

Analysis of Leadership Style, Emotional Intelligence and Social Intelligence on Employee Performance At Pt. Bank Aceh Gayo Lues District Aceh

Kiki F Ferine, Tanti Erna

Master of Management Program, Pembangunan Panca Budi University Medan, Indonesia

Correspondence E-mail: kikifaridaferinesyarif@ymail.com

Abstract

This study aims to: Study the influence of Leadership Style, Emotional Intelligence, and Social Intelligence on the performance of employees at PT. Bank Aceh Kab. Gayo Lues. There is an influence between leadership style, emotional intelligence, and social intelligence on employee performance. One of the challenges faced by companies in improving employee performance is the difference in attitudes and behavior of individuals at work. This difference is the reason why employees show different levels of performance from one employee to another. Data collection in this study was carried out through a survey approach with a quantitative descriptive research type. The population is all employees at PT. Bank Aceh Kab. Gayo Lues as many as 62 people. The method used in analyzing the data used is descriptive statistical analysis and inferential statistical analysis using path analysis. This study uses a saturated sample where all populations are sampled. distribution of consciences to employees, and data analysis using statistical tests, namely the normality test, multicollinearity test, heteroscedasticity test, and hypothesis testing using the t-test.

The results of the study show that: (1) There is an influence of Performance leadership style on employees at PT. Bank Aceh Kab. Gayo Lues, this can be seen from the research value, it is known that the sig value is $0.002 < 0.05$ and $tcount\ 3,200 > ttable\ 2.00$. (2) it is known that the sig value is $0.000 < 0.05$ and $tcount\ 5.989 > ttable\ 2.00$. (3) it is known the value sig $0.001 < 0.05$ and $tcount\ 3.101 > ttable\ 2.00$.

Keywords: *Leadership Style, Emotional Intelligence and Social Intelligence, Employee Performance.*

Date of Submission: 22-03-2023

Date of Acceptance: 05-04-2023

I. Introduction

Human resources are the main driving force for the running of an organization. These resources can be trained, developed, maintained for the future of the organization and can even determine the continuity of the organization. All potential human resources influence the organization's efforts to achieve its goals. No matter how advanced technology, information development, availability of capital and adequate materials, without human resources it is difficult for organizations to achieve their goals (Sutrisno, 2011). Human resource development is a process to improve the various capabilities of employees to prepare a responsibility in carrying out tasks to achieve organizational goals. This happens because the goal of human resource development is ultimately to create employees who have good performance by increasing their ability to perform better.

The main problem that deserves attention in the field of human resources is the problem of employee performance. Employee performance is considered important for the organization because the success of the organization depends on the performance of the relevant organizational actors. According to Siswanto in Prasetyo (2017) performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Quality work results can be seen from reliability, initiative, commitment, presence, attitude, neatness and cooperation. While the results of work in quantity can be seen from the results of the work output produced by employees. Employee performance in the organization leads to the ability of employees to carry out all the tasks that are their responsibility.

In addition to leadership style, emotional intelligence can also influence what is owned by each individual/employee. This is in line with Choiriah's opinion in Asmadi, Syairudin, and Widodo (2015) that several factors that influence performance come from within themselves, as well as human psychological elements, namely the ability to manage emotions, intellectual abilities and spiritual abilities.

Bank Aceh is a regional banking company that was originally in the form of a conventional bank but has now been converted to an Islamic Commercial Bank. The change in the system from conventional to sharia system has an impact on the transition of banking products such as investment loans to murabaha financing. through PBI

stipulation number 9/19/PBI/2007 and BI Circular Letter No. 10/14/DPbS March 17th 2008 concerning the Implementation of Sharia Principles in Fundraising Activities and Distribution of Funds as well as Sharia Bank Services that Islamic banking transactions are based on the principle of buying and selling murabaha where the bank acts as a provider of funds without buying or owning goods which are objects of financing and remain financing.

Urgent issues regarding the effectiveness of employee work that looks not optimal. These problems include: timeliness, in this case there are still employees who arrive late and some leave early; independence, in this case there are still employees who need guidance in carrying out their duties; effectiveness, in this case there are still employees during working hours using working time to do things that are not related to their work. Another problem is the change of leadership which is the full authority of the government. Based on this description, this study will discuss two factors identified as affecting employee performance, namely, Emotional Intelligence and Transformational Leadership. According to the results of the pre-survey, the leadership style is not optimal because in achieving work goals, superiors have not been able to direct employees with innovative work processes and work systems in an effort to improve performance.

II. Literature studies

1. Employee performance

According to Mangkunegara (2015: 67) employee performance is the result of work in quality and quantity achieved by a employees in carrying out their duties in accordance with the responsibilities given to them. According to Priansa (2016: 269) states that employee performance is real behavior displayed by everyone as work performance produced by employees according to their role in the organization or group.

Employee performance indicator

According to Mangkunegara (2016), employee performance indicators can be influenced by several factors, namely:

1. The quantity of work is how long a person can work in one day.

2. Quality of work

is how well a person or employee does what he should have done.

3. Work attitude

is the action taken by the employee and everything that must be done by the employee whose results are proportional to the effort made.

2. Leadership Style

According to Thoah (2010) leadership is a way or a behavior of a leader influencing the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals. Based on all the understandings that have been put forward by the experts above, it can be concluded that leadership is the process and behavior of a leader in influencing the behavior and empowering his subordinates to want to work together in carrying out duties and responsibilities to achieve company goals.

Leadership Style Indicator

1. As an innovator,

2. As a Communicator

3. As a Motivator

4. As a controller

3. Emotional Intelligence

According to Goleman (2015) states that emotional intelligence is abilities such as being able to motivate oneself and act persistently/defensively in the face of frustrating situations; controlling impulses/stimuli and not exaggerating pleasure; regulate moods and keep the burden of stress from crippling the ability to think, empathize, and pray. Emotional life is indeed an area that can be tackled with higher or lower skills, and requires special expertise

Emotional Intelligence Indicator

According to Goleman (2015) important aspects of performance are as follows:

1. Recognizing one's emotions

2. Managing emotions

3. Self-motivation a

4. Empathy

5. Social skills

4. Social Intelligence

Social intelligence according to Goleman is a measure of self-ability. intelligence which is currently a reference in developing the potential of adolescents is the theory of intelligence according to Howard Gardner who formulated the theory of multiple intelligences. In multiple intelligence according to Gardner, one of which is social intelligence.

Social Intelligence Indicator

According to Goleman (2009) mentions 8 indicators of social intelligence, namely:

- a) Empathy
- b) Alignment,
- c) Appropriateness of empathy
- d) Social sharing
- e) Synchronous.
- f) The ability to carry yourself,
- g) Influence, shaping the results of social interaction
- h) Attention, caring about the needs of others

Conceptual framework

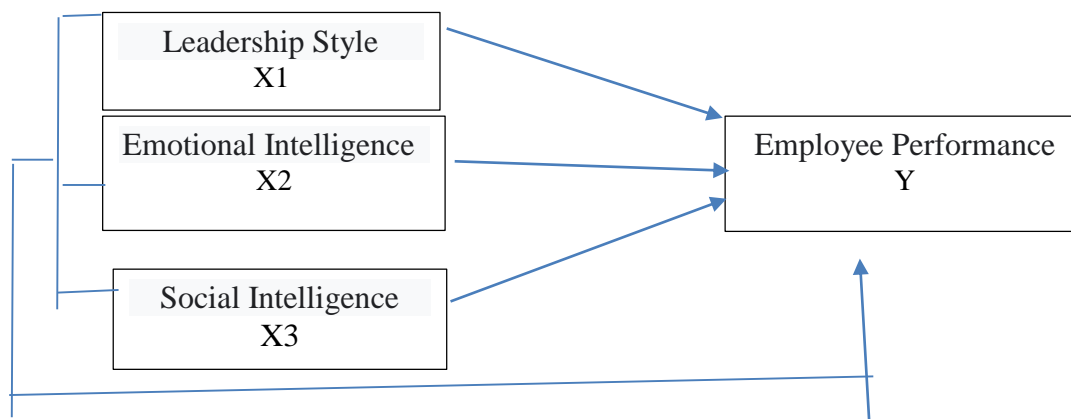


Figure1: Conceptual framework

Hypothesis

The hypotheses in this study are:

- H1 : It is suspected that partially the leadership style influences the performance of employees at Bank Aceh.
- H2 : It is suspected that emotional intelligence partially affects the performance of employees at Bank Aceh.
- H3 : It is suspected that social intelligence partially affects the performance of employees at Bank Aceh
- H4 : It is suspected simultaneously Leadership style, Emotional intelligence and Social intelligence on employee performance at Bank Aceh

Method

The research used is causal quantitative research, where causal research (causal relationships) is research that acts as an independent variable influencing other variables that become the dependent variable (Manullang & Pakpahan,2014:19).Quantitative research according to Sugiyono (2017), is a research method based on the philosophy of positivism used in conducting research on a population or sample, data analysis with statistical quantitative properties, data collection with research instruments, which aims to test hypotheses that have been previously determined. . In this study, the population or object of research is all employees at PT Bank Aceh are 62 people.

Data collection technique is a method or technique used in this research to be able to collect all the necessary data, both main data and supporting data to produce good research. Data collection techniques in this study are:

1. Questionnaire
2. Documentation Study

Secondary data was obtained through document study, namely collecting the required data from published documents owned by PT Bank Aceh

III. Result and Discussion

a. Validity test

According to Ghozali (2016: 52), the validity test can be interpreted as a tool in measuring the validity of a questionnaire or not. A questionnaire can be declared valid if a statement in the distributed questionnaire is able to provide disclosure of what is proxied on the questionnaire. The following table of validity:

Table 1
Validity test

Questioner	Independent Variable						Dependent Variable	
	Leadership Style (X ₁)		Emotional Intelligence (X ₂)		Social Intelligence (X ₃)		Employee Performance (Y)	
	r _{hitung}	conclusion	r _{hitung}	conclusion	r _{hitung}	conclusion	r _{hitung}	conclusion
1	0,309	Valid	0,379	Valid	0,321	Valid	0,589	Valid
2	0,457	Valid	0,399	Valid	0,428	Valid	0,522	Valid
3	0,388	Valid	0,713	Valid	0,494	Valid	0,313	Valid
4	0,359	Valid	0,658	Valid	0,556	Valid	0,331	Valid
5	0,345	Valid	0,704	Valid	0,479	Valid	0,560	Valid
6	0,303	Valid	0,743	Valid	0,403	Valid	0,311	Valid
7	0,389	Valid	0,567	Valid	0,355	Valid	0,385	Valid
8	0,33	Valid	0,391	Valid	0,371	Valid	0,337	Valid
9	0,306	Valid	0,567	Valid	0,487	Valid	0,311	Valid
10	0,307	Valid	0,516	Valid	0,385	Valid	0,385	Valid

Source: Research data processed, 2022

Based on table 1 above, it can be seen that all rcount values are greater than rtable values in this test (rcount > 0.320), it can be concluded that all instruments are work motivation (X1), leadership (X2), training (X3), and employee performance. (Y) tested in this study is valid.

b. Reliability Test

According to Ghozali (2016:47), reliability testing can be said as a tool in measuring questionnaires in the form of constructs or variable indicators. A questionnaire is basically called reliable if the individual's response to a question or statement is the same or constant from one period to another. The measured reliability can be carried out using the SPSS version 26 application in the Cronbach Alpha (α) value test section. A variable is declared reliable if it gives Cronbach Alpha whose value is > 0.60.

Table 2
Reliability Test

Variabel	N of Item	Kriteria Pengujian		Test Result	Reability Level
		Cronbach Alfa count	Cronbach Alfa Standard		
Leadership Style	10	0,762	>0,600	Reliable	Very realiable
Emotional Intelligence	10	0,697	>0,600	Reliable	Very realiable
Social Intelligence	10	0,622	>0,600	Reliable	Very realiable
Employee Performance	10	0,802	>0,600	Reliable	Very realiable

Source: Research data processed, 2022

Classic assumption test

a.Normality Test

Histogram Method

The data is processed using SPSS. Based on the data held, the resulting Data Normality Test using P-Plot is as follows:

Tabel 3 : One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		62
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.24358146
Most Extreme Differences	Absolute	.171
	Positive	.096
	Negative	.171
Test Statistic		.171
Asymp. Sig. (2-tailed)		.000 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on Table 3 it can be seen that the probability value of p or Asymp.Sig. (2-tailed) of 0.171. Because the probability value of p, which is 0.000, is greater than the significance level, it can be concluded that the regression model of this study is normally distributed. From the results of the normality assumption test above, it can be concluded that the distribution of data is normally distributed.

**Table 4
Kolmogorov Smirnov Test . Normality TestingOne-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.72976318
Most Extreme Differences	Absolute	.075
	Positive	.063
	Negative	-.075
Test Statistic		.075
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Table 4 shows that the Asymp value. Sig is 0.200 which is greater than 0.05, so it can be concluded that the data is normally distributed.

Table 5 : Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	1.426	3.395		.420	.677		
Work motivation	.683	.218	.371	3.138	.004	.389	2.573
Ladersihp	.369	.147	.304	2.503	.017	.368	2.714
Training	.307	.098	.334	3.143	.003	.481	2.078

Dependent Variable: Performance

Source: Research data processed, 2022

The work motivation variable has a VIF value of 2.573. The leadership variable has a VIF value of 2.714. The training variable has a VIF value of 2.078. The data shows that the VIF value of each independent variable is smaller than 5. This indicates that all variables are free from the problem of multicollinearity.

**Heteroscedasticity Test
Scatterplot Method**

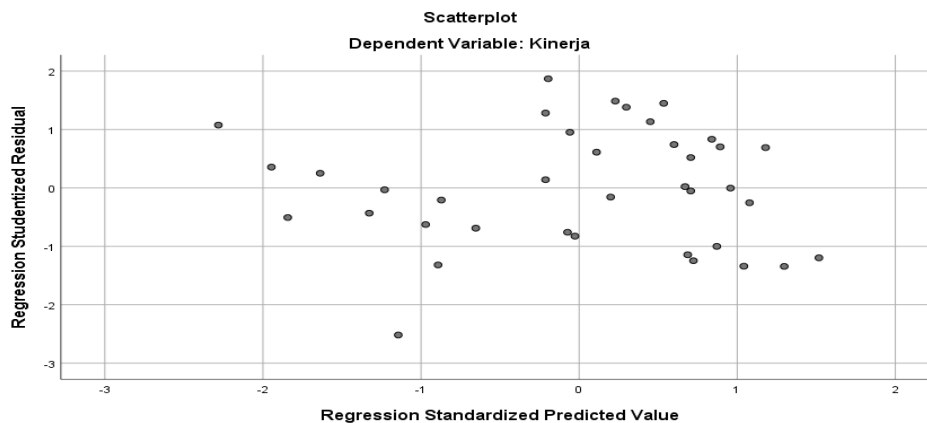


Figure 2 : Heteroscedasticity Testing Scatterplot Method

This test will be declared free from heteroscedasticity if the points contained in the image are evenly distributed. It is known that the points are evenly distributed between 0 points. In Figure 4.5 it is known that the points are evenly distributed following between 0 points. It can be said that the data is free from the heteroscedasticity problem.

Multiple Linear Regression Analysis

**Table 6
Multiple Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	1.426	3.395		.420	.677		
Work Motivation	.683	.218	.371	3.138	.004	.389	2.573
Leadership	.369	.147	.304	2.503	.017	.368	2.714
Training	.307	.098	.334	3.143	.003	.481	2.078

Dependent Variable: Performance
 Source: Research data processed, 2022

$$Y = 1.426 + 0.683X_1 + 0.369X_2 + 0.307X_3$$

- The research model in the form of the multiple linear regression equation above can be interpreted as follows:
- If work motivation, leadership and training are assumed to be equal to zero, the performance will be worth 1,426 certain units.
 - If work motivation changes in a positive direction, it will be followed by an increase in performance of 0.683 with the assumption that other variables do not change.
 - If the leadership changes in a positive direction, it will be followed by an increase in performance of 0.369 with the assumption that other variables do not change.
 - If motivation changes in a positive direction, it will be followed by an increase in performance of 0.307 with the assumption that other variables do not change.

Partial Test (t test)

Based on the number of data in this study as many as 38 respondents, it can be determined that the value of the degrees of freedom in this study is $38 - 3 - 1 = 34$. With the number of degrees of freedom of 34, it can be determined that the value of ttable is 2.032. This test is carried out aiming to see the level of significance of each independent variable can be seen in the table below:

Tabel 7
Partial Test (t Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Beta	Tolerance
1 (Constant)	1.426	3.395		.420	.677		
Motivasi	.683	.218	.371	3.138	.004	.389	2.573
Kepemimpinan	.369	.147	.304	2.503	.017	.368	2.714
Pelatihan	.307	.098	.334	3.143	.003	.481	2.078

a. Dependent Variable: Performance
 Source: Research data processed, 2022

The motivation variable has a tcount value of 3.138, when compared with the ttable value, the resulting $3.138 > 2.032$ with a significance level of 0.004 is smaller than the research alpha value of 0.05, thus it can be concluded that motivation has a positive and significant effect on performance at PT Indonesia Comnets Plus (ICON+) East Java Regional SBU .

The leadership variable has a tcount value of 2,503, when compared with the ttable value, $2,503 > 2,032$ is produced with a significance level of 0.017 which is smaller than the research alpha value of 0.05, thus it can be concluded that leadership has a significant effect on employee performance at PT Indonesia Comnets Plus. (ICON+) East Java Regional SBU .

The training variable has a tcount value of 3.143, when compared to the ttable value, the resulting $3.143 > 2.032$ with a significance level of 0.003 is smaller than the research alpha value of 0.05, thus it can be concluded that training has a significant effect on performance at PT Indonesia Comnets Plus (ICON+) East Java Regional SBU

Simultaneous Test (F Test)

Table 10
Simultaneous Test (F Test)
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	488.767	3	162.922	50.036	.000 ^b
	Residual	110.707	34	3.256		
	Total	599.474	37			

a. Dependent Variable: Performance

b. Predictors: (Constant), Training, Motivation, Leadership

Ftable value can be seen that the value of Fcount > Ftable value, where the value of Fcount is 50.036 which is greater than Ftable of 2.88 (50.036 > 2.88) with the probability value in this test is 0.000. The probability value is smaller than the alpha value (0.05) so it can be concluded that motivation, leadership and training simultaneously have a significant effect on performance in Indonesia Comnets Plus (ICON+) SBU East Java Region.

Coefficient of Determination

This determination test is to see how much motivation, leadership and training can explain performance. To be able to know the magnitude of the coefficient of determination of motivation, leadership and training to explain performance can be seen in the following table:

Table 11
Coefficient of determination test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.815	.799	1.80446

a. Predictors: (Constant), Training, Motivation , Leadership

b. Dependent Variable : Performance

RSquare value is 0.815 or equal to 81.50%. This means that motivation, leadership and training are able to explain the performance at PT Indonesia Comnets Plus (ICON+) SBU East Java Region

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a. Predictors: (Constant), Training, Motivation , Leadership

b. Dependent Variable : Performance

RSquare value is 0.815 or equal to 81.50%. This means that motivation, leadership and training are able to explain the performance at PT Indonesia Comnets Plus (ICON+) SBU East Java Region

IV. Discussion

1. The Effect of Motivation on Performance

Based on the partial hypothesis test or t test, it can be seen that tcount is 3,138, while the ttable value is 2,032 with an error rate of 5%. This means that tcount > ttable (3.138 > 2.032). Based on the results of partial hypothesis testing, it can be concluded that motivation has a positive and significant effect on the performance of employees of PT Indonesia Comnets Plus (ICON+) SBU East Java Region. Based on this explanation, it is known that motivation has a significant effect on performance with a large contribution of motivation in influencing performance is 0.683. The magnitude of the influence is the most dominant influence compared to other independent variables, this illustrates that motivation is a very important factor to be considered by company management to improve employee performance.

The results of this study have proven the results of research conducted by Pebriyanto and Budyanto (2017); Setiaroni (2019); Jazuli and Manalu (2020) which state that motivation has a positive and significant effect on performance. However, this study contradicts the results of research conducted by Naim, et al (2019) which states that motivation has no significant effect on performance.

2. Influence of Leadership on Performance

Based on the partial hypothesis test or t test, it can be seen that the tcount value of leadership is 2,503, while the ttable value is 2,032 with an error rate of 5%, this means that tcount > ttable (2.503 > 2.032). Based on the results of partial hypothesis testing, it can be concluded that leadership has a positive and significant effect on the performance of employees of PT Indonesia Comnets Plus (ICON+) SBU East Java Region. Based on this explanation, it is known that leadership has a significant effect on performance with the contribution of leadership in influencing performance is 0.369 or only 36.90%. Of course, it is very clear that the magnitude of the influence is not the dominant one compared to the other independent variables, meaning that leadership is one of the important variables to improve employee performance. When leadership is changed, it will also result in changes in employee performance.

The results of this study have proven the results of research conducted by Pebriyanto and Budyanto (2017); Jazuli and Manalu (2020) which state that motivation has a positive and significant effect on performance. However, this study contradicts the results of research conducted by Marjaya and Pasaribu (2019) which states that leadership has a negative and insignificant effect on performance.

3. The Effect of Training on Performance

Based on the partial hypothesis test or t test, it can be seen that the tcount value of the training is 3.143, while the ttable value is 2.032 with an error rate of 5%, this means that tcount > ttable (3.143 > 2.032). Based on the results of partial hypothesis testing, it can be concluded that training has a positive and significant effect on the performance of PT Indonesia Comnets Plus (ICON+) SBU East Java Regional employees. Based on this explanation, it is known that training has a significant effect on performance with a large contribution of training in influencing performance is 0.307 or only 30.70%. Of course, it is very clear that the magnitude of this influence is not the dominant one compared to the other independent variables, meaning that training is one of the important variables to improve employee performance. When the training carried out is changed, it will also result in changes in employee performance.

The results of this study have proven the results of research conducted by Pebriyanto and Budyanto (2017); Setiaroni, (2019); Marjaya and Pasaribu, (2019); Naim, et al., (2019); Jazuli and Manalu (2020) which state that motivation has a positive and significant effect on performance.

V. Conclusion

1. The influence of motivation variables on employee performance is 3,138. There is a positive effect of 3.138 and a significance value of 0.04, then $t_{count} > t_{table}$ ($3.138 > 2.032$) and $t_{sig} < 0.05$ or $0.04 < 0.05$, then these data indicate that motivation makes a positive contribution of 68.3% on Performance.
2. The influence of leadership variables on employee performance is 2,503. There is a positive influence of 2.503 and a significance value of 0.017, then $t_{count} > t_{table}$ ($2.503 > 2.032$) and $t_{sig} < 0.05$ or $0.017 < 0.05$, then these data indicate that leadership makes a positive contribution of 36.9% on Performance.
3. The effect of training variables on employee performance is 3.143. There is a positive effect of 3.143 and a significance value of 0.03, then $t_{count} > t_{table}$ ($3.133 > 2.032$) and $t_{sig} < 0.05$ or $0.03 < 0.05$, then these data indicate that training provides a positive contribution of 30, 7% of Performance.
4. Motivation, Leadership and Training variables have a positive and significant simultaneous effect on the performance of PT Indonesia Comnets Plus.
5. The ability of motivation, leadership and training to explain performance at PT Indonesia Comnets Plus (ICON+) SBU East Java Region is 81.50%, the remaining 18.50% is explained by other variables not included in this research model.

VI. Suggestion

1. The management of the East Java Regional SBU is advised to increase motivation to employees. Given good motivation, can improve employee performance well. Providing motivation as often as possible and giving employees the freedom to complete their work on time is the best solution by prioritizing loosening the rules that make it difficult for employees. With good motivation, employee performance will be good.
2. The leader of the East Java Regional SBU should improve a good leadership climate at the Regional SBU that is led, the leader should participate more actively in every team activity, so that the leader can be an example for employees, be a motivator who can always provide enthusiasm and direction to employees in every work carried out within the scope of the East Java Regional SBU. With good leadership, employee performance will also get better.
3. Company management should organize training activities that not only provide benefits to increase their performance, but are also interesting for every employee to participate in. Because boring training makes them not interested in knowing new knowledge. Therefore, interesting and useful training is a solution for management to improve employee performance
4. Company management must take good care of the conditions of employee performance, both by providing motivation to employees, good leadership and training to employees. So that the ability to complete the work of employees is increasing, creativity is well maintained which in the end performance is getting better so that management goals/KPIs can be achieved and continue to increase.

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