

The Influence of Leadership, Motivation, and Morale on the Performance of PT. Tonasa Cement

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Abstract

The objectives of this study are: To analyze the influence of leadership variables on the performance of PT employees. Tonasa Cement in Pangkep Regency. To analyze the influence of motivation on the performance of PT employees. Tonasa Cement in Pangkep Regency. To analyze the influence of morale variables on the performance of PT employees. Tonasa Cement in Pangkep Regency. 4. To know and analyze which factor is dominant affects the performance of PT employees. Tonasa Cement in Pangkep Regency.

The methodology of this study uses qualitative and quantitative analysis methods by collecting data using observations and interviews as well as providing questionnaires as an explanation for the alignment/question.

Based on the results of data analysis and discussions that have been carried out, the conclusions are: 1) a. Leadership has a significant positive effect on the performance of PT. Tonasa Cement in Pangkep Regency, b. Motivation has a significant positive effect on the performance of PT. Tonasa Cement in Pangkep Regency, c. Morale has a significant positive effect on the performance of PT. Tonasa Cement in Pangkep Regency, and d. The dominant motivation affects the performance of PT. Tonasa Cement in Pangkep Regency. 2) Based on the results of the analysis above, it has been simultaneously tested that leadership, motivation, and morale have a significant influence on the performance of PT employees. Tonasa Cement in Pangkep Regency.

Keywords: Leadership, Motivation, Morale, and Quality of Work Life.

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I. Introduction

PT. Tonasa Cement in Pangkep Regency is a company engaged in the largest cement industry in Indonesia and a company that is currently growing. PT Semen Tonasa controls a market share of 47 percent in eastern Indonesia with a growth of 7-8 percent. Omsetnya reaches Rp2.3trillion per year and is expected to increase to Rp 5 trillion per year. The marketing area covers 13 provinces in eastern Indonesia spread across Sulawesi, Kalimantan, Maluku, Papua, Nusa Tenggara and Bali, West Java, Central Java, and DKI Jakarta. Previously, Tonasa cement was also exported to Banglades, Singapore, Vietnam, Nigeria, Timor Leste, Hong Kong, Taiwan, Malaysia, Cambodia, and Africa.

Strong human resources are needed in a company such as pt. Tonasa Cement due to this era of globalization has demanded increasingly fierce competition. Therefore, companies need people who are tough and able to adapt quickly to any changes that may occur and are able to work hard in new ways of carrying out their duties. The various influences of changes that occur due to reforms require private organizations and governments to carry out innovations to face the demands of change and strive to formulate policies that are in line with environmental changes, an organization must be able to formulate appropriate policies to overcome any changes that will occur. In this case, the leadership also contributes to the problem because a leader determines and realizes the company's goals. Researchers focus on human resources must have strong mental capital and be experts in their respective fields. With leadership, it is hoped that the company's vision and mission can be achieved. If the company ignores the increasingly complex circumstances that are increasingly demanding on empowerment to fierce competition, it is very clear that the company is ignoring the thing that seriously this will be left behind as well as fail in doing business.

When viewed today, competition is increasingly demanding for companies to get better over time. The company acquires labor (workers/employees) and then trains the labor, and then provides decent and fair remuneration, all of which is not enough to improve performance. In reality, not all someone who has been paid enough will feel satisfied with their work and even give excellent performance. There are many factors in addition to salary (wages) that cause workers to feel satisfied or dissatisfied with working in an organization/company and that cause workers to improve performance them. Researchers argue there are several determining indicators that improve performance but basically company leaders have a great influence.

A company should have a leader who touches the environment of employees under it in order to create a good relationship between the leader and his subordinate employees. However, sometimes researchers see the occurrence of inequality in the professionalism of good leadership, such as the occurrence of cut-down in the provision of tasks that if there are employees who are closer to the leadership, this leader gives more breadth or freedom in working, unlike to employees who are not close to the leader.

According to researchers, the leader has a role in making decisions that must be directed at the company's goals. The leader is the one who influences a person and the leader is also the one who works with the help of others. He didn't just do all the work alone, but directed others in the team to carry it out. If the directed task cannot be carried out by its employees, a leader should know the causes. Maybe the employee concerned is indeed incompetent in their field, but it is also possible that he does not have the motivation to work well. Researchers argue that the new leadership is said to be successful, one of which is if it succeeds in improving the performance of workers so that if performance increases, the value of the company (production, service, profits, etc) will increase, in this state the researcher gives a term to the leader who played a role in getting that success, i.e. "*the man behind the gun*". From this fact, researchers see that leadership is an essential element in the basic relationship between the individual leader and the individual worker/employee of the company. Not only the leadership variable can improve performance so as to extend the survival of the company but the variable upaya empowering employees and employee development, namely employee motivation efforts, also participate play a role. The company should encourage employees to always improve their achievements so that there is an increase in performance. Researchers argue that the motivation variable perlu was noticed. According to researchers motivation is a force that comes from within and/or outside the self (other people and/or circumstances) that encourages individuals to do things. Researchers see that the company does not pay attention to motivation variables, such as providing non-transparent repayment for employees who work overtime, while in the concept of motivation there is a transparent and fair giving to every employee.

From the results of research conducted by Budi Cahyono (2005) with the title of research on the influence of organizational culture, leadership and work motivation on the performance of human resources in the secretariat of the DPRD of Central Java Province, with the results of research that the dominant motivation has an influence on the performance of human resources in the secretariat of the DPRD of Central Java Province. Researchers studied that pentung for companies to make their employees feel comfortable with work so that they can improve their performance. The feeling of comfort that the researcher means is the existence of motivations such as: fair retribution, familiarity between the leader and subordinates, mutual respect, etc., this all part of the motivation.

The variable that according to researchers also contributes to improving performance is the morale variable. According to researchers, morale is a great desire that arises in oneself, so it can be interpreted that morale is a great desire that arises in oneself alone to do the work. The reason why researchers make the morale variable as a research topic is because researchers want to know firsthand how much enthusiasm employees in the PT company. Bosowa in Pangkep Regency so that this company is identified as a growing company.

II. Literature Review

Leadership

Many management experts give their opinion on leadership as a process of direction and influence employees in their activities related to the duties of the members of the group and if we talking about leadership will not be separated from who is leading who is often called the leader. Leaders are individuals who can apply the principles of motivation, discipline, and productivity if they work with people, tasks and situations in order to achieve the goals of the company. Effective leadership depends on a solid managerial foundation.

Leadership set by a manager in the organization can create harmonious integration and encourage employee morale to achieve maximum goals. Leadership is the noun of leader. Leader (*leader = head*) is someone who uses his authority and leadership, directing subordinates to do some of their work in achieving organizational goals. *Leader* is a leader who has *personality authority* traits.

His leadership philosophy that the leader is for subordinates and belongs to subordinates. The implementation of his leadership tends to foster trust, participation, loyalty and internal motivation of subordinates in a persuasive way. All this will be obtained due to the skills, abilities and behavior of the leader. *Head* is a leader who in carrying out his leadership is only over the power he has. His leadership philosophy that subordinates are for the leader. The leader considers himself the most powerful, the most capable, while the subordinates are only as a tool for executing his decisions. The exercise of his leadership by giving orders, the threat of punishment and strict supervision.

According to Tampubolon (2007) said that Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. According to Rivai (2008) Leadership Style is defined as an overarching pattern

of the leader's actions, both visible and invisible to his subordinates. According to Hasibuan (2007) Leadership style is a way for leaders to influence their subordinates, so that they are willing to work together and work productively to achieve organizational goals. According to Goleman (2003) that leadership style is a way of being carried out by influencing others or a group in its efforts to achieve a certain goal.

Motivation

Motivation as one of the concepts in management attracts the attention of many experts, given how important motivation is in the life of the organization. Motivation is said to be important, especially for a leader because a leader can be said to be successful in mobilizing others, if he is able to create the right motivation for subordinates. Motivation is one of the important components in achieving the success of a work process, because it contains an encouraging element for a person to do work alone or in groups. An impulse can succeed from within itself, which is in the form of self-awareness working better or giving the best for the group and a wide variety of good and sublime reasons. But it is not that easy for everyone to have a positive impulse, they need to be helped by others who act as leaders or superiors.

According to Colquitt, LePine, and Wesson (2009:4), motivasi comes from the word *movere* which means to push or move. Motivation (*motivation*) in management is only aimed at human resources in general and subordinates in particular. Motivation can be interpreted as an encouragement to move a potential human resource to be willing to work to do a job that takes place consciously. Motivation is an energetic set of forces that coordinate inside and outside of a worker, which drives work effort, in determining direction, intensity, and persistence.

There is one theory of motivation, namely: Herzberg Two Factor Theory. The two-factor theory was developed by Frederick Herzberg, he used Abraham Maslow's theory as his point of reference.

Herzberg's research was conducted by conducting interviews of the subjects of engineers and accountants. Each of the subjects is asked to tell the events experienced by them both pleasant (giving satisfaction) and those that are unpleasant or do not give satisfaction. Then, the results of the interview were analyzed with content analysis to determine the factors that caused satisfaction or dissatisfaction.

Two factors that cause the emergence of satisfaction or dissatisfaction according to Herzberg, namely maintenance factors and motivational factors. Maintenance factors are also called dissatisfiers, hygiene factors, job context, extrinsic factors which include administration and company policies, quality of supervision, relationships with employees, repayment, security at work, working conditions, and status. Meanwhile, motivating factors are also called satisfiers, motivators, job content, intrinsic factors which include encouragement to achieve, recognition, independent work, development opportunities, and responsibility at work.

Morale

According to Westra (1980) states that workemangat is the attitude of an individual or a group of people towards their volunteerism to work together in order to be able to devote their abilities as a whole. Strauss and Sayless (1999) mention morale as an attitude of worker participation in achieving organizational goals that must be done with a strong, enthusiastic and responsible encouragement to the achievements and consequences of the organization in the present and future.

Davis (2000) states that morale is the willingness of feelings or behaviors that allow a person to work to produce more and better work. Morale is a positive work atmosphere found in an organization and is expressed in individual and group attitudes that support all aspects of work including in it the environment, cooperation with other people that optimally corresponds to the interests and goals of the company.

According to Westra (1980) said that to find out the high low morale of employees in an organization is to look at the presence, cooperation, responsibility, excitement and harmonious relationships.

a. Attendance. Attendance is the presence of employees who are related to their duties and obligations. In general, an agency / organization always expects the presence of its employees on time in every working hour so that its work will affect work productivity, so that an organization will not achieve its goals optimally.

Employee attendance can be measured through:

- i. The presence of employees at work
 - ii. Accuracy of employees coming / leaving work
 - iii. Employee attendance if invited to participate in activities or events and organizations
- b. Cooperation. Cooperation is the attitude of an individual or group to help each other or inform each other in order to be able to devote their abilities thoroughly. Cooperation can have a positive impact if done with good intentions, good goals and done in a good way as well. This cooperation is very useful and is used to solve various problems by organizing while negative cooperation is cooperation carried out with bad intentions and goals, such as to obtain personal interests in a way that can harm others.

To measure the existence of cooperation in the office, the following criteria are used:

- i. The willingness of employees to cooperate with both colleagues and leaders is based on awareness to achieve goals.
- ii. There is a willingness to help friends who have difficulty in carrying out work.
- iii. There is a willingness to give criticism or accept criticism and suggestions so that a good way is obtained.
- iv. How to overcome difficulties in completing work.

c. Responsibility. Moekijat (1995) stated that responsibility is an obligation to carry out a task and for what a person can be accounted for in the performance of the assigned duties. Responsibility is important and must be present in every implementation. Completion of work because of responsibility and having the morale of employees. With the responsibility given by the leadership, employees are encouraged to carry out the work, especially if the employee feels that he has the organization, he will try his best to be able to complete the work as well as possible so that the expected goals can be achieved.

To measure the tangent, it can be measured from:

- i. The ability of employees to carry out orders and the ability to work.
 - ii. The ability of employees to quickly solve tasks.
 - iii. Carry out the tasks that have been given to the best of their ability.
 - iv. Have a feeling that the work given is not only for the benefit of the office / organization but also for its own interests.
- d. Work Excitement.

Any employee who has a deep pleasure (interest) in the work entrusted to him, in general has a positive or high morale. Due to the workload, the type and nature of the volume of his work corresponds to his interests and attention that will generate a sense of pleasure and excitability in the sense of not feeling forced and depressed in work.

e. Harmonious Relationships.

The association between the leadership and the employees led has a great influence on morale. Leaders who treat employees humanely, with an attitude of mutual respect, mutual trust and acceptance of each other, both during work and outside working hours will cause a sense of pleasure that can increase morale.

Performance

The term performance or *performance*, is an employee benchmark in carrying out all tasks targeted at employees, so that efforts to conduct an assessment of performance in an organization are important. According to Marihot Tua Efendi (2002:105) performance is the result of work that by employees or real behaviors displayed according to their role in the organization.

According to Wahyudi (2002: 101) said that performance (*performance appraisal*) has several terms that can be exchanged meanings, namely: *Merit Rating behavior assessment, employ evaluation, personal review* and so on. According to Byars (1984: 200) performance is defined as the result of a person's efforts achieved by the presence of abilities and actions in certain situations. So work performance is the result of the relationship between effort, ability and perception of tasks. The perception of duty is a clue by which individuals believe that they can realize their efforts in the work.

John Bernadin (1993:75) states that there are six characteristics used to measure the extent of an individual employee's performance:

- a. Quality . Quality is the level at which the results of the activities carried out are close to perfect in the sense of adjusting some ideal way of the appearance of the activity or fulfilling the expected goals of an activity. The result of work that has a high quality that can be accepted by superiors and co-workers.
- b. Quantity. Quantity is the amount or result of work that can be completed at a predetermined time. The resulting amount is expressed in terms such as the number of units, the number of cycles of completed activity
- c. Punctuality. Punctuality is the rate at which an activity is completed at the desired initial time, seen from the point of coordination with the output results and maximizing the time available for the other activity.
- d. Effectiveness . Effectiveness is the level of use of organizational resources maximized with the intention of increasing profits or reducing losses from each unit in the use of resources.
- e. Independence . Independence is the level at which an employee can perform his work functions without asking for guidance from the supervisor or requesting supervisory information to avoid adverse outcomes.
- f. Work Commitment . Work commitment is the level at which employees have a work commitment with the company and employee responsibility to the company.

III. Research Methods

Population and Respondents

1. Population

In the population of this study is the entire number of middle employees (*middle management*) of pt. Tonasa Cement in Pangkep Regency is 1733 people.

2. Samples

The determination of the sample is carried out using the *random sampling* method, that is, the sample is taken from population according to the wishes of the researcher or can be said to be randomly /freely. As for the withdrawal of the number of members used as samples for each of these sub-districts, researchers used the reference Slovin formula agar the sample taken can be said to be appropriate, namely:

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

Information:
 n=Number of samples
 N=Total total population at the study site
 d = Precision (level error that get Tolerated)

$$n = \frac{1733}{1733 (10\%)^2 + 1} = 95$$

Thus, the number of employees sampled was 95 employees.

IV. Research Results

1) Multiple Regression Analysis

Table 10. Multiple Regression Analysis Results

| Type | Unstandardized Coefficients | |
|----------------|-----------------------------|------------|
| | B | Std. Error |
| 1(Constant) | .980 | .673 |
| AVERAGE_KEPEM | .301 | .107 |
| AVERAGE_MOTIV | .262 | .099 |
| AVERAGE_SEMKER | .227 | .124 |

Source: Primary Data After Processing 2015

This analysis is used to determine the influence of leadership, motivation, and morale on employee performance at PT. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi. From the results of *statistical calculations of the program for society science* (SPSS) version 18, multiple regression results were obtained (table 11) with the following equation:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 0.980 + 0.301X_1 + 0.262X_2 + 0.227X_3$$

Looking at the multiple regression equation above can be interpreted:

-Value of α = 1.980

The regression equation above has a constant value (α) of 1.980. Hal this means that if *the independent* variables (freevariables) are entirely worth 0 or three free variables each in this study are not in PT. Semen Tonasa in Pangkep Pro v insi Regency, South Sulawesi, the employees only resulted in an increase in their kINerja (Y) of 1,980.

-Value X1 =+0.301

The relationship between leadership (X1) and performance (Y) if motivation (X2), and morale (X3) is positive then every increase in the leadershipvariable (X1) by one unit then the performance (Y) produced by employees will increase by 0.301 .

-Value X2 =+0.262

The relationship between motivation (X2) and performance (Y) if leadership (X1), and morale (X3) is positive then any increase in the motivation variable (X2) of one unit of performance (Y) produced by the employee will increase by 0.262.

-Value X3 =+0.227

The relationship between morale (X3) and performance (Y) if leadership (X1), and motivation (X2) is positive then every increase in the morale variable (X3) by one unit then the performance (Y) produced by employees will increase by 0, 227.

2) Multiple Correlation Coefficient Analysis and Determination

Table 11. Coefficient of Multiple Correlation and Determination

| Free Variables | R | R Square |
|-----------------|--------------------|----------|
| Leadership (X1) | 0.494 ^a | 0.244 |
| PendPel (X2) | | |
| Motivation (X3) | | |

Source: Primary Data After Processing 2015

From the results of these data, a coefficient of multiple correlation of leadership variables, motivation, and morale to the level of performance desired by employees at PT. Tonasa cement in Pangkep Pro v insi Regency, South Sulawesi, amounted to (R) = 49.4. that is, the free variables studied together have a strong positive relationship.

Coefficient of determination (R Square) = 0.244 or 24.4%, meaning that the free variable studied can only explain the change in the level of performance produced by employees by 24.4%, while 75.6% is explained by other variables that were not studied in this study.

3) Partial (t) and Multiple (F)) Regression Tests

Table 12. Partial Regression

| Free Variables | Partial Regression Coefficient (t) | Significant |
|-----------------|------------------------------------|-------------|
| Leadership (X1) | 2,807 | 0.006 |
| Motivation (X2) | 2,657 | 0,009 |
| SemKer (X3) | 1,827 | 0.071 |

Source: Primary Data After Processing 2015

From the comparison between the calculated t-values for the leadership variable of 2.807 greater than the table t value = +1.985 then Ho is rejected. Mean Ha is accepted with the argument that there is an influence between leadership on the performance of PT employees. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.

The comparison between the calculated t values for the motivation variable of 2.657 is greater than the table t value = +1.985 then Ho is rejected. It means that Ha is accepted with the argument that there is an influence between motivation on the performance of PT employees. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.

If the ratio between the calculated t values for the morale variable is 1.827 less than the table t value = +1.985 then Ho is accepted. Mean Ha was rejected by the argument that there was no significant influence between morale on the performance of PT employees. Tonasa Cement in Pangkep Provinsi Regency, South Sulawesi,

Table 13. Multiple Regressions Together

| F Ratio | Sig | F Table |
|---------|-------------------|---------|
| 9.809's | ,000 ^a | 2.70 |

Source: Primary Data After Processing 2015

By comparing between F count and F table, it is obtained that F count = 9.809 > 2.70 (F table) then Ho is rejected. This means that Ha is accepted with the argument that there is a significant influence between the independent variables studied simultaneously (simultaneously) on the performance of PT employees. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.

V. Conclusions And Suggestions

1.CONCLUSION

This study aims to test the importance of leadership, training and development, and motivation towards the quality of kehidupan kerja Community Empowerment Actors in PNPM-MP Bantaeng Regency. Based on the results of data analysis and discussions that have been carried out, the following conclusions can be drawn:

1) Based on the results of the analysis above, it has been partially tested that:

- a. Leadership has a significant positive effect on the performance of PT. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.
- b. Motivation has a significant positive effect on the work of PT. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.
- c. Morale does not have a significant effect on the work of PT. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.
- d. The dominant motivation affects the kinerja of PT. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.

2) Based on the results of the analysis above, it has been simultaneously tested that leadership, motivation, and morale have a significant influence on the work of PT employees. Tonasa Cement in Pangkep Regency Provinsi South Sulawesi.

2.ADVICE

Based on the results of the research that has been obtained by the researcher, the researcher provides the following suggestions:

1. The company should improve facilities and infrastructure in order to maintain the safety of employees at work. This has to do with employee motivation in working safely so that it is closely related to improving employee performance.

2. The performance that has been achieved by the employees of PT. Tonasa Cement in Pangkep Provinsi Regency, South Sulawesi should be improved because over time, the situation outside the company requires the company to always innovate so that all employees should make improvements performance and the company must also provide a fair reply to employees.

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