



Analysis of the Effect of Leadership Style, Work Motivation and Incentives on Sales Work Productivity at PT Dipo International Pahala Automotive Medan

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Abstract: This study aims to find the effect of leadership style, work motivation and incentives on work productivity of PT Dipo Internasional Pahala Otomotif Medan. The number of samples in this study was 45 respondents. This study used quantitative data processed with SPSS 25.0 with a multiple linear regression model. The results of the study indicate that leadership style, work motivation and incentives partially and simultaneously have a positive and significant effect on work productivity of PT Dipo Internasional Pahala Otomotif Medan. The results of the t-test show that leadership style has a regression value of 0.412, t-count = 2.342 and significant = 0.000. Work Motivation has a regression value of 0.296 has a t-count = 2.027 and significant = 0.000. Incentives have a regression value of 0.055 and a t-count result of 1.987. The results of the determination coefficient test of 92.8% of work productivity can be explained and obtained from the variables of leadership style, work motivation and incentives, while the remaining 7.2% is influenced by other factors.

Keywords: Leadership Style, Work Motivation, Incentives, Work Productivity

Introduction

Along development market Automotive in City Medan with emergence various Vehicle brands that offer various models, quality options and competitive prices make the competition in sales levels from various dealer companies for each brand increasingly tight. PT Dipo Internasional Pahala Otomotif is one of the companies engaged in in the field sale car new special brand Mitsubishi. PT Dipo International Automotive Merit is dealer Which special serve sale unit vehicle Which consists of of 3 types, namely *Passenger Car* , which consists of Xpander, Pajero, and Xforce. *Low Commercial Vehicle* consisting of L300 PU and Triton SC and DC. And *Commercial Vehicle* , consisting of Canter, Fighter and *Tractor Head* . Sales level is the most important thing in PT Dipo Internasional Pahala Otomotif Medan. In order to increase sales amidst the increasingly tight automotive competition, PT Dipo Internasional Pahala Otomotif Medan is required to prepare steps to face the competition. Based on the above facts, the role of human resource management of PT Dipo Internasional Pahala Otomotif Medan is not only administrative but rather more directed at the ability to improve the quality of sales

employees, improve sales employees to develop potential to be creative and innovative so as to realize good work productivity. Employees in a company are the most important component in achieving a company's goals, where employees who are able to produce good productivity will make a big contribution in carrying out a company's activities. Productivity in a way simple can interpreted with improvement quantity And quality, can also be interpreted as working effectively and efficiently. In increase productivity employee, party company need plan a strategy and create good and professional managers in taking a policy that aims to increase the productivity of employees. To achieve this goal, all resources in the company must be utilized as well as possible. Through mature human resource planning, the work productivity of existing workers can be increased (Yanti, 2022b) .

Productivity is the ratio between the results achieved with the role of employees, time regulations and work readiness in accordance with the specified time standards. The use of this ratio must take into account the employee aspect (quality and quantity), the leadership aspect (direction and coaching) and the work target aspect that must be achieved in addition capacity machine the manager technology (Yanti et al., nd) . According to (Nugroho & Sampoerna, 2016) productivity Work is effectiveness from use power Work And equipment which essentially leads to the same goal, that work productivity is the ratio of performance results with time Which needed For produce product from a power work. Management source Power man must more prioritized from factor production Which others , without resources people who have skills and competence, it is difficult for the company to achieve its goals. The company must pay attention to several factors that affect work productivity such as leadership style, work motivation and incentives, especially at PT Dipo Internasional Pahala Otomotif Medan. The productivity of the company depends on the productivity of each employee's work, thus depending on each employee in carrying out their work. The success or failure of the company in achieving the goals that have been determined depends greatly on the leader, How leader direct And give motivation to employee to give the best for the company.

In order for leadership to be effective, leaders must be able to use a leadership style that is appropriate to the circumstances and situations faced by the organization so that there will be integration between the leadership style and the situation faced by the company. (Adiguna et al., 2024) . Leadership style is a series of abilities and personality traits including inside it authority, For made into as means in frame convince those they lead so that they are willing and able to carry out the tasks assigned to them willingly, with enthusiasm and inner joy and do not feel forced (Silaswara et al., 2021) The character of a leader can influence employee work productivity, where to support success management is needed a leader Which can carry out task and function management. Leader must wise in see condition and the work situation of the employees. If the intensity of the employees' work enthusiasm begins to decline, then the leader acts as a motivator to revive the work enthusiasm in order to increase work productivity. The role of the company leader in contributing to employees to achieve optimal performance

is carried out through five method, that is: (1) leader to clarify What Which expected from employees, specifically the goals and objectives of their performance, (2) the leader explains how to meet these goals. hope the, (3) leader to put forward criteria in do evaluation of performance effectively, (4) leaders provide feedback when employees have achieved targets, and (5) leaders allocate rewards based on the results they have achieved. achieve. Can it is said that leadership is Which play the role that very large in success organization in organize various its activities are mainly seen in productivity Work the employees (Yanti, 2022a) . Factor other in increase productivity Work, so must existence A encouragement for employees, namely providing work motivation to each employee. Motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior (Sutrisno, 2021).

For employees with work motivation will increase work enthusiasm, increase work productivity, create employee love for their work and increase employee participation in the company. Motivating employees can be known by looking at the motives and motivations of an employee in working in the company and what goals an employee wants to achieve. employee. Companies are required own method And strategy Which different and must understand character And Also need from employee. Company through leadership must understand character And Also need from employee With method That, PT. Dipo International Pahala Otomotif Medan can provide direction and support in achieving employee goals. That way, sales employees will have enthusiasm in working and can achieve targeted work and planned company goals. In addition to motivation, incentives are another factor that affects work productivity, the higher the incentives given by the company, the more positive impact it will have on the productivity produced by the company. Incentive programs seek to link pay to performance in order to reward above-average performance quickly and directly, and also to strengthen the performance-reward relationship.

The main function of incentives is to provide responsibility and encouragement to employees. Incentives is one of the motivations Which stated in form Money or in form praise And career development. According to (Suhariyanto, 2023) stating that incentives are additional rewards given to certain employees whose performance is above standard performance. In order to encourage higher work productivity, many companies adopt system incentive as part from system reward Which applicable for for employees in organization, When productivity employee decrease so incentive need to be improved to support employee productivity (Priyono, 2010) . Related to employee work productivity. Which experience go on down Of course Because influenced factor leadership, motivation and incentive, matter This become Which very important be noticed company. There are still many sales at PT Dipo Internasional Pahala Otomotif Medan who feel there is a lack of attention, The support and motivation felt by sales results in sales being lazy and not enthusiastic in carrying out their work which has an impact on the productivity of the sales. Phenomenon This happen on PT. Dipo International Reward Automotive Medan, where there must be an evaluation so that sales work productivity can increase Because sales expected always Ready ready to carry out the tasks that have become his

responsibility well , so that the productivity expected by sales and the company can be achieved.

Methodology

This research method is a quantitative research method using research data in the form of numbers and analysis using statistics. In collecting the data using research instruments, data analysis is quantitative in nature with the aim of testing the established hypothesis. In quantitative research, it is a survey if the problem is clear. Quantitative research is a research method based on the philosophy of positivism (relying on empiricism) which is used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses objective research instruments, and data analysis is quantitative or statistical, with the aim of testing the established hypothesis (Sugiyono, 2018)

Population And Sample

According to (Sugiyono, 2018) The term population refers to a generalization that focuses on one object or subject that provides the qualities and characteristics of things that researchers study and then draw conclusions from. Population in study This is *sales* on PT International Depot Automotive Merit as many as 45 people . Meanwhile, according to (Sugiyono, 2018) sample is part amount And characteristics Which owned by the population. If the population is less than 100 people, then the number of samples is taken randomly. overall. The sample of this research is *sales* at PT. International Depot Pahala Otomotif, totaling 45 people, used saturated sampling as the sampling technique.

Data collection technique

Observation

One method that can be used to understand or investigate nonverbal behavior is through observation techniques. According to (Saryono & Anggraeni, 2013) Observation is a method of data collection that has special characteristics compared to other methods. This observation is not only limited to observations of humans, but can also include other objects in nature. In this study, observation was carried out by conducting direct observations in the field to determine how leadership style , work motivation , and incentives affect *sales* work productivity at PT International Depot Automotive Rewards .

Questionnaire

A questionnaire is a method of data collection that involves a series of questions or statements presented to survey participants. In this survey, various questions related to the subject to be explored are based on the Likert scale model. This scale is generally used to measure respondents' feelings and views on a particular object.

Method Analysis Data

The data analysis method was carried out using SPSS Version 25 with data quality tests, classical assumption tests, multiple linear regression analysis, hypothesis tests, and determination tests.

Result and Discussion

Data Quality Test

Validity Test

Table 1. Validity Test

Leadership Style		Work motivation		Incentive		Work Productivity		rtable
(X1)		(X2)		(X3)		(Y)		
Item	rhitung	Item	rhitung	Item	rhitung	Item	rhitung	
X1.1	0.821	X2.1	0.518	X3.1	0.752	Y.1	918	0.3
X1.2	0.821	X2.2	0.699	X3.2	0.63	Y.2	770	0.3
X1.3	0.627	X2.3	0.724	X3.3	0.698	Y.3	860	0.3
X1.4	0.653	X2.4	0.695	X3.4	0.65	Y.4	871	0.3
X1.5	0.726	X2.5	0.689	X3.5	0.819	Y.5	715	0.3
X1.6	0.821	X2.6	0.699	X3.6	0.848	Y.6	770	0.3
X1.7	0.726	X2.7	0.477	X3.7	0.673	Y.7	703	0.3
X1.8	0.821	X2.8	0.502	X3.8	0.616	Y.8	918	0.3

Source: Results Processing Data SPSS v.25, 2024 .

Based on table 1 . in on, mark rhitung from grain statement on every variables studied > 0.30 . Thus, it is concluded that all statement items are valid .

Reliability Test

Table 2. Results Test Reliability

Variables	Cronbach's Alpha	N of Items
Leadership Style (X1)	0.876	8
Work motivation (X2)	0.754	8
Incentive (X3)	0.853	8
Work Productivity (Y)	0.923	8

Source: Results Processing Data SPSS v.25, 2024

Based on table 2 . in on, mark Cronbach's Alpha Which obtained every variable > 0.60. Thus, it is concluded that questionnaire Which used on study This is reliable or dependable.

Classical Assumption Test

Normality Test

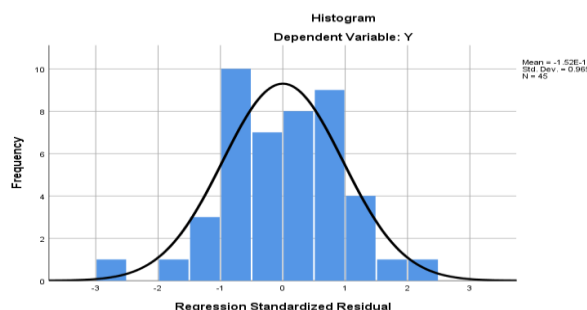


Figure 1. Results Test Normality Histogram

Source: Results Processing SPSS 25, 2024

Based on the explanation of Figure 1. The results of the normality test show that the data has been distributed normally, marked by a histogram that shows a bell-shaped line without a slope to the left or right. The normality test can be seen in the following Figure :

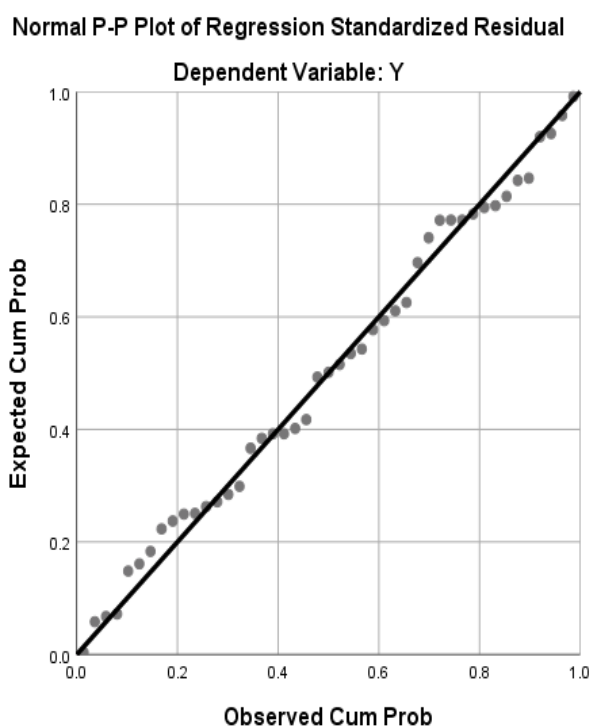


Figure 2. Results Test Normality PP Plot

Source: Results Processing SPSS 25, 2024

Based on the explanation in Figure 2, the results of the data normality test using the PP Plot of Regression Standardized Residual show that the data points for all variables are spread around the diagonal line. This indicates that the data is normally distributed. Based on the figure, it can be concluded that the data results are normally distributed.

Table 3. Test Results Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.67267593
Most Extreme Differences	Absolute	.069
	Positive	.056
	Negative	-.069
Test Statistics		.069
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Results Processing SPSS 25, 2024

Based on table 3. above, the significant values are obtained is $0.200 > 0.05$. Thus, it is concluded that the data used has been normally distributed.

Multicollinearity Test

Table 4. Test Multicollinearity

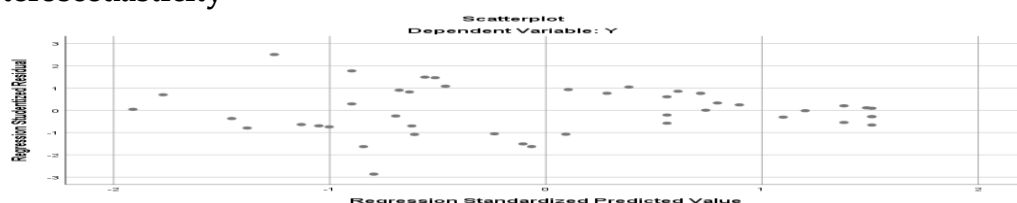
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.306	3.266
	Work motivation	.457	2.186
	Incentive	.566	1,768

a. Dependent Variables: Work Productivity

Source: Results Processing SPSS 25, 2024

Based on table 4. above, the *tolerance value* obtained for each variable is > 0.10 with the VIF value obtained < 10 . Thus, it is concluded that the regression model used is free from multicollinearity problems.

Test Heteroscedasticity

**Figure 3.** Results Test Scatterplot Heteroscedasticity

Source: Results Processing SPSS 25, 2024

Based on the results in Figure 3, the scatterplot shows that the resulting points are randomly distributed and do not form a particular pattern or line trend. The figure also

shows that the data distribution is around the zero point . The results of this test indicate that this regression model is free from heteroscedasticity problems.

Multiple Linear Regression Analysis

Table 5. Results Analysis Regression Linear Multiple

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	9.232	6,932	
Leadership Style	.412	.207	.426
Work motivation	.296	.207	.251
Incentive	.055	.189	.046

a. Dependent Variables: Work Productivity (Y)

Source: Results Processing Data SPSS v.25, 2024 .

Based on table 5 . in on, obtained equality as follows:

$$Y = 9,232 + 0.412 X_1 + 0.296 X_2 + 0.055 X_3 + e$$

From equality the, can outlined as following:

1. The constant has a positive value, namely 9.2 32. A positive sign means that there is a unidirectional influence between variable free And variable bound. Matter This show If all variable free considered zero or none or not calculated, then the value of the dependent variable, namely work productivity , is 9.2 32 .
2. The regression coefficient value for the leadership style variable is 0.412 . A positive sign means that there is a positive influence between the leadership style variable and work productivity . This shows that the more the leadership style increases , the more work productivity will increase by 0.412 .
3. The regression coefficient value for the work motivation variable is 0.296 . A positive sign means that there is a positive influence between the work motivation variable and work productivity. This shows that the more work motivation increases , the more work productivity will increase by 0.296.
4. The regression coefficient value for the incentive variable is 0.055 . A positive sign means that there is a positive influence between the incentive variable and work productivity. This shows that the higher the incentive, the higher the work productivity will be.

Hypothesis Testing

Partial Test (t-Test)

Table 6. Results Partial Test (t-Test)

		Coefficients ^a	
Model		t	sig
1 (Constant)		1. 80 2	.117
Leadership Style		2.3 4 2	.00 0
Work motivation		2,027	.00 0
Incentive		1.987	.001

a. Dependent Variables: Work Productivity

Source: Data processed with SPSS v.25, 2024

Based on Table 6 , it is known that the t-value for the leadership style variable is greater than t-table, which is $2.342 > 1.697$, and the significance value is smaller than alpha, which is $0.000 < 0.05$. This shows that the leadership style variable has a positive and significant effect on the work productivity variable . The t-value for the work motivation variable is also greater than t-table, which is $2.027 > 1.697$, with a significance value smaller than alpha, which is $0.000 < 0.05$, which means that the work motivation variable has a positive and significant effect on the work productivity variable. In addition, the t-value for the Incentive variable is greater than t-table, which is $1.987 > 1.697$, and the significance value is smaller than alpha, which is $0.001 < 0.05$, which shows that the Incentive variable also has a positive and significant effect on the work productivity variable.

Simultaneous Test (F Test)

Table 7. Test Simultan (F test)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	232,944	3	77,648	10.129	.000 ^b
	Residual	314.301	41	7,666		
	Total	547.244	44			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Leadership Style, Work Motivation, Incentives

Source: Data processed with SPSS v.25, 2024

Based on Table 7 , the results show that the Fcount value is greater than Ftable, which is $10.129 > 3.03$, and the significance value is smaller than alpha, which is $0.001 < 0.05$. This indicates that simultaneously, the variables of Leadership Style, Work Motivation and Incentives have a positive and significant influence on the variable of Work Productivity.

Test Coefficient Determination (R^2)

Table 8. Test Coefficient Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.954 ^a	0.928	0.924	1,51485

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Based on Table 8 , the R^2 (R Square) value is 0.928 or 92.8 % . This shows that the variables of Leadership Style, Work Motivation and Incentives contribute 92.8 % to the

work productivity variable. Meanwhile, the remaining 7.2 % is explained or influenced by other variables not examined in this study.

Discussion

Influence Leadership Style To Work Productivity

Based on the research results, it is explained that work ability (X1) has a positive and significant influence on performance (Y). This can be seen from the multiple linear regression analysis through partial tests or t tests, which show a positive value of 0.412 with a t count of 2.342 and a t table of 1.697. With a t count value greater than t table and a significance value of 0.000 (sig. <0.05), it can be concluded that the proposed H1 hypothesis has been tested and accepted. Sedarmayanti (2016) leadership is translated into terms of traits, personal behavior, influence to person other, patterns, interaction, connection Work The same inter-role, the position of one administrative position, and persuasiveness, and the perception of others about the legitimacy of influence. Every leader has his/her own leadership style. A good leader depends greatly on the leader's ability to adjust his/her leadership style to the work situation he/she faces.

Influence Work motivation To Work Productivity

Based on the research results, it was found that work motivation has a positive and significant influence on Work Productivity. This is shown through multiple linear regression analysis with a partial test or t-test which produces a positive value of 0.296 with a t count of 2,027. and ttable of 1.697. With tcount greater than ttable and a significance value of 0.001 (sig. < 0.05), it can be concluded that the proposed hypothesis H2 has been tested and can be accepted. This means that the proposed H2 has been accepted. Motivation is stimulation of desire and provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction (Hasibuan, 2018). With existence interest Work Which tall And work attitude Which positive will produce better work efficiency so that work productivity can be more optimal. Productivity Work is results Which achieved somebody in do activity work compared to time spent .

Influence Incentive To Work Productivity

Based on the results of the study, it is explained that Incentives have a positive and significant influence on work productivity. This is evident from the analysis of multiple linear regression through partial tests or t-tests, where a positive value of 0.0 55 with a t count of 1.987 and a t table of 1.697 indicates that t count is greater than t table. In addition, a significance value of 0.000 (sig. <0.05) indicates that the proposed H3 hypothesis has been tested and can be accepted. (Busro, 2018) suggests that monetary incentives can increase productivity more than other techniques, such as goal setting, participation employee in taking satisfaction, And enrichment work (job enrichment). So the incentives received from working can be used for a reasonable and decent life, without having to depend on others. Incentives are considered as an approach Which can give influence for institution or institution, so that institutional performance can improve,

especially improvements in employee work productivity, for example in the form of improved work results and employee satisfaction.

Influence Leadership Style, Work Motivation and Incentives on Work Productivity

Based on the results of the study, it was found that leadership style, work motivation and incentives have a positive and significant influence on work productivity at PT Dipo Internasional Pahala Otomotif Medan. This can be seen from the multiple linear regression analysis through partial tests or F tests, where the F count value of 10.129 is greater than F table of 3.03, with a significance value of 0.001 (sig. <0.05). This shows that the proposed H4 hypothesis has been tested and can be accepted. Sedarmayanti (2019) that Work productivity, how to produce or improve goods and services as high as possible by utilizing resources. Power in a way efficient". So can known that productivity Work can be assessed from what the individual does in its use. It can be concluded that in general productivity is a comparison between the results achieved (output) with overall source Power Which used (input).

Conclusion

Results study This show that the variables of leadership style (X1), work motivation (X2) and incentives (X3) simultaneously has a positive and significant influence on work productivity at PT Dipo Internasional Pahala Otomotif Medan. Results study This has been carried out in accordance with the objectives of this research and has answered all the problem formulations that put forward. It is expected for for researcher next so that can do study Which more in depth about leadership style variables (X1), work motivation (X2) and incentives (X3) to on work productivity using a different research method from this study.

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