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RESEARCH ARTICLE

EFFECT OF MOTIVATION, LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT THE COMMUNITY HEALTH CENTER (PUSKEMAS) AT SERBISU MUNICIPIO SAÚDE (SMS) DE BAUCAU

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INTRODUCTION

Human resource management is intended to mean that the organization must be able to unite the perceptions or ways of organizing employees and leaders of the organization in order to achieve organizational goals through mental formation working with high dedication and loyalty to their work, providing work motivation, guidance, direction and coordination good (leadership style) in working by a leader to his subordinates. Understanding of work motivation, namely focusing on factors in the person who strengthens, direct, support and stop their behavior. If the needs are increasingly fulfilled, then the spirit of work will be better (Malayu and Hasibuan, 2005). Both those in the employee and those from

ABSTRACT

Servisu Municipio Saúde (SMS) Baucau has carried out various efforts to improve service and quality improvement where health services are one of the determinants of good and bad services at Community Health Centers (health Centre) but there are still less employer/employee performance and satisfaction supported by the discovery the lack of a service index or per capital annual visit is still very minimal in each health Centre. Caused by the Effect of Motivation, as well as the Style of Leadership and Organizational Culture to have an impact on Employee Performance at the Community Health Center at SMS de Baucau. Community Health Center (health Centre) is a functional organization that is the spearhead of basic health services from the government of the Republic Democratic of Timor-Leste (RDTL.) For the wider community that is carried out in a comprehensive and integrated manner in the form of basic activities. Research is a process to get answers to the results of an analysis of the effects on Work Motivation, Leadership Style and organizational culture on the performance of organizational employees. The hypothesis (provisional conjecture) stated is that work motivation has a very significant influence on the performance of employees/employees of the organization. Leadership style has a significant influence on the performance or job satisfaction of employees/employees. Leadership style is very influential and significant to employee performance. Leadership and organizational culture have a significant influence on employee performance. Organizational culture also has a significant influence on employee performance. Work motivation has a significant influence on organizational performance. Organizational culture has a significant influence on organizational performance. The results of the study have proven that work motivation, leadership style, and organizational culture have a significant correlation to employee work performance. To solve problems and prove the hypothesis used analytical tools such as; Multiple Regression, Multiple Correlation, analysis of determination and in its calculations using SPSS version 21 for windows.

the environment will be able to help improve performance. For this reason, a leader needs to direct motivation by creating conditions or organizational climate by establishing a work culture or organizational culture with a good leadership style so that employees/employees feel motivated to work harder so that the performance achieved is also high according to the intended target and goals. Based on a recent global study from the Institute for Health Metrics and Evaluation (IHME) at the University of Washington, there is a growing gap in access to and quality of health services in each country. The World Health Organization (WHO), the most recent to date, is broader and more dynamic than the previous limitation, saying that health is a perfect condition, both physical, mental, and social, and not only free from disease and disability. At the previous limit, health included only three aspects, namely:

physical, mental, and social, but according to the WHO Law. No. 23/1993, health includes 4 aspects, namely physical (mental), mental (mental), social, and economic. This means that one's health is not only measured by physical, mental, and social aspects but also measured by performance and productivity in the sense of having a job or producing it economically, (Notoadmodjo, 2003). Access to the Health Service Index (GPA) regionally is still a gap. The World Health Organization (WHO) holds a Regional conference on revitalizing basic health services (PKD) in Southeast Asia Viewed from the aspect of health development goals in the State of Timor Leste, the goal of achieving living welfare for every resident in realizing optimal health status is one of the sources of community welfare. Thus, each person can be entitled to an equal health service action and the state embodies a universal and general national formation system that has allowed every individual, group, and society to be free from based on government guidelines and the Constitution in force in Timor-Leste (UUD-RDTL 2002; article 57, verses 1-3). This means that national health services are not only at the national level but are managed in a decentralized and participatory manner up to the level of Municipio, *postu administrativo*, *village*, and *aldeia*.

In Timor-Leste, the Ministry of Health (Ministerio da Saude), 2017, Profile and Health Statistics, SMS de Baucau, the health service index only reached 1.79, meaning the average visit to health facilities or visited by health workers has not reached the specified target of 3.5 visits a year. This means that every individual must access health facilities at least 3 times a year. However, data from the achievement of the visit percapita level of SMS de Baucau shows that individuals in the year only did 1.79 visits to health facilities to obtain health services. This requires that the performance of employees working in the health Centre must be improved, where the rate of achievement of health services under the health service index at the SMS de Baucau level has not yet reached the national target that has been determined. In 2017 the population in the work area of *Servicos Municipal Saude (SMS) de Baucau* was 126,044 people living in (6) *Postu Administrativo* namely *postu Administrativo; Baucau, Baguia, Laga, Vemasse, Venilale, and Quelicai*. Provision of health facilities in Municipio de Baucau, namely 41 health facilities, 20% health Centre (*Centro de Saude*), *Maternidade* 12% and *Postu Saude* as much as 68%. The number of health workers assigned to health facilities in 2017 was 385, of which 72% (256 people) received a special regime from the government, namely 23% (82 people), 23% (83 people) nurses, 17% (60 people) midwife staff, 3% (9 people) analyst staff, 5% (18 people) pharmacist staff, 1% (1 person) *nutisionista* staff, 1% (1 person) *Ambiental* staff and 2% (7 people) dental nurses. And the remaining 26% (91 people) is an administrative engineering staff categorized in the *Rezime Geral*, which is assigned to assist administratively in health services. The performance of the health Centre staff can be measured by the results of achieving health service programs at the municipality of Baucau. In 2017 the achievement of health service programs through *Out-Patient Diagnosis (OPD)* was reported to be 226.25 people where 36% of services were provided in health facilities and 64% were outside health facilities. *Visita Percapita (VPC.)* Data or Health Service Index (GPA) only reached 1.79, meaning that the average visit to a health facility or visited by health workers had not yet reached the national target that was set at 3.5 visits a year. This means that every individual must access health facilities at least 3 times a year.

But Visit achievement data *Percapita SMS de Baucau* level shows that individuals in the year only did 1.79 visits to health facilities to get health services. This requires that the work performance of the health Centre staff must be increased, where the achievement rate of health services in accordance with the service index at the Baucau SMS level does not reach the national target that has been determined. (Ministério da Saúde, 2017. Profile and East Timor Health Statistics. SMS De Baucau). From the data of visit percapita (VPC) level of SMS Baucau, the average visit reached 1.79 visits to health facilities in 2017. The data on the visit number of percapita greatly affected the achievement of several programs namely KIA. Antenatal visits (KN-IV) reach 60%, which should be 85% of the national target, special nutrition programs for weighing each month only reach 38% of the national target should be 80%, and the discovery of new cases for pulmonary tuberculosis is 64% of National targets should be 80%, and other program achievements. Thus work motivation, leadership style, and organizational culture greatly influence the performance of employees in the health center. Even though it has implemented a special *rezime* for professionals who are all health workers. However, there is still dissatisfaction among health workers in carrying out their duties and functions, because they are not paid attention to their working period, professional work experience, standardization of salary payments, education level and development, family allowances, and even some employees/employees have over five years of employment contracts, management or poor leadership style and culture in poor service organizations. So that it makes jealousy among health workers who have a long working period with health workers who have just completed higher health education. These factors greatly affect the performance of health center employees who are qualified and can satisfy patient expectations, so that sometimes there is a direct or indirect transfer of responsibility in less effective communication.

THEORETICAL STUDY

Work motivation

The motivation of workers is only to be able to fulfill biological needs and satisfaction. Biological needs are the needs needed to maintain one's survival, these biological needs will be fulfilled if the salary or wages provided are large enough. So if the salary or wages of employees/employees are increased then the spirit of their work will increase, motivation is also the encouragement that comes from within members of the organization in the form of awareness of the role and importance of work or activities to achieve organizational goals. Work motivation is an influential condition that generates, directs and maintains behaviors related to the work environment. Motivation is generally associated with the theory of needs (need) which states that every human being, including employees/employees of an organization that performs an action or activity, especially in work because it has needs that must be met (Malay and Hasibuan, 2005; Nawawi 2016).

Leadership Style

Leadership is the process of influencing in determining organizational goals, motivating the influence of followers to achieve goals, influencing to improve the group and culture.

So, the most appropriate leadership style is a style that maximizes productivity, job satisfaction, growth, and easily adjusts to all situations. Meanwhile) "Leadership is the activity of influencing exercise to drive willingness for group objectives" (Leadership is an activity in influencing others to work hard with the will for group goals). Leadership is the ability to influence and move other people to achieve goals. The leadership style is divided into three parts, namely: Authoritarian Leadership is if power or authority, most of the absolute remains in the leadership or if the leader adheres to a centralized system of authority. Participatory leadership is when in leadership carried out persuasively, creating harmonious collaboration, fostering loyalty, and participation of subordinates. A leader motivates subordinates to feel they have a company. Delegative Leadership if a leader delegates his authority to subordinates rather completely. Thus, subordinates can take decisions and policies freely or freely in carrying out their work. Rivai in Mulyadi, (2009), Terry in Wahjosumidjo, (1994), Hasibuan (2007) Based on the definition of leadership above can be interpreted that leadership is a person's ability to influence, move, encourage, control other people or subordinates to do something for their awareness and contribute to achieving a goal.

Organizational culture

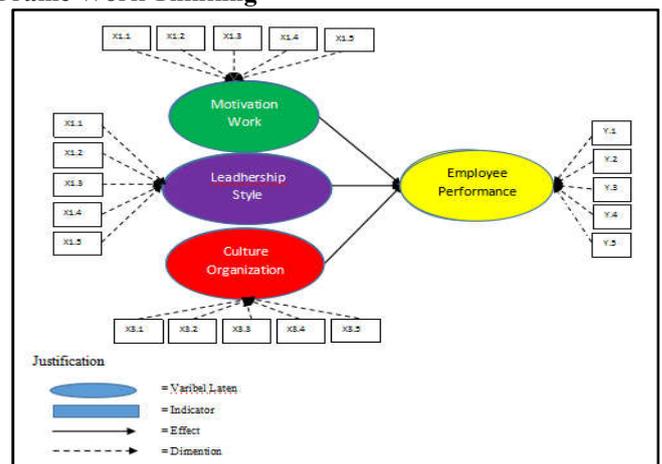
As with the notion of motivation and leadership, the understanding of organizational culture is expressed by Brahmasari, 2004, Muchlas 2008. Which states that organizational culture, but still a little understanding about the meaning of the concept of organizational culture or how organizational culture should be observed and measured. Culture is a social glue that helps bind the organization in togetherness by providing the right standards for employees, how they should say and act. Organizational culture is the values and attitudes that employees have believed so that it has become the behavior of employees in everyday life. The attitude and values that have been crystallized in the organization will guide employees to behave according to the attitudes and values that are believed. Organizational culture is formed from the subjective perceptions of organizational members on the values of innovation, risk tolerance, pressure on the team, and people's support. The overall perception of the organization will shape the culture or personality of the organization. Furthermore, organizational culture will affect employee performance and satisfaction, support or not support. Organizational culture is a key component in achieving organizational mission and strategy effectively and management of change. Culture can create a work environment conducive to performance improvement and change management.

Employee Performance

comes from English performance which means performance. The concept of performance stands for kinetics of work energy. Every human being has the potential to act in various forms of activity. The ability to act can be obtained by humans either naturally (there are from birth) or studied. According to some experts including Wirawan, 2009. Cash and Fischer (1987) in Thoyib 2005. Brahmasari (2004) Turang *et al.* 2015. that although humans have the potential to behave in a certain way, but that behavior is only actualized at certain times. The potential for certain behaviors is called ability, while the expression of this potential is known as performance.

Performance is the output produced by functions or indicators of a job or a profession at a certain time. Broadly speaking, performance can be understood as the work that can be achieved by a person or group of people in an organization following the authority and responsibility of each to achieve the objectives of the organization concerned legally, not violating the law and by morals and ethics. Performance in English is called job performance or actual performance or level of performance which is the success rate of employees in completing their work. Performance is not an individual characteristic such as talent or ability but an embodiment of talent itself. And, performance is an embodiment of capabilities in the form of real work or is the work achieved by employees in carrying out tasks and jobs that come from organizations or companies. performance is often referred to as performance or result which is interpreted by what has been produced by individual employees. Effect of Work Motivation, Leadership Style and Organizational Culture is influenced by organizational performance (organizational performance) itself which includes organizational development (organizational development), compensation plans (compensation plan), communication systems (communication system), style managerial (managerial style), organizational structure (organization structure), policies and procedures (policies and procedures). argues that performance is the achievement of organizational goals that can take the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization. The emphasis on performance can be both short and long term, also at the level of individuals, groups or organizations. Performance management is a process designed to link organizational goals with individual goals so that both objectives meet. Performance can also be an action or execution of tasks that have been completed by someone within a certain period and can be measured. Related to the problems studied there are also some results of previous studies, that leadership style, motivation, and work discipline have a positive influence on employee performance simultaneously. Leadership style affects employee performance partially. Motivation affects employee performance partially. And work discipline influences discipline on employee performance. while other studies based on cognitive and affective analysis concluded that both extrinsic and intrinsic motivation (consisting of challenge orientation, task enjoyment, compensation orientation, and recognition orientation) had a positive effect on behavioral performance and outcome performance. Perception influences performance. Perception directly influences motivation Miao *et al.* (2007).

Frame Work Thinking



Methodology

The design of this study is survey research that is research with sampling from a population with a questionnaire, while quantitative research methods with explanatory research. Sampling technique using probability sampling, using Proportionate Random Sampling, sampling calculations using Solving formula, the unit analysis uses multiple linear regression. The object of the research is employees or health employees who work in the health Centre at SMS de Baucau. Data collection techniques using questionnaires (questionnaires). And in giving the previous questionnaire we explained the format of the questionnaire and also supported with the data through the existing documentation. The study was conducted in eight (8) health Centre at SMS de Baucau. Research time, carried out from November to December 2018.

Population

The population in this study was 385 employees at the Community Health Center (Health Centre) at the *Saúde Serbisu Município* de Baucau.

Sample

the number of samples used as respondents in this study was 100 employees/employees. Sampling used in this study is Probability Sampling. Probability Sampling is that each element of the population has the same possibility to be chosen through a systematic calculation. Type of Probability Sampling used is Proportionate Random Sampling, which is a proportional sampling technique for population members. Proportionate Random Sampling according to Sugiyono (2007).

Research Instrument

the research instrument is a tool that is chosen and used by researchers in carrying out their activities to collect data so that the activity becomes systematic and facilitated by it. According to Arikunto (2006), The instrument used was a questionnaire (*questionnaire*). And in the distribution of previous questionnaires, we were asked and asked to give a more detailed explanation and retrieval of data through existing documentation or archives, so in the narrative, we mentioned the word interview and documentation or archives in the health center at the *Sevico de Puerto Servicios Município*. Baucau.

Hypothesis

The influence of work motivation, leadership style and employee performance at the Community Health Center (Health Centre) at *Serviços Município Saúde* de Baucau".

Data Collection Procedure

Data collection techniques are techniques or ways that can be used by researchers to collect data, (Ridwan: 2003). In this study, the author uses quantitative research methods with explanatory research, Data Processing Method The process of processing data with steps that must be taken, including Editing: Coding: Processing: Cleaning: Data Entry: Analyzing: (sugiyono, 2006).

Data analysis technique

Quantitative data analysis techniques are methods of data analysis that require statistical and mathematical calculations. To simplify the analysis, the SPSS program is used. The analytical tools used are Multiple Linear Regression Analysis to find out how much influence the independent variable (X) has on the dependent variable (Y) According to Ghozali (2011)

Research Ethics

So that the research to be carried out is legally protected and following the rules and codes of ethics of health research can be sorted as follows: (respect for human dignity). (Respect for privacy and confidentiality). (respect for justice and inclusiveness). (Balancing harms and benefits).

Clearance Ethics

Ethics clearances or ethics of the feasibility of health research have been carried out by the *Instituto Nacional de Saúde* (INS) *Ministério de Saúde* before a health study is conducted.

RESULTS AND DISCUSSION

Based on a letter from the decree of the Council of Ministers of Health of the Democratic Republic of Timor-Leste, Number; 05 dated 31 December 2003 the organizational structure and procedures for establishing the Baucau District Health Office and Community Health Center (health Centre) were formed. Community Health Center (health Centre) is a functional organization that is the spearhead of basic health services from the government for the wider community that is carried out comprehensively and integrated into the form of basic activities. Also, the health Centre also functions to foster community participation and as a center for community health development. In carrying out its functions the health Centre is supported by activities from the Mobile Health Center (Multi-function) and 2-3 Supporting health Centre (*Postu*). Each Sub-health Centre has a working area of 1-3 villages and is led by a paramedic (*Enfermeiro*), assisted by 1-2 other health workers.

- Location, the health Centre administratively is a device of the Regency Level II Regional Government (*Município*) and is directly responsible for both medical and technical administrative matters to the Head of the District Health Office or *Município*. And at the level of health services, the health Centre is included at the level of the first health facility.
- Work relationship rules ·
- Public health is an integral part of the Level II Health Office of Baucau District·
- Community health centers in carrying out their duties in collaboration with local Government, sub-district and village levels. ·
- Health centers in carrying out their duties in collaboration with other private institutions/health workers, and other parties.
- Health centers in carrying out the task of utilizing health workers in the *Postu* (Auxiliary Health Center) and villages.
- Relationship between health Centre and District Health Office:

- The head of the health center is directly responsible to the head of the health office *Kabupaten* The District Health Office in carrying out its tasks as a structural function at the district level supports and supports the programs and functional activities of health Centre and *Postu*.
- The Health Office is the administrative and program coordination center for health Centre In terms of staffing, if the health Centre lacks certain activity management staff at a certain time, the Health Service can substitute energy by providing replacement staff for health services in the health Centre building as long as the health Centre leaders carry out activities outside the building.
- Service activities and health development outside the building within the health Centre work area must be carried out and coordinated by the head of the District health office or municipality with the assistance of the district level jawan program.
- The health implementation staff in the health Centre building assigned from the District Health Office takes responsibility for the results of its activities to the Head of the Health Centre.

Personnel and employment

It can be seen that the Public Health Center (health Centre) office has an organizational structure that in its efforts to achieve a goal requires a system and organizational structure it is a forum and collaboration of a group of people who are formally bound in a hierarchical series to achieve their stated goals. With the existence of clear lines of authority and responsibilities, all the work in an organization can function properly and smoothly. The Community Health Center (health Centre) has the two largest programs, namely:

- *Divisão de Coordenação das Atividades de Saúde Implementadas na Comunidade*, such as at the Sub-District Health Center (*Pustu*), *Serviços Outreach*, *SISCa*, *Klinika Movel*, *Visopha mop up.*, *Visita domiciliária or Saúde na Família (SnF)*.
- The administrator of the Administrative Office in charge of carrying out activities such as supporting (apoio) *administrativo, incluindo registo e arquivos de processos individuais do utentes limpeza, segurança, manutenção e logística gero ao Centro de Saúde*. In addition to the two largest divisions in the health Centre which are in charge of general coordination, there are seven other divisions in the organizational structure of the health Centre such as;
- Division of *Consulta Geral* is in charge of carrying out services to adults with cases of infectious diseases and non-communicable diseases, such as malaria, tuberculosis (TBC), leprosy, HIV / SIDA, patients with mental cases and others,
- Division of *Saúde Reprodutiva* which is in charge of reproductive health programs, *anticorrupcao* (ANC), postal administration (PNC), part-time assistance, nutrition for pregnant women, serves family planning (KB) and others.
- *Divisioende Saúde Infantil* is tasked with handling and serving the health programs of infant children, toddlers through integrated management of sick children or IMCI. Immunization, nutrition, school health business (UKS) and others.

- Decree *de Estomatogia* who is in charge of serving dental and oral health programs to the general public including dental and oral health in schools.
- *Division de Observação e / o Internamento* which is tasked with managing observation patients and nursing patients staying.
- *Division de Laboratório* which serves laboratory activities
- *Devisioende Farmácia* which functions to request drugs, manage and distribute non-medical drugs and medical equipment.

Employees or Employees who work in Community Health Centers (health Centre) in the District or Puerto Rico region of Baucau are 385 people who are placed and work in each health Centre in 6 sub-districts throughout the regency or all of Municipio Baucau with permanent employee status and contracts, such as tables the following: Based on the employee staffing data above, who currently works at the Baucau area SMS Health Center area shows the work unit, meaning that the employee works with the type of staff, permanently on a level and non-permanent according to the contract level. Each must carry out their duties and responsibilities according to the job description, and must work (8) hours a day from 08.00 East Timor time (WTL) until 12:00 rest or go home for lunch, then re-enter at 13: 30 until 17:30 go home. Working days from Monday to Friday. The total number of health facilities that have so far functioned and are used to provide 38 public health services, of which according to the plan will continue, SMS.de Baucau will continue to increase from year to year to all villages in the SMS.de working area Baucau. In addition to the government in this matter through politics and policy, the Ministry of Health of Timor-Leste has established health facilities such as health Centre and health Centre (*Pustu*) which have formed a excellent program called *Serviços Integrado Saúde Comunitária* (SISCa) in each village to bring and provide equal distribution of services the same to the people both living in the city and in the countryside to remote areas (*remotas*), with the aim of suppressing and reducing the morbidity and mortality of the community.

Descriptive Analysis

Variable motivation work

Based on the results of data collection described in table 4.15, the above about the Work Motivation research variable (X1) can be seen the following results: Based on the results of questionnaire data collection for the X1Mk.1 statement it is known that the majority of respondents answered as cold as 60 people (60%), 36 (36%) people stated that they agreed enough, 3 people strongly disagreed and 1 person (1%) agreed. The score for this statement is 60% and includes still not good. The art is in carrying out the tasks of the majority of employees who still do not carry out their duties in accordance with job descriptions with clear targets, the leadership really needs to notify or provide job descriptions for employees who do not know, and those who have tasks and responsibilities related to the job description. Clearer so that later it does not affect negative work motivation on the performance of other employees. Based on the results of questionnaire data collection for the statement of work motivation.2, it is known that the majority of respondents gave enough statements to agree as many as 55 people (55%), 36 people (36%) stated disagree, 8 people (8%) agreed and 1 respondent (1%) stated

strongly disagree. This means that in carrying out the duties of the leadership gives direction so that employees can perform tasks according to clear objectives so that the results achieved are under the provisions stipulated together. Based on the results of questionnaire data collection for the X1Mk.3 statement, it is known that the majority of respondents gave statements as many as 43 people (43%) agreed, 37 people (37%) stated that they agreed enough, and 20 people (20%) said they did not agree. The score for this statement is 43 people (43%) and is quite good. This means that in carrying out the duties, employees always work hard to meet the needs of the life and work needs of the institution. Based on the results of questionnaire data collection for the X1Mk.4 statement, it is known that the majority of respondents gave agreeable statements of as many as 49 people (49%), 46 people (46%) said they did not agree, strongly disagreed 3 people and 2 people agreed. The score for this statement is 49 people (49%) and is quite good. This means that in carrying out the task or work in the hope of wanting to be recognized and get the attention of friends and leaders. Based on the results of questionnaire data collection for the X1Mk statement.5, it is known that the majority of respondents answered disagree as many as 48 people (48%), 26 people (26%) said they agreed enough, 16 people stated strongly disagree and 10 people (10%) gave statement of agreement. The score for this statement is 48 people (48%) giving a statement of disagreement. This means that in carrying out the duties of employees who hold the program work gets a successful result the leaders do not give praise or appreciation about the results of what is done.

Variable Leadership Style

Based on the results of data collection described in table 4.16, the above about the leadership style research variable (X2) can be seen as follows: Based on the results of questionnaire data collection for the X2Gk.

- Statement, it is known that the majority of respondents answered Enough Agree as many as 50 people (50%), 41 (41%) said they did not agree, and 4 people strongly disagreed. The result of the score for this statement is 50% said it was quite agreeable and included quite a good category. This means that in carrying out the task, the majority of employees agree that, in carrying out their duties, the leader always directs them to work according to the institution's plan. And in the future leaders always direct the employees they lead to always work according to the existing institutional plan so that the expected performance can be achieved better. Based on the results of questionnaire data collection for X2Gk statements.
- It is known that the majority of respondents gave statements agreeing as many as 40 people (40%), 30 people (30%) stated that they agreed enough, 27 people (27%) stated they did not agree, 2 people (2%) strongly agreed and 1 person (1%) stated strongly disagree. The score for this statement is 40% agreed and included in the good category. This means that in carrying out the preparation of work plans the leaders always involve subordinates. Based on the results of questionnaire data collection for the X2Gk statement.
- It is known that the majority of respondents gave statements disagreeing 41 people (41%), 25 people (25%) stated that they agreed enough, 23 people (23%)

agreed, strongly disagreed as many as 9 people (9%), and 2 people (2%) strongly agree. The results of the score for this statement were 41% disagree and included in the unfavorable category. This means that in carrying out the duties of leadership employees directly take to the field to monitor and control activities that have been planned together. Based on the results of questionnaire data collection for X2Gk statements.

- It is known that the majority of respondents gave 59 disagree statements (59%), 30 people (30%) stated they agreed enough, and 10 people (10%) stated they strongly disagreed. The results of the score for this statement 59% did not agree and included in the poor category. This means that in carrying out the task if there are employees having difficulty not understanding the activities carried out the leaders do not take the time to help. Based on the results of questionnaire data collection for the X2Gk statement.
- It can be seen that 70 respondents (70%) did not agree, 16 stated enough to agree, 13 people stated strongly disagree and 1 person (1%) gave a statement agree. The score for this statement is 70% disagree and not good. This means that in carrying out the task, the majority of employees want leaders to always evaluate and feedback on the results of the work that has been done to them.

Variable Organization Culture

Based on the results of data collection described in table 4.17, the above about the research variable Organizational Culture (X3) can be seen as follows: According to the results of the questionnaire data collection for the X3Bo.

- Statement, it is known that the majority of respondents answered that no agree were 62 people (62%), 31 (31%) said they agreed enough, and 7 people strongly disagreed. The results of the score for this statement were 62% stated they did not agree and included in the unfavorable category. This means that in carrying out the task, the majority of employees state that they do not agree with their interpretations because in the task there is less encouragement or enthusiasm from the leadership towards employees to think creatively in carrying out their work. Based on the results of the questionnaire data collection for the X3Bo statement.
- It is known that the majority of respondents gave statements as many as 70 people (70%) did not agree, 18 people (18%) stated that they agreed enough and 12 people (12%) stated strongly disagree. The results of the score for this statement are 70% which disagree and are categorized as bad. This means that in carrying out the duties of the leadership does not give attention to increase the effectiveness (enthusiasm) of work so that the results achieved are not good, and it is expected that in the future it can pay attention to the effectiveness (enthusiasm) of work to employees so that the results are achieved according to the specified targets. Based on the results of the questionnaire data collection for the X3Bo.
- Statement, it is known that the majority of respondents gave 55 disagree statements (55%), 35 people (35%) responded quite agreeably, 9 people stated strongly disagree and 1 person agreed. The results of the score for this statement were 55% disagree and included in

the bad category. This means that in carrying out the duties of the leadership is less motivating to employees properly so that all jobs are sometimes not completed according to a fixed time. Based on the results of the questionnaire data collection for the X3Bo statement.

- It can be seen that the majority of respondents as many as 61 people (61%) stated they did not agree, 31 people (31%) gave statements quite agree, and 8 people (8%) stated strongly disagree. The result of the score for this statement is 61% said they did not agree. This means that leaders are not trying to collaborate with other unit employees to improve the best results for the organization. Based on the results of the questionnaire data collection for the X3Bo.
- Statement, it can be seen that the majority of respondents as many as 64 people (64%) disagree, 27 people strongly disagree, and 9 people state that they agree. The result of the score for this statement is 64% stating disagree. This means that in carrying out the task, the majority of employees do not have a healthy ambition to compete with employees in doing work.

Variable Employee Performance

Based on the results of data collection described about research variables Employee performance (Y1) can be seen as follows: Following the results of questionnaire data collection for the

- Y.1 statement, it was found that the majority of respondents answered is Agree as many as 44 people (44%), 27 (27%) agreed, 20 people disagreed (20%), and 9 people strongly disagreed. The result of the score for this statement is 44% stating that they agree to enough. This means that in carrying out the task of planning, the majority of employees agree that, in carrying out their duties, the leader always involves them to participate in planning, implementing and organizing work programs properly according to the institution's plan, this is good enough and needs to be improved by involving them to be good and even better.
- Based on the results of questionnaire data collection for Y.2 the statement it is known that, the majority of respondents gave disagreements as many as 49 people (49%), 39 people (39%) stated that they agreed enough, 8 people (8%) agreed and 4 people (4 %) stated strongly disagree. This means that in carrying out the tasks that are charged with completion, the majority of employees express disagreement and most of them want the main task or core task to be understood.
- The questionnaire data collection for the Y.3 statement, it is known that the majority of respondents gave 59 disagree statements (59%), 38 people (38%) stated they agreed enough, 2 people (2%) and 1 person agreed. This means that in working with colleagues it is expected to work according to the actual task (main task) to avoid unwanted losses.
- Data collection for the Y.4 statement it is known that the majority of respondents stated 67 people (67%) did not agree, 21 people (21%) agreed, 11 people gave statements strongly disagree, and 1 person (1%) stated agree. This means that in carrying out the work of a leader can give instructions to employees in carrying out other existing tasks.
- The On results of questionnaire data collection for the Y.5 statement, it is known that the majority of

respondents stated that they disagree as many as 53 people (53%), 30 people (30%) stated strongly disagree, 16 people (16%) stated that they agreed and 1 person (1 %) agree. This means that the results of the interpretation, in doing the work the majority of employees work not accurately so that the results achieved are also not achieving the specified target, for that a leader is a very good attention to the future, in performing services can achieve the results expected by the institution/organization.

Quality Test of Data

Validity Test: Results of Data Validity Test the validity of the instrument is determined by correlating the scores obtained by each item statement with the total score. If the score of each item statement correlates significantly with the total score at a certain alpha level, it can be said that the measurement tool is valid. In this study, the alpha level used was 5% (0.05). At 5% alpha free degree (N-2) it appears that the r value in the table is 0.1966. If the value of $r_{count} > r_{table}$ and the significant value is at 0.05 then it is said to be valid. Test the validity of statement items from each variable can be seen from the results of the calculation as follows:

Result of Validity test Data

Instrument	R-Count	R-Table	Note
X-1.1	0.449		
X-1.2	0.726		
X-1.3	0.716		
X-1.4	0.688	0,1966	Valid
X-1.5	0.644		
X-2.1	0.591		
X-2.2	0.666		
X-2.3	0.661	0,1966	Valid
X-2.4	0.472		
X-2.5	0.255		
X-3.1	0.442		
X-3.2	0.468		
X-3.3	0.528	0,1966	Valid
X-3.4	0.614		
X-3.5	0.497		
Y-1	0.605		
Y-2	0.709		
Y-3	0.681	0,1966	Valid
Y-4	0.572		
Y-5	0.600		

Source: Statistical Analysis by SPSS Version 21. 2018

Based on table above it can be seen that the value of $r_{count} > r_{table}$ means that each instrument of the item statement of motivation (X-1) is declared valid so that it can be used for further testing. Based on table 4.20 above, it can be seen that the value of $r_{count} > r_{table}$ means that each instrument of the item statement of motivation (X-2) is declared valid so that it can be used for further testing. Based on table 4.21 above, it can be seen that the value of $r_{count} > r_{table}$ means that each instrument of the item statement of motivation (X-3) is declared valid so that it can be used for further testing. Based on table 4.22 above, it can be seen that the value of $r_{count} > r_{table}$ means that each instrument of the item motivation statement (Y) is declared valid so that it can be used for further testing.

Reliability Test

Results Reliability is used how much an instrument can be trusted and used as a data collection tool. The higher reliability

test shows the results of the measurements carried out in this study by looking at the value of Cronbach's alpha for each statement item of each variable on the total score of the item. There are results of this test.

Reliability Test

Variable	Cronbach's Alpha	N of Items
Work Motivation	.783	5
Leadership Style	.748	5
Culture Organization	.746	5
Employee Performance	.779	5

Source: Statistical Analysis by SPSS Version 21. 2018

Based on the results in the table above, it shows that the motivation variable, leadership style, organizational culture, and employee performance have a Cronbach's alpha of 0.6, so that all concepts of work motivation, leadership style, organizational culture and employee performance are used in this study. reliable, meaning that the measuring device can be trusted or relied upon, reliability that concerns if someone's answer to the statement is consistent or stable over time.

Multiple linear regression

To test the relationship (correlation) between work motivation variables (X1), leadership style (X2), organizational culture (X3) on employee performance (Y) used a correlation coefficient statistical tool. Based on the results of the calculations, the results obtained can be seen as follows:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.789	2.754		1.376	.172
1 TotalX1	.115	.104	.116	1.113	.269
TotalX2	.496	.091	.474	5.455	.000
TotalX3	.200	.141	.148	1.418	.159

Source: Statistical Analysis by SPSS Version 21. 2018

Based on table 4.27 above obtained an analysis of multiple linear regression estimation models, namely $Y = 3.789 + 0.115 X1 + 0.496 X2 + 0.200 X3$. From this explanation, it can be explained that:

- Variable work motivation, leadership style, and organizational culture have a coefficient that is positively marked on employee performance, meaning that the direction of the relationship between independent variables and the dependent variable is positive.
- The constant value of 3.789 means if the work motivation variable (X1), leadership style (X2), and organizational culture (X3) value is 0 (Zero), then the employee performance variable (Y) is worth 3.789.
- The motivation variable regression coefficient (X1) has a value of 0.115 which means that if the other independent variables are fixed values and the Motivation variable has a one score increase, it will improve employee performance (Y) by 0.115. Coefficients are positive means that there is a positive relationship between variables Work motivation with employee performance. The higher the value of the Motivation variable, the higher employee performance.
- Regression coefficient Leadership Style variable (X2) has a value of 0.496 which means that if the other

independent variables are fixed and the Leadership Style variable increases or scores, it will increase employee performance (Y) by 0.496. Coefficients are positive, meaning there is a positive relationship between the variables of Leadership Style and employee performance. The higher the value of the Leadership Style variable, the higher employee performance.

- The regression coefficient of Organizational Culture variable (X3) has a value of 0.200 which means that if the other independent variables are fixed values and Organizational Culture variables increase or score, it will increase Employee Performance (Y) by 0.200. Coefficients are positive, meaning that there is a positive relationship between variable Culture Organizations and Employee Performance. The higher the value of the Organizational Culture variable, the higher employee performance.

Results of the Determination Coefficient Test (R²)

The coefficient of determination (R²) to find out how much the ability of independent variables simultaneously explain the dependent variable. In SPSS output, the coefficient of determination (R²) is located in the Summary model table and is written by R. Square. It is said to be well above 0.5 because the value of R Square ranges from 0 to 1.

Bring out the results of the calculation, the results can be seen as follows:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528 ^a	.279	.257	2.125

Source : Statistical Analysis by SPSS Version 21. 2018

Based on table 4.28 shows the results of the tested coefficient of determination (R²) has a value of 0.279. This means that 27.9% of the variable variation in employee performance can be explained by work motivation variables, leadership style, organizational culture, while the remaining 72.1% is influenced by other variables not mentioned in this study.

Results of the Hypothesis Test

- T Test Results (Partial): The t test is a test used to determine whether the independent variables partially influence the dependent variable (Priyatno, 2010: 68). The testing steps used are:
- T tables can be searched for statistics at $\alpha = 0.05$: $2 = 0.025$ (2-sided test) with $df = nk-1$ (df = the degree of freedom, n is the amount of data and k is an independent variable) obtained $df = 100-3- 1 = 96.n$ By looking at the table, the t table is 1.988.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.789	2.754		1.376	.172
1 TotalX1	.115	.104	.116	1.113	.269
TotalX2	.496	.091	.474	5.455	.000
TotalX3	.200	.141	.148	1.418	.159

Source: Statistical Analysis by SPSS Version 21. 2018

- Determine T_{count} seen in the coefficient table for processing SPSS in the coefficient table above. From the table above obtained t count for variable X1 (work motivation) of 1,113, t count variable X2 (leadership style) of 5,455 and X3 variable of 1,418
- Determine the operational hypothesis H0 and H1:
- Hypothesis I
- Ho: Work Motivation does not significantly influence employee performance at the health Centre at SMS de Baucau.
- H1: Work Motivation significantly influences the performance of health Centre employees at (SMS.) de Baucau.
- Hypothesis II
- Ho: Leadership Style has no significant effect on employee performance at the health Centre at (SMS.) de Baucau.
- H1: The Leadership Style has a significant effect on the performance of employees at the Health Centre at (SMS.) de Baucau.
- Hypothesis III
- Ho: Organizational culture has no significant effect on employee performance at the health Centre at (SMS.) de Baucau.
- H1: Organizational Culture has a significant effect on the performance of employees at the Health Centre at SMS De Baucau.
- Criteria for acceptance or rejection of a hypothesis are;
- Value of t count < t table, and significance value of 0,000 < 0.05, then Ho is rejected and accepts H1.
- Value of t count > t table, and significance value of 0,000 < 0.05, then Ho is accepted and rejects H1.

b. F Test Results (Simultaneous)

The F test is used to test whether the independent variable (X) simultaneously has a significant effect on the dependent variable (Y). The results of the f test can be seen in the ANOVA output (Priyatno, 2010).

Testing steps are used, namely:

- F table: F table can be found in the statistical table using a confidence level of 95% $\alpha = 5\%$, df 1 (number of variables -1) so that it counts $3-1 = 2$ and df 2 ($n-k-1$) or $100 - 3-1 = 96$. Then the value of F table = 2.70 is obtained

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	167.858	3	55.953	12.397	.000 ^b
Residual	433.302	96	4.514		
Total	601.160	99			

Source: Statistical Analysis by SPSS Version 21. 2018

- Determine F_{count} by looking at the Analysis of Variance ANOVA table. from the table above it is known that the F count is 12,397.
- Determine Ho and H1 as follows:
- Ho: Work Motivation together does not significantly influence employee performance, leadership style, organizational culture in the health Centre at SMSde Baucau.
- H1: Work Motivation together has a significant effect on employee performance, leadership style,

organizational culture in the health Centre on SMS de Baucau.

- Criteria for acceptance or rejection of a hypothesis are:
- If $F_{\text{count}} > F_{\text{table}}$ and significant value < 0.05 , H1 \leq Ho is rejected and accepts H1.
- If $F_{\text{count}} \leq F_{\text{table}}$ and significant value ≥ 0.05 , Ho is accepted and rejects H1.
- Receiving or rejecting the hypothesis based on testing The value of F count is $12,397 > 2.70$ (F table) and the significance value is $0,000 < 0.05$ so Ho is rejected and accepts H1.

DISCUSSION

Based on the results of data processing using the methods described previously with the help of the SPSS version 21 program, it can be concluded that the results of the hypothesis test are as follows: Based on the results of the analysis carried out with the t test, the value of t arithmetic < t table is obtained which is $1.113 < 1.988$. And to find out whether this influence is significant or not can be seen from a significant value of $0.269 > 0.05$, it can be concluded that Ho is accepted and H1 is rejected as Work Motivation does not significantly influence employee performance at the health Centre at *Serviços Municipo Saúde* (SMS.) de Baucau . The results of this study support previous research conducted by Bryan Johannes Tampi *et al.* (2014). Based on the results of the analysis carried out with the t test, the value of t arithmetic > t table is $5.455 > 1.988$. And to find out whether this influence is significant or can be seen from a significant value of $0,000 < 0,05$, it can be concluded that Ho is rejected and H1 is accepted, meaning that the Leadership Style has a positive and significant effect on the performance of employees in the health Centre on SMS. de Baucau with a significance value of 0,000. The results show that leadership style is one of the variables that affect employee performance, the results of research address employee performance. Leadership style has a significant influence on employee performance and positive direction. And also, the results of this study support previous research conducted by Bryan Johannes Tampi *et al.* (2014).

The results of this study also indicate that organizational culture variables do not influence employee performance. Then it can be guessed through partial hypothesis testing and the results show that the value of t count > t table is $1.418 < 1.988$. with a significance level of $0.159 < 0.05$, it can be concluded that Ho is accepted and H1 is rejected, meaning that the organizational culture has no effect and is not significant on the performance of employees in the health Centre on SMS. de Baucau. Similarly, the results of this study also support previous research conducted by Bryan Johannes Tampi *et al.* (2014). The results of this study show a positive effect of work motivation, leadership style, organizational culture. Simultaneously or jointly on the level of performance of employees at the Health Centre at SMSde Baucau. This is seen from the results of testing the hypothesis which shows that the value of F count = $12,397 > F_{\text{table}} = 1,988$ with a significance level of $0,000 < 0,05$, which means that Ho is rejected and H1 is accepted. This test simultaneously proves that work motivation, leadership style, organizational culture simultaneously have a positive and significant effect on the performance of employees at the health Centre at SMS De Baucau.

Conclusion

From the results of the discussion that has been done in the previous chapter, the researcher draws the following Conclusion: Based on the results of data processing using the methods described previously with the help of SPSS version 21, it can be concluded the results of hypothesis testing.

- Effect of motivation on employee performance The results of the analysis carried out with the t-test then obtained the value of $t_{\text{arithmetical}} > t_{\text{table}}$ that is $1.113 < 1.988$. And to find out whether this influence is significant or not can be seen from a significant value of $0.269 > 0.05$, it can be concluded that H_0 is accepted and H_1 is rejected as Work Motivation does not significantly influence employee performance at the health Centre at *Serviços Municipio Saúde (SMS.) de Baucau*.
- Effect of leadership style on employee performance Based on the results of the analysis carried out with the t test, the value of $t_{\text{arithmetical}} > t_{\text{table}}$ is $5.455 > 1.988$. And to find out whether this influence is significant or can be seen from a significant value of $0,000 < 0,05$, it can be concluded that H_0 is rejected and H_1 is accepted, meaning that the Leadership Style has a positive and significant effect on the performance of employees in the health Centre on SMS. de Baucau with a significance value of $0,000$. The results show that leadership style is one of the variables that affect employee performance, the results of research address employee performance. Leadership style has a significant influence on employee performance and positive direction.
- Effect of Organizational Culture on Employee Performance The results of this study also indicate that organizational culture variables do not influence employee performance. Then it can be guessed through partial hypothesis testing and the results show that the value of $t_{\text{count}} > t_{\text{table}}$ is $1.418 < 1.988$. with a significance level of $0.159 < 0.05$, it can be concluded that H_0 is accepted and H_1 is rejected, meaning that the organizational culture has no effect and is not significant on the performance of employees at the Health Centre
- Effect of Motivation, Leadership Style and Organizational Culture on Employee Performance The results of this study show a positive effect of work motivation, leadership style, organizational culture. Simultaneously or jointly on the level of performance of employees at the health centre at *Serviços Municipio Saúde de Baucau*. This is seen from the results of testing the hypothesis which shows that the value of $F_{\text{count}} = 12,397 > F_{\text{table}} = 1,988$ with a significance level of $0,000 < 0,05$, which means that H_0 is rejected and H_1 is accepted. This test simultaneously proves that work motivation, leadership style, organizational culture simultaneously have a positive and significant effect on the performance of employees in the health centre on SMS. de Baucau.

Recommendation

From the results of data analysis and the results of these conclusions, it is recommended to improve employee performance as follows:

1. For Health Centre SMS de Baucau it is expected to pay more attention to factors related to leadership style, because in this study it was found that leadership style has a more significant influence than other variables.
2. In addition, the organization also needs to improve regulations and leadership training (leadership training) for the leadership of the organization so that it can emphasize to the leaders of the Health Centre SMS. de Baucau to be a better example of helping, directing his subordinates to create more accommodating and disciplined conditions.
3. To the next researcher in a similar field in order to develop this research by adding other variables that have not been studied in this study.

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