

The Influence Of Leaders' Knowledge, Skil, And Ability On The Performance Of The Community Satisfaction Index

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ARTICLE INFO

Research Paper

Article history:

Received: 5 June 2024

Revised: 2 July 2024

Accepted: 2 August 2024

DOI:

<https://doi.org/10.54099/aijms.v3i2.1062>

ABSTRACT

The object of this research is the Agam Regency Community Welfare Index (IKM), to examine the influence of Leadership Knowledge, Skill and Ability on Performance in Agam Regency SMEs. The aim of this research is to determine how this model can provide a more precise picture of the causal relationship between Leadership Knowledge, Skill, Ability and Performance. the research sample was 100 employees of IKM Agam Regency, taken from business units engaged in manufacturing such as the production of crafts, food, bags, shoes, crackers and garments. Research data analysis is a structural equation model with the SPSS application program to test the 4 (four) hypotheses that have been developed, the relationship that has been hypothesized is a causal relationship. The results of the proposed hypothesis are accepted, the significance value of the Knowledge variable (X_1) is 0.031, the significance value of the Skill variable (X_2) is 0.028 and the significance value of the Ability variable (X_3) is 0.046, then it is proven that if the significance value (sig) or the probability value is smaller than the significance level used ($= 0.05$), it can be concluded that there is a significant influence of the Knowledge (X_1), Skill (X_2) and Ability (X_3) variables on Performance in IKM Agam Regency.

Keywords: Performance, Knowledge (knowledge), Skill (Skills), Ability (understanding)

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INTRODUCTION

Humans are the driving force of resources within the activities and routines of an organization or company. Organizations or companies, which consist of various kinds of individuals belonging to various statuses, where the status is in the form of education, position and class, experience, gender, marital status, level of expenditure, and age level of each individual (Rahmad et al., 2020). Where human resources (HR) are the most important assets in a company or organization (Umiyati et al., 2022). Human resources are the most important thing an organization has, one implication of which is that the most important investment that an organization may make is in the field of human resources. Therefore,

in order for an organization to achieve maximum performance, it requires fair and satisfactory treatment of the human resources who work in the organization (Yuliza et al., 2021).

A person's performance is a combination of ability, effort and opportunities obtained. Performance will be greatly influenced by various factors both from employees and those from the organization. Employee performance is largely determined by their abilities or competencies. Meanwhile, organizational performance is influenced by leadership style factors, namely how well the leader empowers his workers (Caporale et al., 2022). That to create good performance, a company needs a system or technique. This technique operates on regulations or standards but involves human resources. Competency (Knowledge, Skill and Ability) is a capability to realize a job that is based on skills and knowledge or level of education and supported by work behavior to pursue the job (Almughyiri, 2024), where performance is influenced by three variables, namely individual variables, organizational variables and psychological variables (Latifah et al., 2024). Competency describes skills or knowledge proven by a person's experience in a particular field as superior in that field. Competence is a person's skill to achieve maximum performance in the workplace, including how employees apply skills and insights in a new environment (Bratianu et al., 2020). Leadership is a process of empowering other people to interpret and agree with what needs to be done in carrying out responsibilities effectively, as well as providing services to individual efforts to achieve common goals. The leadership needed today is the Knowledge, Skill and Ability of leaders who are able to protect their employees by growing and honing the courage of employees in carrying out their duties so as to create optimal performance (Nasfi et al., 2023).

The Directorate of Small and Medium Industries is trying to improve the economy in Agam Regency by developing existing competencies in Agam Regency's SMEs by paying attention to quality human resources to be able to compete in today's global competition. As a form of seriousness in dealing with human resource problems by increasing individual and organizational competence (Knowledge, Skill and Ability). This shows that individual competence is very necessary to form the competence of the company itself. Paying close attention to the problems above, the problems in this research were formulated; first, how does the leader's knowledge influence the performance of SMEs in Agam Regency?, second, how does the leader's skill influence the performance of the SMEs in Agam Regency?, third, how does the leader's ability influence the performance of the SMEs in Agam Regency?, and fourth, what is the influence of knowledge, skill, Simultaneous leadership ability on the performance of SMEs in Agam Regency? Then from the problems and research formulation above with the research objectives you want to know; first, the influence of the leader's Knowledge on Performance in SMEs in Agam Regency, second, the influence of the leader's Skill on Performance in the SMEs in Agam Regency, third, the influence of the leader's Ability on the Performance of the SMEs in Agam Regency, and fourth, the influence of the leader's Knowledge, Skill and Ability simultaneously on Performance in SMEs in Agam Regency.

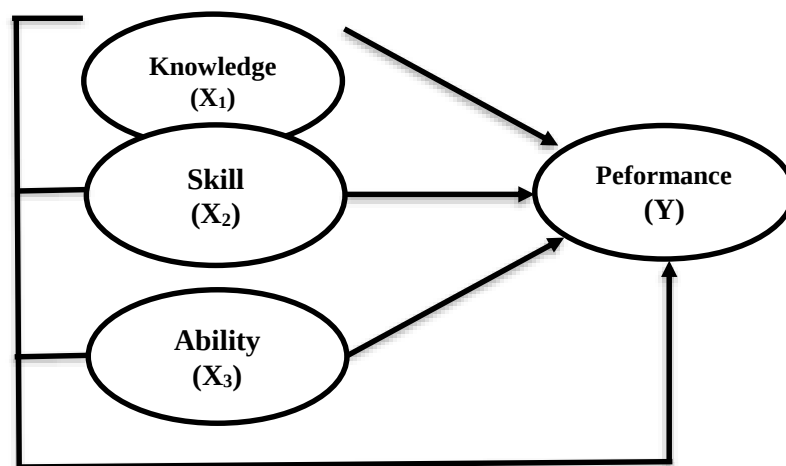
LITERATURE REVIEW

Performance is a series of management activities that provide an overview of the extent of the results that have been achieved in carrying out their duties and responsibilities in public accountability, both in the form of successes and shortcomings that have occurred. Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company (Nasfi et al., 2019). Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. Performance is declared good and successful if the desired goals can be achieved well (Korhonen et al., 2023). Performance refers to the level of achievement or achievements of the company within a certain time period. The performance of a company is a very determining factor in the development of the company. The company's objectives, which consist of: to remain established or exist (Survive), to gain profits (Benefit), and to be able to develop (Growth), can be achieved if the company has good performance. A company's performance can be seen from its sales level, profit level, return on capital, turn over level and the market share it achieves (George et al.,

2023). Performance is the result of work in terms of quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

The level of competency of Human Resources is determined by the level of knowledge they possess. Knowledge generally includes two things, namely the facts that a person learns and the strategies for how these facts are used (Dewi et al., 2021). The knowledge that a person has as part of Human Resources competency can be grouped into 3 (three) categories (Blanchard and Thacker) in (Sembiring, 2016), namely; first, Declarative Knowledge, namely factual information about a subject that is stored in someone's memory, second, procedural Knowledge, namely a person's understanding of how and when factual information is used, and third, Strategic Knowledge, a person's understanding of the facts and procedures used to plan, monitor and revise the direction of set activity goals. Skills are the advantages or abilities possessed by a person to be able to use reason, thoughts, ideas and creativity in doing or completing something. Another source says that skills are a person's ability to use reason, thoughts, ideas and creativity in working on, changing, completing or making something more meaningful so as to produce value from the results of the work (Rahmad et al., 2019). In order to improve the performance of an employee or employees, one of the supporting factors is the skill level of the employee or employees themselves (Gube and Lajoie, 2020). Fantozzi et al., (2024) states that skill is the result of repeatedly applying knowledge or ability. Where Fantozzi emphasizes that skills are learned talents that a person has to carry out a task. Skills change with training or experience. The Joint Commission on Accreditation of Healthcare divides (Organizations, 2002) skills into 3 (three) types, namely: First, Cognitive Skills, namely cognitive skills involving the ability to see and analyze events and observe important truths. Ability to think critically to analyze and anticipate future events and be able to be proactive. Second, psychomotor skills, namely psychomotor skills that involve the ability to perform physical or technical tasks, and third, Interpersonal Skills, namely personal interaction skills involving the ability to work with other people (Organizations, 2002). Ability is the ability or ability or skills possessed by a person (Qobilovna, 2024), Ability means an individual's capacity to carry out various tasks in a job (Chuang, 2024). From these definitions it can be concluded that ability is an individual's ability or ability to master a skill and use it to carry out various tasks in a job. Robbins, (2009) stated that an individual's overall ability basically consists of three groups of factors, namely: First, Intellectual Ability, is the ability needed to carry out various mental activities (thinking, reasoning and solving problems). Second, Physical Ability, is the ability to perform tasks that require stamina, skill, strength and similar characteristics. Third, cognitive abilities relate to or involve cognition. Meanwhile, cognition is an activity or process of acquiring knowledge (including awareness, feelings, etc.) or an effort to recognize something through one's own experience. Based on the background and theoretical basis previously stated, a research conceptual framework was prepared as follows:

Picture. 1 Conceptual Framework



This conceptual framework chart is to describe the variables to be studied where performance (Y) is the dependent variable, Knowledge (X₁) Skill (X₂) and Ability (X₃) are the independent variables.

Research Hypothesis

Based on the conceptual framework above, the researcher's hypothesis regarding the problem is formulated as follows:

1. It is suspected that Leadership Knowledge has a positive and significant influence on the performance of SMEs in Agam Regency.
2. It is suspected that leadership skills have a positive and significant influence on the performance of SMEs in Agam Regency.
3. It is suspected that Leadership Ability has a positive and significant influence on the performance of SMEs in Agam Regency.
4. It is suspected that Knowledge, Skill and Leadership Ability have a positive and significant influence on the performance of SMEs in Agam Regency.

METHOD

Location, type and source of research data

The location and time of the research in the Agam Regency government was carried out from May to June 2024, the type of research was causative with the type of research with problem characteristics in the form of a cause and effect relationship with two or more variables. The aim of this research is to see the influence of one variable on other variables. In this case it explains, describes and shows the influence of knowledge, skills and abilities of leaders on the performance of SMEs in Agam Regency. Data Types and Data Sources The types of data used are qualitative data and quantitative data sourced from primary data (distributed questionnaires) and secondary data. The population in this study is the total number of employees in the Agam Regency Community Satisfaction Index (IKM) with a total of 1656 employees. With a sample of 100 people taken from a number of business units engaged in manufacturing such as the production of crafts, food, bags, shoes, crackers, garments and so on in IKM Agam Regency.

RESULT AND DISCUSSION

Respondents are employees of the Agam Regency Government, from parts or manufacturing units with specifications for the craft industry, food industry, bag industry, shoe industry, cracker industry and garment industry

Validity test

a. Knowledge Variable Validity Test Results

Table 1 Knowledge Variable Validity Test Results

Item No	Correlation Coefficient Value (r count)	Critical r value	Information
1	0,748	0,30	Valid
2	0,775	0,30	Valid
3	0,785	0,30	Valid
4	0,696	0,30	Valid
5	0,577	0,30	Valid
6	0,651	0,30	Valid
7	0,745	0,30	Valid
8	0,656	0,30	Valid

9	0,777	0,30	Valid
10	0,674	0,30	Valid

The Knowledge variable in this study was measured using 10 statement items. All statement items are valid because the correlation coefficient (calculated r) value is greater than the critical r value (0.30), so that the statement items for the Knowledge variable analyzed are 10 statement items.

b. Skill Variable Validity Test Results

Table 2 Skill Variable Validity Test Results

Item No	Correlation Coefficient Value (r count)	Critical r value	Information
1	0,709	0,30	Valid
2	0,543	0,30	Valid
3	0,520	0,30	Valid
4	0,750	0,30	Valid
5	0,725	0,30	Valid
6	0,739	0,30	Valid
7	0,673	0,30	Valid
8	0,686	0,30	Valid
9	0,727	0,30	Valid
10	0,774	0,30	Valid

The skill variable in this study was measured using 10 statement items. All statement items are valid because the correlation coefficient value (calculated r) is greater than the critical r value (0.30), so

c. Ability Variable Validity Test Results

Table 3 Ability Variable Validity Test Results

Item No	Correlation Coefficient Value (r count)	Critical r value	Information
1	0,750	0,30	Valid
2	0,708	0,30	Valid
3	0,597	0,30	Valid
4	0,828	0,30	Valid
5	0,506	0,30	Valid
6	0,742	0,30	Valid
7	0,738	0,30	Valid
8	0,776	0,30	Valid
9	0,637	0,30	Valid
10	0,782	0,30	Valid

The Ability variable in this study was measured using 10 statement items. All statement items are valid because the correlation coefficient (calculated r) value is greater than the critical r value (0.30), so that the Ability variable statement items analyzed are 10 statement items.

d. Results of Validity Test of Leadership Performance Variables

Table 4 Results of Validity Test of Leadership Performance Variables

Item No	Correlation Coefficient Value (r count)	Critical r value	Information
1	0,671	0,30	Valid
2	0,728	0,30	Valid
3	0,598	0,30	Valid
4	0,848	0,30	Valid
5	0,776	0,30	Valid
6	0,748	0,30	Valid
7	0,628	0,30	Valid
8	0,762	0,30	Valid
9	0,618	0,30	Valid

10	0,587	0,30	Valid
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The Leadership Performance variable in this study was measured using 15 statement items. All statement items are valid because the correlation coefficient (calculated r) value is greater than the critical r value (0.30), so that the statement items for the Leadership Performance variable analyzed are 15 statement items.

Reliability Test

Table of Reliability

The results of the reliability analysis of each variable, namely the Knowledge (X_1), Skill (X_2), Ability (X_3) and Leadership Performance (Y) variables, have a Cronbach's alpha number greater than 0.6. This indicates that all variables have a reliable or reliable questionnaire.

Table 5 Research Variable Reliability Test Results

No	Variable	Notation	Cronbach's Alpha	Information
1	Knowledge	X_1	0,779	Reliabel
2	Skill	X_2	0,740	Reliabel
3	Ability	X_3	0,756	Reliabel
4	Leadership Performance	Y	0,785	Reliabel

Classic assumption test

a. Normality test

The results of the normality test show that the Asym.Sig (2-tailed) value for the Knowledge variable (X_1) is 0.114, the Skill variable (X_2) is 0.104, the Ability variable (X_3) is 0.106 and the Performance variable (Y) is 0.099. So, you can It was concluded that the Asym.Sig (2-tailed) value of all research variables was greater than the significance level used in this study (= 0.05). Thus it can be concluded that all research variables are normally distributed, meaning that regression analysis can be carried out because the data is normally distributed.

Table 6 Research Variable Normality Test

No	Variable	Notation	Asymp. Sig	Alpha	Information
1	Knowledge	X_1	0,114	0,05	Normal
2	Skill	X_2	0,104	0,05	Normal
3	Ability	X_3	0,106	0,05	Normal
4	Leadership Performance	Y	0,099	0,05	Normal

b. Multicollinearity Test

The results of the multicollinearity test show that the tolerance value of Collinearity Statistics is close to 1 (one) and the VIF (Variance Inflation Factor) value for all independent variables is below 5 (five). This shows that there is no case of multicollinearity between the independent variables. Therefore, it can be concluded that the data from this research can be processed using multiple linear regression because there are no cases of multicollinearity between independent variables.

Table 7 Multicollinearity Test Results

Model	Collinearity Statistics		Information
	Tolerance	VIF	
Knowledge	0,677	1,477	There is no multicollinearity
Skill	0,714	1,400	There is no multicollinearity
Ability	0,726	1,378	There is no multicollinearity

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is inequality in the residual variance from one observation to another. If the variance of the ratio is constant, then there is no heteroscedasticity. A good regression model is free from heroscedasticity. Testing for heteroscedasticity is carried out by looking at whether there are certain patterns on the scatterplot graph. From the results of the graph processed using multiple regression analysis, it was found that the points spread above and below the number 0 on the Y axis, so from these results it can be concluded that there is no heteroscedasticity.

Results of Multiple Linear Regression Analysis

Table 8 Results of Multiple Linear Regression Analysis

No	Variable	Notation	Coefficient	t count	Sig.	Information
1	Constant	A	43,688	5,444	0,001	
2	Knowledge	X ₁	0,251	2,430	0,031	
3	Skill	X ₂	0,016	2,276	0,028	
4	Ability	X ₃	0,123	2,144	0,046	

The results of multiple linear regression analysis look at the influence of knowledge (X₁), skill (X₂) and ability (X₃) on performance (Y). From the results of data processing, it was found that the regression coefficient value of each research variable, namely the Knowledge (X₁) variable, was 0.251, Skill (X₂) was 0.016 and Ability was 0.123, with a constant value of 43.688. Then, the regression coefficient values for each variable above can be substituted into the multiple regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 43,688 + 0,251 X_1 + 0,016 X_2 + 0,123 X_3$$

The coefficient values substituted into the equation above can be interpreted as follows:

- The constant value is 43.688, this shows that before being influenced by Knowledge (X₁), Skill (X₂) and Ability (X₃), the Performance value is 56.312.
- The regression coefficient of Knowledge (X₁) is 0.251 which has a positive sign, indicating that increasing Knowledge (X₁) in each unit will increase performance by 0.251 in each unit assuming other variables do not change (catteries paribus).
- The regression coefficient of Skill (X₂) is 0.016 which has a positive sign, indicating that increasing Skill (X₂) in each unit will increase performance by 0.016 in each unit assuming other variables do not change (catteries paribus).

- d. The regression coefficient of Ability (X_3) is 0.123 which has a positive sign, indicating that increasing Ability (X_3) in each unit will increase performance by 0.123 in each unit assuming other variables do not change (ceteris paribus).

Hypothesis Testing and Discussion

A hypothesis is a conclusion that is temporary and is still being proven true. As stated previously, this research develops five hypotheses that need to be tested, namely:

H₁: Knowledge has a significant effect on the performance of Agam Regency SME leaders.

The regression coefficient of Knowledge (X_1) is 0.251 which has a positive sign. The significance value of the Knowledge variable (X_1) is 0.031. If the significance value is compared with the significance level used in this study ($= 0.05$), it is evident that the significance value is smaller than the significance level used ($0.031 < 0.05$). This means that there is a significant and positive influence of Knowledge (X_1) on Performance (Y). Thus the proposed hypothesis can be accepted at a 95% confidence level.

H₂: Skills have a significant effect on the performance of Agam Regency SME leaders.

The regression coefficient of Skill (X_2) is 0.016 which has a positive sign. The significance value of the Skill variable (X_2) is 0.028. If the significance value is compared with the significance level used in this study ($= 0.05$), it is evident that the significance value is smaller than the significance level used ($0.028 < 0.05$). This means that there is a significant and positive influence of Skill (X_2) on Performance (Y). Thus the proposed hypothesis can be accepted at a 95% confidence level.

H₃: Ability has a significant effect on the performance of Agam Regency SME leaders.

The regression coefficient of Ability (X_3) is 0.123 which has a positive sign. The significance value of the Ability variable (X_3) is 0.046. If the significance value is compared with the significance level used in this study ($= 0.05$), it is evident that the significance value is smaller than the significance level used ($0.046 < 0.05$). This means that there is a significant and positive influence of Ability (X_3) on Performance (Y). Thus the proposed hypothesis can be accepted at a 95% confidence level.

H₄: Knowledge, Skill, Ability have a significant effect on the Performance of Agam Regency SME Leaders.

1. F test

From the results of the F test it is known that the significance level is 0.041 which has a positive sign, then if the significance value (sig) or probability value (probability) is smaller than the significance level used ($= 0.05$) it means that the resulting regression model is a valid predictor, then it is proven that the F value is smaller than the significance level used ($0.041 < 0.05$). This means that there is a significant and positive influence of Knowledge (X_1), Skill (X_2) and Ability (X_3) on Performance (Y). Thus the hypothesis proposed can be accepted.

2. t test

From the test results it is known that the significance value of the Knowledge variable (X_1) is 0.031, the significance value of the Skill variable (X_2) is 0.028 and the significance value

of the Ability variable (X_3) is 0.046, then it is proven that if the significance value (sig) or value probability (probability) is smaller than the significance level used ($= 0.05$) so it can be concluded that there is a significant influence of the variables Knowledge (X_1), Skill (X_2) and Ability (X_3) on Performance.

This research has been studied previously by Pinasti and Nurdin, (2022), but Pinasti only researched two variables, only Knowledge, while this research consisted of four research variables, where the research results were both based on knowledge having a positive effect on performance, while the research by Hardianti et al., (2024) two variables are the same as Knowledge and Skill, but Hardianti's research consists of three research variables, where the research results both produce Knowledge and skill having a positive effect on performance.

CONCLUSION

Knowledge has a positive and significant effect on the performance of IKM leaders in Agam Regency, while skill has a significant positive effect on the performance of IKM leaders in Agam Regency, and Ability has a positive and significant effect on the performance of IKM leaders in Agam Regency and Knowledge, Skill and Ability have a positive and significant effect on the performance of leaders. IKM Agam Regency.

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