, where the informant stated that, being a leader and motivating people is not easy, so what is done is to evaluate each performance during a joint meeting, one of which saw various inputs from the community to discuss and improve the performance of the State Civil Apparatus to provide optimal service for the community, especially those in the Puncak Cendrawasih Village Offices area, Sorong City. Together, hand in hand both the ASN itself and the community to see the achievement of Kelurahan's performance and focus on achieving the vision and mission. This is following (Tohardi, 2022) explaining that work motivation is to provide encouragement or reassurance to carry out an activity to achieve goals.

Then the next informant, Ms. MERCY KONDOLE, SE as the Secretary of the Puncak Cendrawasih Village Offices, said:

"What I see in the field, younger brother, there are many factors in work motivation, one of which is the role of the leader, which most determines whether employees are motivated to work or not, whether the organization is advanced or not, whether employees work according to standards and their field, all depends on the big role of a leader. Another factor, namely the creation of a good work environment will increase work motivation so that the achievement of organizational goals will run effectively and increase employee productivity. The ability of leader's role in motivating employees is the driving force or driving force that makes employees work towards the creation of organizational goals". (Source: interview results December 19, 2021).

Judging from the opinion of the informant above, which has provided clear information on the role of leadership in increasing work motivation in the State Civil Apparatus in Puncak Cendrawasih Village Offices, Sorong City, where the informant's statement stated that, it is the role of leadership that most determines whether employees are motivated to work or not, whether the organization is progressing or not, whether the employees work according to standards and their fields, it all depends on the big role of a leader. (Weiner, 1990) defines motivation is an internal condition that encourages a person to achieve certain goals, awakens us to act, and creates interest in certain activities.

Then the next informant, Mr. MAURID ULIMENE, S.Sos as the Public Service Section of Puncak Cendrawasih Village Offices said:

"I feel that the Lurah has carried out her role as a leader even though it has not been fully fulfilled. For example, in one meeting, almost everyone was present to report which administrative trips had been good and which still needed improvement. In theory, the success or failure of an organization is determined by the leader's behavior and actions. in carrying out their duties or obligations. The role of behaving and acting will be seen in how to give orders, give assignments, how communicate, make decisions and how encourage the enthusiasm of their subordinates, and provide motivation. I see that the Lurah can also embrace our needs as employees, although not all of their needs can be met, such as the addition of computer units, have not been met due to limited budgets." (Source: interview results December 19, 2021).

In the opinion of the source, the Lurah can accommodate our needs as employees, although not all needs can be met, and has clearly explained the function of leadership in increasing the work motivation of the State Civil Apparatus in Puncak Cendrawasih Village

Offices, Sorong City. According to (Gibson, 2000), employee loyalty and discipline will support responsible and independent leaders, so the success of an organization will depend on the ability of its leaders to manage the organization.

As for the response from Mrs. Maria Kirihio as Head of RT 02 RW 04 Puncak Cendrawasih Village Offices, she said:

"For several times he has arranged for certificates through the Puncak Cendrawasih Village Offices Office, but they have not been served well, they are usually at the office when they come around 9 o'clock so that in providing services to the surrounding community it is late. But the program continues every month to carry out activities by involving several agencies, for example, the Social Service which often provides outreach to us residents in the Puncak Cendrawasih Sub-District area (Source: interview result, December 19, 2021).

According to the source, the State Civil Apparatus in Puncak Cendrawasih Village Offices, Sorong City, has clearly explained the role of leadership in boosting employee motivation. The informant further stated, Every month one of the programs from the Kelurahan conducts activities involving several Offices, such as Social Service which often provides outreach to us residents in the Puncak Cendrawasih Village Offices area. According to W.N. Cowley in (Hasibuan, 2003) that a leader is someone who has a plan and pushes his organization in a certain direction toward a goal.

Furthermore, one of the residents at Puncak Cendrawasih, namely Mrs. Vonita Fatem, is a 40-year-old woman who works as an areca nut seller. "Even though it took a while to work because there were only a few people who mastered computers, what do we need it for? I saw the performance given by the State Civil Apparatuses in public services in Puncak Cendrawasih Sub-District to me, who several times arranged letters of introduction to the civil registry (capital) and also a health referral letter issued from the Puncak Cendrawasih Village Offices Office is still lacking (Source: interview results December 19, 2021).

Because some of the informants mentioned above were used as performance indicators, the authors conclude that the role of leadership in arousing the work motivation of State Civil Apparatuses in Puncak Cendrawasih Village Offices, Sorong City has not been fully realized. It can be seen from the activities and productivity of the State Civil Apparatus that administrative management has not been optimal for the community. According to (Abd. Kadir, 2018), a good leadership style will improve the quality of employee performance.

Leaders' obstacles in increasing work motivation in Civil Servants in Puncak Cenderawasih Village, Sorong City.

The question above was addressed to one informant, namely the head of Puncak Cendrawasih Village Offices, Sorong City. Namely DEONESIA BERUAT WARIN, S.Sos, the details of the interview results are known as follows:

"A leader who wants to increase work motivation through providing employee morale certainly experiences big or small obstacles that are difficult to overcome and sometimes these obstacles come from outside and from within the organization. The obstacles that are often felt by employees from outside the organization are the distance between home and office that takes travel time and the absence of vehicle facilities for employees who do not have private vehicles, these things sometimes become obstacles in carrying out their duties and responsibilities. Meanwhile, from within the organization, we admit that the level of discipline is still low. the main thing is that the quality of Human Resources is still low, both administrative and electronic services. But the responsibility as Leaders is mandatory for us to inform that this is the main task that must be carried out by a State Civil Apparatus, with that we minimize this with discipline. (Source: interview results December 19, 2021).

In the opinion of the informant above, the obstacles to leadership in increasing work motivation for Civil Servants in Puncak Cenderawasih Village, Sorong City, were clearly explained, where the informant stated that these obstacles came from outside and from within the organization. From outside the organization by employees, the distance between home and office takes travel time and there are no transportation facilities for employees who do not have personal vehicles, while from within the organization, we admit that the level of discipline is still low. So that we continue to motivate to work as a public servants. This is in line with (Tohardi, 2022) explaining that motivation comes from the English language "motivation" which means encouragement or refusal to carry out an activity to achieve a goal.

Then the next informant, Ms. MERCY KONDOLE, SE as the Secretary of the Puncak Cendrawasih Village Offices, said:

"Human Resources who are still not proficient in technology and that indeed giving praise or appreciation to employees who have successfully carried out their duties well to provide encouragement in fostering enthusiasm for work should be made into a good culture but it has not yet become a culture in the office even though it has a good effect, continued lack of discipline, generally employees are not aware of the regulations that apply to each employee, thus affecting the responsibilities in each task implementation." (Source: interview results December 19, 2021).

In the Puncak Cenderawasih Village, Sorong City, the informant stated that Human Resources were still not proficient in the field of technology so praise or appreciation was needed for employees who had successfully carried out their duties properly to provide encouragement in growing morale. According to him, the informants mentioned above basically thought that the obstacles to leadership had been clearly explained in increasing the work motivation of civil servants. (Triasmoko, 2014) asserts that because people manage other people, human resources are not other organizational components such as capital, technology, and money—which are the most important.

Then the next informant, Mr. MAURID ULIMENE, S. Sos as the Public Service Section of Puncak Cendrawasih Village Offices said:

"The first thing I saw was the lack of openness from employees, meaning we don't know whether internally the organization likes or doesn't like the results of the meeting, whether employees like the way the District Head leads or not, they don't want to be open for discussion both in meetings and talk privately so that not all employee needs can be met resulting in laziness to work. (Source: interview results December 19, 2021).

The explanation from the informants above shows a lack of openness from employees, meaning that we don't know whether the internal organization likes it or not. According to him, the obstacles to leadership have been clearly explained in increasing the work motivation of civil servants. not the result of a meeting decision, so that not all employee needs can be met resulting in laziness at work. Someone's desire to act, such as disclosing organizational information, is what drives them to do so, claims (Hasibuan, 2003). Good work motivation leads to high performance in employees.

Furthermore, Mrs. Wideasari, as a resident of the Puncak Cendrawasih Village Offices, said:

"What I see is, the obstacle in improving the performance of the State Civil Apparatus is limited facilities because there is only one computer and printer unit available to carry out basic tasks which hinder services that will delay processing time. In addition, there is also a lack of public awareness in understanding the flow of the administrative process at the Kelurahan office, where people who come to take care of administration often ask for it to be completed immediately while

the management requires a process (Source: interview result in 19 December 2021).

Opinion of the informant above, basically the obstacles to leadership have been clearly explained in increasing work motivation for Civil Servants in Puncak Cenderawasih Village, Sorong City, where the informant stated that, the limited facilities are because there is only one computer and printer unit available to do basic tasks which hinder service which will delay processing time. This is in line with (Lupiyoadi, 2006)) work facilities are supporting facilities in government office activities that are physical in form, are used in normal activities, have a relatively permanent usability period, and provide benefits for the future.

The next informant, Ms. Uma Sangadji, a resident of the Puncak Cendrawasih Village Offices, said:

"I see that punctuality is a factor hindering the performance of the State Civil Apparatus in Services at the Kelurahan office. Not all of the employees know computers or laptops, are undisciplined, talk a lot, relax, and smoke a little bit." (Source: interview results December 19, 2021).

From the results of the interview above, the author concludes that there are many obstacles to leadership in increasing work motivation for Civil Servants in Puncak Cenderawasih Village, Sorong City in providing public services to the community and are categorized as not good enough because of the problem of Human Resources or Employees not being able to operate existing technology, so that the administration process becomes slow and not optimal. According to Lawrence in (Hasibuan, 2003)) says: Human resources are a crisis factor (crucial factor) can determine the progress and fall of life and death of a business and activity together, both in the form of social organizations, government agencies, and business entities. The low quality of human resources causes a decrease in the work effectiveness of employees/employees, which indirectly causes a decrease in morale and work decisions. This will then have an impact on the organizational climate which will affect the achievement of organizational goals and the effectiveness that has been planned. To overcome obstacles regarding the lack of awareness of responsibility, here the role of the leader should be to carry out coaching with motivation and an intensive approach to employees having problems with the application of discipline (Mahmud, 2019)

Efforts by the leadership to increase work motivation for civil servants in Puncak Cenderawasih Village, Sorong City.

The question above was addressed to one informant, namely the head of Puncak Cendrawasih Village Offices, Sorong City. namely DEONESIA BERUAT WARIN, S. Sos, the details of the interview results are known as follows:

"What we do is coaching for employees is carried out once a month by means of internal work meetings, to find out plans and problems faced by each section at the Village Office and encourage employees to be enthusiastic in achieving good work performance. Calling for increased discipline employee work, trying to continuously instill an attitude of awareness, carrying out duties and responsibilities towards their work, and if employees neglect their duties and responsibilities in their respective fields, they will be given a direct warning/sanction. That's all I can try, then depending on each employee. (Source: interview results December 19, 2021).

The opinion of the informant above, has basically been explained clearly. The leadership's efforts to increase work motivation for Civil Servants in Puncak Cenderawasih Village, Sorong City, where the informant stated that, coaching for Employees is carried out once a month by way of internal work meetings, to find out plans and problems -problems faced by each section in the Kelurahan Office and encourage employees to be enthusiastic in achieving good work performance. According to Miftah Thoha (2002: 78) is explained as

follows: Coaching is an action, process, result, or statement for the better. In this case it shows progress, improvement, growth, evolution of possibilities, developing, or improvement of something.

Then the next informant, Ms. MERCY KONDOLE, SE as the Secretary of the Puncak Cendrawasih Village Offices, said:

"All activities at the Village Office cannot be separated from the leadership. The success and failure of any organization depends on the leadership, the leadership is an example in the work environment. That's all from me briefly." (Source: interview results December 19, 2021).

Then the next informant, Mr. MAURID ULIMENE, S.Sos as the Public Service Section of Puncak Cendrawasih Village Offices said:

"From me, everyone must have a sense of responsibility, both from leaders to subordinates, all must be an example within the organization itself. Leaders must try to complete the equipment needed by their employees in accordance with the tasks assigned, the same thing for employees must also work even harder if the facilities are fulfilled, because the people who feel the impact are the people." (Source: interview results December 19, 2021).

Due to these numerous issues, stakeholders play a crucial role in promoting the growth of the ASN innovation management system. Identification of the parties concerned and connected to the issues with the ASN innovation system is therefore important (Soesanto, 2021)

Based on the description of the interview, it can be concluded that there was an effort from the leadership to increase work motivation for Civil Servants in Puncak Cenderawasih Village, Sorong City. All activities in the Kelurahan Office cannot be separated from the role of the Leader, the progress of any organization depends on the Leader, instilling awareness, carrying out the duties and responsibilities of his work. According to ((Miftah, 2010), the success or failure of an organization is greatly influenced by the role of a leader in carrying out his leadership duties and responsibilities in an organization. Leaders should have a positive influence in terms of morality, job satisfaction, comfort, security, quality of performance and the level of achievement of the organization they lead, so that the implementation of good governance can be realized. Conversely, there will be a collapse in an organizational body if the leader is weak in carrying out his leadership duties. (Rawi & Kadir, 2018) states that what is an indicator in optimizing employee motivation is by providing incentives, allowances and awards. High performance motivation where employees will work harder in carrying out their duties. However, if work motivation is low or weakened, the employee has no enthusiasm at work, gives up easily, and will have difficulty working. The problem that usually arises in the field of government is the problem of service because it involves the interests of the community which is organized by the government by involving all civil servants as public servants. The pressure from the demand for good service quality is in line with the demand for an increase in employee performance so that they are able to serve the community well too. The leadership style in an institution will vary, each leader has his own style and way to lead by prioritizing problem solving within the scope of the institution he leads and the role of the leader is the spearhead in the success of an organization (Wahyudi, 2014). (Kartono, 2005) added, who explained that the function of leadership is to be able to coordinate, direct, guide and guide their subordinates to perform tasks optimally and leaders must also be able to build good correlations, provide rewards, and continue to provide oversight to their subordinates so that towards the target to be addressed in accordance with the provisions of time and plan.

CONCLUSION

The results of research on the role of leadership in increasing work motivation in the State Civil Apparatus (ASN) in Puncak Cendrawasih Village Offices, Sorong City, are not optimal. Based on the analysis in this study, it is known that 1) in increasing employee performance motivation, leaders are still lacking in advancing their employees, as evidenced by a lack of encouragement in terms of rewards or increasing self-competence by conducting training, and so on; 2) the decision taken by the leadership in Puncak Cendrawasih Village Offices, Sorong City, was not appropriate in disciplining its employees regarding working time because there are still many employees who often arrive late; and 3) leaders give work assignments and responsibilities that are not appropriate for their employees, so that a lot of work is not appropriate and the work results are not optimal. Therefore, it is suggested that leaders be more assertive in leading and coordinating employees or staff and be able to act more wisely in making decisions and providing rewards so that employees can be motivated while carrying out their duties and responsibilities.

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