

The Influence of Organizational Structure, Leadership and Human Resource Capability on Service Effectiveness

Rahmad¹, Sabri², Nasfi^{*3}

^{1,2} Institut of Economic Science Haji Agus Salim. Bukittinggi

³ High School of Sharia Economics Manna Wa Salwa. Padang Panjang

¹ rafa.dafa2013@gmail.com

² sabrisimabur@gmail.com

³ nasfi.anwar@gmail.com

Corresponding Author : nasfi.anwar@gmail.com

Abstract ; *The purpose of this study is to reveal the effect of organizational structure (X_1) on the effectiveness of land rights certification services (Y) at the Land Office of West Pasaman Regency, to determine the influence of leadership (X_2) on the effectiveness of land rights certification services (Y) at the Pasaman Regency Land Office. West, to determine the effect of the ability of Human Resources (X_3) on the effectiveness of land rights certification services (Y) at the Land Office of West Pasaman Regency and to jointly determine the effect of organizational structure, leadership and human resource capabilities on the effectiveness of rights certification services. on land at the West Pasaman Regency Land Office. The research respondents were 35 employees of the Land Office of West Pasaman Regency who did not have a structural position (not as an element of leadership), the data was taken by the census method, meaning the number of respondents in the population was the same as the sample. The analytical tool used is Multiple Linear Regression using the SPSS (Statistical Package For Social Science) program.*

The findings of this study; 1) there is an influence between organizational structure and service effectiveness, there is a significant influence between organizational structure and service effectiveness at the West Pasaman Regency Land office, 2) there is a significant influence between leadership and service effectiveness at the West Pasaman Regency Land Office, 3) There is an influence between the ability of Human Resources and the effectiveness of services and there is a significant influence between the ability of Human Resources and the effectiveness of services at the Land Office of Pasaman Barat Regency, and 4) there is a joint influence of the organizational structure, leadership and capabilities of Human Resources on the effectiveness of services at the Land Office of West Pasaman Regency.

Keywords ; *Organizational structure, leadership, human resource capabilities and service effectiveness*

I. INTRODUCTION

Land certification is one of the land development activities in the form of services to the community, Article 19 of Law Number 5 of 1960 concerning Basic Regulations on Agrarian Principles (UUPA) stipulates that to ensure legal certainty by the Government, land registration is carried out throughout the territory of the Republic of Indonesia. The National Land Agency of the Republic of Indonesia (BPN-RI), which is based on Presidential Regulation Number 10 of 2006 concerning the National Land Agency, is assigned to carry out government affairs in the land sector nationally, regionally and sectorally, including continuing the implementation of land registration in accordance with the mandate of Article 19. . Land registration carried out should take into account the principle that land can significantly improve the welfare of the community, play a clear role in creating a more just order of common life, ensure the sustainability of community life, as a nation and state to minimize cases, problems, disputes and land conflicts and this is a moral for the community. state apparatus for the implementation of its obligations to the community (Miswardi, Nasfi and Antoni, 2021).

In Indonesian society which is still developing, land is an important factor in human life, both as a place to live and a place to do business in life, meanwhile the demands for services to the community are already in an urgent stage. The insistence does not only concern the speed of service, but also other matters such as transparency of procedures, costs, time which should be explained by the community, in this case functioning as

customers (Rosniyenti, Sabri, 2020). This demand applies to all services including public services such as the National Land Agency whose main service is to provide land rights certificates as proof of land ownership. So far, people think that it is very difficult to understand the services provided by the public bureaucracy, the service users are often faced with so many uncertainties when they are dealing with the bureaucracy (Miswardi, Nasfi and Antoni, 2021). It is very difficult to predict when the service can be obtained, as well as the cost and time often cannot be reached by the community so that many people are then reluctant to deal with the public bureaucracy (Miswardi, Nasfi and Antoni, 2021).

In essence, the Land Office of West Pasaman Regency has tried to carry out its main duties and functions as well as possible, but the implementation of these main tasks and functions has not been fully implemented optimally due to various obstacles and limitations of office facilities and infrastructure, for that the Land Office of West Pasaman Regency is trying to continuously improve performance by maximizing excellent service, either through simplification of the service system, improving the quality of human resources as well as making policies and regulations. The excellent service in its implementation at the Land Office has been stated in the attachment to the Decree of the Head of the National Land Agency Number 1 of 2005 concerning Standard Operating Procedures for Regulation and Services (SPOPP). can be precise in accordance with the standardized SPOPP, so that the service for certifying land rights at the Land Office of West Pasaman Regency is considered less effective. Government policies in the field of land registration as stated in Article 19 of the Basic Agrarian Law no. 5 of 1960 which was later regulated in the implementing regulations, namely Government Regulation no. 10 of 1961 jo.

Government Regulation No. 24 of 1997 concerning Land Registration, in providing certainty of land rights, its implementation has not been able to provide satisfactory results. This can be proven by looking at the land rights certification service at the West Pasaman Regency Land Office. When compared to the number of land parcels in West Pasaman, there are approximately 375,901 parcels while those with land rights certificates only reach 24,034 plots (6.39%), clearly showing that the unserved community is still larger than the serviced community. By looking at such conditions, the services provided by the Land Office of West Pasaman Regency are clearly less effective. Based on the description above, it can be concluded that in determining the effectiveness of public services, it is strongly influenced by factors of organizational structure, leadership and the ability of Human Resources (HR) (Nasfi, Rahmad, 2020). These three factors are interrelated with each other and contribute to determining the high and low and the good or bad of a service provided by the government.

II. LITERATURE REVIEW

1. *Service Effectiveness*

a. *Public service*

According to Cristopher (1992) argues that customer service can be interpreted as a management system, which is organized to provide a continuous service relationship between the time of order and the time the goods or services are received and used with the aim of satisfying customers in the long term. Then according to Ramadonna (2019) stating that customer service is the first link in the chain of activities for the upcoming total quality management system (Ramadonna, Nasfi and Aziz, 2019). Service and support to customers can be interpreted as a form of service that provides satisfaction for its customers, is always remembered by its customers, provides a positive image in the eyes of its customers, services at affordable costs so that customers can work together in implementing excellent service (Nasfi, Rahmad and Sabri, 2020). Public services can be interpreted as providing services (serving) the needs of people or communities who have an interest in a particular organization and in accordance with the basic rules and procedures that have been set.

b. *Service effectiveness*

According to Tjiptono (1995), effectiveness is a dynamic condition associated with products, services, people, processes and the environment that meet or exceed expectations. The word effectiveness itself contains many meanings, some examples of the notion of effectiveness are: conformity to requirements, suitability for use, continuous improvement, free from damage / defects, meeting customer needs from the start and at all times, doing everything right, something that can make customers happy (Suhatman, Estimlaider, Nasfi, 2020). A job can be said to be effective if the goals and objectives are achieved in accordance with the work plan, this is in line with Hasibuan's opinion (2001), that "effectiveness is the achievement of an explicit and implicit target". So if the goal has been achieved, it can only be said to be effective, whereas if what has been implemented has not resulted in what has been determined, it can be said to be ineffective. Effective in addition to achieving a goal and target, it can also be achieved through the production of a number of goods or services of a certain quality and on time. This is in accordance with what was stated by Siagian (2003) that, "effectiveness is the use of various resources, funds, facilities and infrastructure, in a certain amount that is consciously determined beforehand to produce a number of goods or services of a certain quality, on time".

Steers (1985), states that, "four factors that affect organizational effectiveness, namely organizational characteristics, environmental characteristics, worker characteristics, and policy management practices". If this is related to the Land Office of West Pasaman Regency in achieving the goals that have been set (main tasks and functions, especially land rights certification), then it is not permissible to rule out organizational characteristics factors, which tend to involve internal conditions (organizational structure and structure), then environmental characteristics factors, namely how organizations and employees respond quickly to an environment that is often changing (dynamic). Furthermore, the worker characteristics factor is how the employee's ability to understand, know, and carry out their duties appropriately, and the last is the management practice policy factor which tends to lead to how management functions are implemented including span of control (devolution of authority) (Asnah, Febrianti.E, Sabri, Antoni, 2021).

2. Organizational Structure

According to Anderson (1972), the structure is an arrangement in the form of a framework that gives shape and form, thus the working procedure will be seen. In government organizations, a procedure is a set of pre-determined actions that must be passed to carry out a task. According to Sondang P. Siagian in Adam (2000) suggests that the organization is any form of alliance between two or more people who work together formally bound in order to achieve a predetermined goal, where there is one/some people called superiors and one/some people called subordinates (Nasfi, N, Rahmad, R, Sabri, 2020). According to Prajudi Atmosudirdjo in Adam (2000) suggests that the organization is the structure of the division of labor and the structure of the working relationship between a group of position holders who work together to achieve a certain goal.

3. Leadership

Leadership According to Soemijo (1991), leadership is the ability of a person to influence the behavior of others to think and behave in the context of formulating and achieving organizational goals in certain situations. According to another opinion, leadership is the process of directing and influencing the task-related activities of group members (Nasfi, Rahmad, 2020). Based on the opinions of these two figures, it can be concluded that leadership is the ability of individuals to influence others to act and carry out certain tasks. This definition contains several main elements, namely :

- a) Leadership must involve other people, namely followers or subordinates. Because of their willingness to accept direction from the leader, group members help assert leader status and enable the leadership process. Without subordinates all leadership traits would be irrelevant.
- b) Leadership includes the unequal distribution of power between leaders and group members. The leader has the authority to direct the activities of some group members, who cannot in the same way direct the activities of the leader.
- c) Leaders can influence followers or subordinates and can direct them according to the goals to be achieved.

4. Human Resources Capability

According to Simamora (1999) human resource management is the empowerment, development, appraisal, remuneration, and management of individual members of the organization or group of workers. Effective human resource management requires managers to find the best way to employ people to achieve business goals and improve organizational performance. Human resource management is planning, organizing, directing, and supervising activities, developing, providing compensation, integrating, maintaining and releasing human resources to achieve organizational goals. The achievement of the goals of an organization is very dependent on the ability of human resources to have knowledge and skills in the fields that are their responsibility. Because this will encourage the achievement of organizational goals more quickly, effectively, and efficiently (Rahmad, Sabri and Nasfi, 2020).

According to (Larasati, 2018) human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve the goals of both individuals and organizations. In connection with some of the opinions that have been stated above, it can be concluded that the ability of human resources (employees) can be interpreted as the condition of an employee who has the knowledge, skills, work experience and interest in doing a job that is assigned to him so that he can carry out his duties properly and correctly. according to the expected goals.

Conceptual Framework

Based on the theoretical framework and the results of previous research, the conceptual framework is as follows:

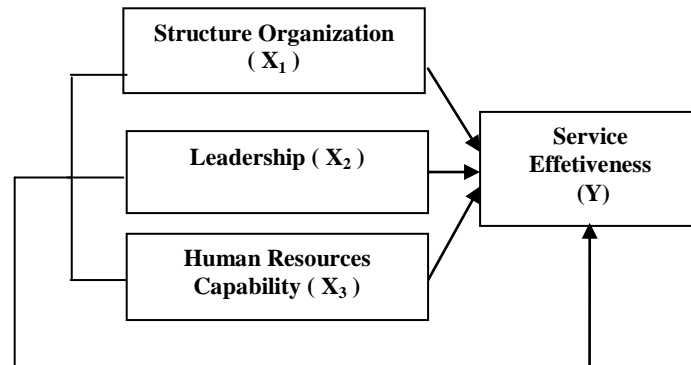


Figure.1 : Conceptual Framework

Hypothesis

1. Organizational structure has a significant effect on service effectiveness.
2. Leadership has a significant effect on service effectiveness.
3. The ability of human resources has a significant effect on the effectiveness of services.

III. METHOD

The source of data in the study is primary research data to obtain complete data and in accordance with the problems studied. Primary data can also be interpreted as the opinions of respondents which are personal perceptions and conveyed directly (Suhatman. S, Nasfi, 2021). Data in general is the acquisition of data through the activities of the author directly in a secondary place, secondary data is data obtained through written sources in the form of letters, archives, documents, as well as written reports or objective data that is tested and measured, usually obtained from an organization can come from parties who have collected and processed it (Sabri, Suhatman and Nasfi, 2021). Sources of secondary data taken by the author in this study are in the form of documents at the West Pasaman Regency Land Office that support the research.

There are two types of data used in this study, namely:

- 1) Quantitative data, namely data in the form of numbers, scales, tables, formulas and so on that use mathematics
- 2) Qualitative data, namely data that is not measured by numbers.

In accordance with the source and type of data to be obtained, the instruments used in this study are:

1. Questionnaire

The questionnaire used in this study is closed with tiered answers with the aim of obtaining ordinal data which is then analyzed quantitatively using statistical formulas.

2. Interview

To conduct interviews with guided interview guidelines with the aim that the interviews conducted can be carried out systematically and based on the purpose of the investigation.

3. Documentation

Documentation, which is used to collect secondary data in the form of writing and images.

The population in this study, consisting of all related elements, namely all employees at the West Pasaman Regency Land Office, as for the population in this study, 35 respondents were taken which were aimed at employees of the West Pasaman Regency Land Office who did not have a structural position (not as leadership element), meaning that data collection is based on the census method. It means that the number of respondents in the population is the same as the sample.

Data Processing Techniques

Analysis is a very important part of the scientific method, because through analysis can be found useful meanings in solving problems. Nazir (1988), stated that "the raw data collected needs to be broken down into groups, categorized, manipulated data, squeezed in such a way that the data has meaning to answer the problem". Data processing based on qualitative analysis is intended for datums that cannot be translated with numbers, or in other words data that is in the form of cases so that they cannot be arranged into a classification structure, for example by outlining and describing the information obtained during the study. Meanwhile, data processing

based on quantitative analysis is intended for data that can be classified into categories and in the form of numbers.

Data analysis technique

The data analysis technique in this study uses a quantitative analysis technique approach. The data analysis technique is used for data in the form of numbers, usually if the data collected is large and easily classified into number categories. In processing the data, the author uses the SPSS Ver 15.0 statistical tool.

IV. RESULT AND DISCUSSION

1. Results

Characteristics of respondents based on male sex as many as 25 people (78.00%) and female research as many as 7 people (22.00%). So it can be concluded that in general the respondents in this study are male. Characteristics of respondents based on age under 20 years were 0 people (0%), research respondents aged 20-30 years were 9 people (28.12%), research respondents aged 31-40 years were 9 people (28.12%), and the research respondents aged over 40 years were 14 people (43.76%). So it can be concluded that the respondents in this study are generally over 40 years old. Characteristics of respondents based on education level as many as 17 people (53.12%) research respondents the latest education level is Junior High School, Senior High School/Equivalent, for the latest educational research Diploma as many as 5 people (15.63%) respondents, last education Bachelor there are 8 people (25.00%) research respondents and their last education was postgraduate as many as 2 people (6.25%) research respondents. So it can be concluded that the respondents in this study generally had junior high school, high school/equivalent education.

The results of the validity test of the organizational structure variable were measured using 6 statement items. Based on the results of data processing to test the validity of the Organizational Structure variable, it is known that all statement items are valid because the value of the correlation coefficient (r count) is greater than the critical r value (0.30). The results of the Leadership Variable Validity Test are measured using 6 statement items. Based on the results of data processing to test the validity of the Leadership variable, all statement items are valid because the value of the correlation coefficient (r count) is greater than the critical r value (0.30), Validity Test Results Human resource ability variables are measured using 6 statement items. Based on the results of data processing to test the validity of the HR Ability variable, all statement items are valid because the correlation coefficient value (r count) is greater than the critical r value (0.30). The results of the Service Effectiveness Variable Validity Test were measured using 6 statement items. Based on the results of data processing to test the validity of the Service Effectiveness variable, all statement items are valid because the correlation coefficient value (r count) is greater than the critical r value (0.30).

Reliability test is a test that shows the extent to which the measurement can give relatively no different results when repeated measurements are made on the same subject. This test can only be done on valid questions. Reliability testing is carried out using the alpha formula or Cronbach's Alpha. The instrument used in the variable is said to be reliable if it has Cronbach's alpha of more than 0.60 (Ghozali and Aprilia, 2016). Based on the results of data processing for the reliability test, the research variables are Organizational Structure Variables, Leadership, Human Resource Ability and Service Effectiveness Variables having reliable or reliable questionnaires.

2. Research Result Data Analysis

Classic assumption test

Normality test

The results of the Normality test show that the Asym.Sig (2-tailed) value for the Organizational Structure variable (X1) is 0.683, the leadership variable (X2) is 0.136, the human resource ability variable (X3) is 0.507 and the Service Effectiveness variable (Y) is 0.428. So, it can be concluded that the Asym.Sig (2-tailed) value of all research variables is greater than the significant 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 are normally distributed.

Multicollinearity Test

Multicollinearity test results Based on the processed data, it is known 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 are no cases of multicollinearity between independent variables. Therefore, it can be concluded that the data from this study can be processed using multiple linear regression because there are no cases of multicollinearity between independent variables.

Multiple Linear Regression Analysis

To prove the proposed hypothesis, the OLS (Ordinal Least Square) approach is used or the least squares method formed by three independent variables, namely organizational structure (X_1), leadership (X_2), human resource capabilities (X_3) and one dependent variable, namely effectiveness. service (Y). To test the hypothesis in this study, multiple linear regression analysis techniques were used. The results of multiple linear regression analysis of the research variables, namely organizational structure (X_1), leadership (X_2), and HR capabilities (X_3) as independent variables and service effectiveness (Y) as the dependent variable obtained the equation as shown in the following table.

Table.1
Multiple Linear Regression Analysis Results

| No | Variabel | Notatio n | Coefficie nt | t count | Sig. |
|----|------------------------------|--------------|-----------------|---------|-------|
| 1 | Constant | A | 8,604 | 5,444 | 0,000 |
| 2 | Organizational structure | X_1 | 0,884 | 3,430 | 0,023 |
| 3 | Leadership | X_2 | 0,784 | 3,276 | 0,034 |
| 4 | Human resource capability | X_3 | 0,519 | 2,744 | 0,042 |

Source 2020 ; processed

From the results of data processing for multiple linear regression analysis as shown in the table, it can be seen that the regression coefficient value of each research variable, namely the regression coefficient of the organizational structure variable (X_1) is 0.884, the regression coefficient of the leadership variable (X_2) is 0.784 and the regression coefficient of the HR capability variable (X_3) is 0.519 with a constant value of 8.604. Then, the regression coefficient value of each of the above variables can be substituted into the multiple regression equation as follows:

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

$$Y = 8,604 + 0,884 X_1 + 0,784 X_2 + 0,519 X_3$$

The coefficient value which is substituted into the above equation can be interpreted as follows:

- 1) The constant value is 8,604, this shows that before being influenced by organizational structure, leadership and HR capabilities, the service effectiveness value is 8,604.
- 2) The regression coefficient of the organizational structure (X_1) is 0.884 which is positive, indicating that an increase in the organizational structure in each unit will increase service effectiveness by 0.884 in each unit with the assumption that other variables do not change (catteries paribus).
- 3) The regression coefficient of the Leadership variable (X_2) is 0.784 which is positive, indicating that an increase in leadership in each unit will increase service effectiveness by 0.784 in each unit with the assumption that other variables do not change (catteries paribus).
- 4) The regression coefficient of the HR Capability variable (X_3) is 0.519 which is positive, indicating that an increase in the HR capability in each unit will increase the service effectiveness by 0.519 in each unit with the assumption that other variables do not change (catteries paribus).

Hypothesis test

To test hypotheses 1, 2 and 3, the t test is used, which is to see the effect of each independent variable on the dependent variable. The results of hypothesis testing will be described as follows:

1) First Hypothesis Testing

The first hypothesis in this study is the influence between organizational structure and service effectiveness has a significant influence between organizational structure and service effectiveness at the Land Office of West Pasaman Regency. "

The results of data processing with multiple linear regression analysis are known that the regression coefficient value of the organizational structure variable (X_1) is 0.884. The significance value of the organizational structure variable is 0.023. If the significance value is compared with the significant level used in this study ($= 0.05$), then the significance value is smaller than the significant level used ($0.023 < 0.05$). This means that there is a significant influence between the organizational structure on the effectiveness of services at the Land Office of West Pasaman Regency . Thus the proposed hypothesis is accepted

2) Second Hypothesis Testing

The second hypothesis in this study is the influence of leadership with service effectiveness, there is a significant influence between leadership and service effectiveness at the Land Office of West Pasaman Regency. "

The results of data processing with multiple linear regression analysis are known that the regression coefficient value of the Leadership variable (X_2) is 0.784. The significance value of the organizational structure variable is 0.034. If the significance value is compared with the significant level used in this study ($= 0.05$), then the significance value is smaller than the significant level used ($0.034 > 0.05$). This means that there is a significant influence between leadership on the effectiveness of services at the Land Office of West Pasaman Regency. Thus the proposed hypothesis can be accepted.

3) Third Hypothesis Testing

The third hypothesis in this study is that there is an influence between the ability of human resources and the effectiveness of services and there is a significant influence between the ability of human resources and the effectiveness of services at the Land Office of West Pasaman Regency. .

The results of data processing with multiple linear regression analysis is known that the value of the regression coefficient of the variable ability of human resources (X_3) is 0.519. The significance value of the leadership variable is 0.042. If the significance value is compared with the significant level used in this study ($= 0.05$), it is evident that the significance value is smaller than the significant level used ($0.042 < 0.05$). This means that there is a significant and positive influence on the ability of human resources on the effectiveness of the service for the Land Office of West Pasaman Regency . Thus the proposed hypothesis can be accepted.

4) Hypothesis Testing Together (F test)

To test the hypothesis simultaneously, the F test is used, where the F ratio test is used to prove or test the hypothesis with a certain level of significance for all independent variables on the dependent variable.

The results of the hypothesis simultaneously (F test) can be seen in the following table.

Table. 2
F Test Results

| Model | F Count | Significance | Alpha |
|-------|---------|--------------|-------|
| 1 | 6,863 | 0,016 | 0,05 |

Source 2020: processed

From the table of analysis results, it is known that the significance value of the F test results is 0.016. When compared with the significant level used in this study ($= 0.05$), it is evident that the significance value is smaller than the significant level used ($0.016 < 0.05$). This means that the 3 independent variables (organizational structure, leadership and human resource capabilities have a significant effect on the dependent variable (service effectiveness) employees of the Land Office of West Pasaman Regency.

Coefficient of Determination

R-Square is used to measure how big the proportion of variations of the independent variables together in influencing the dependent variable. The greater the value of R Square means the greater the contribution of the independent variable in predicting the dependent variable. Based on the results of data processing, it is known that the R^2 (*R-Square*) test value is 0.324, this means that the magnitude of the influence of organizational structure, leadership and human resource capabilities on Service Effectiveness at the Land Office of West Pasaman Regency is 32.4% and the rest of 67.6% is explained by other variables that are not included in the research model.

V. CONCLUSION

A. Conclusion

Based on the results of the analysis, conclusions can be drawn in the study, namely:

1. From the results of testing the first hypothesis, it is known that there is a significant effect of Organizational Structure (X_1) on the effectiveness of services for the Land Office employees of West Pasaman Regency. Thus, the first hypothesis proposed in this study was rejected. The regression coefficient value of the organizational structure variable is 0.884. The sign of the regression coefficient of the organizational structure variable which is positive indicates that there is a significant influence between the organizational structure on the effectiveness of services at the Land Office of West Pasaman Regency.
2. From the results of testing the second hypothesis, it is known that there is a significant influence between leadership on the effectiveness of service for the Land Office of West Pasaman Regency. Thus the second hypothesis proposed in this study was rejected. The regression coefficient value of the leadership variable is 0.784. The sign of the regression coefficient of the leadership variable which is

positive indicates that there is a significant influence between leadership and service effectiveness at the Land Office of West Pasaman Regency .

3. From the results of testing the third hypothesis, it is known that there is an influence of HR capabilities on the effectiveness of the services of the Land Office employees of West Pasaman Regency. The regression coefficient value of the HR capability variable is 0.519. In this study, it is proven that the significance value is smaller than the significant level used. This means that there is a significant and positive influence on the ability of human resources on the effectiveness of the service for the Land Office of West Pasaman Regency

B. Suggestion

From the results of the research obtained, in order to realize the effectiveness of land rights certificate services at the Land Office of West Pasaman Regency, it is necessary to increase which includes:

1. How to carry out coordination between officers or employees and clarity in giving orders to subordinates so that there is an increase in service effectiveness in the organizational structure.
2. The ability to handle solving problems, and coordinating with other agencies so that there is an increase in the effectiveness of servants in leadership.
3. The number of employees who have attended technical guidance and employee skills in solving problems so that there is an increase in the effectiveness of service providers in HR capabilities.
4. Optimizing the function of the organizational structure so that there is clarity of officers in working in accordance with their main duties and functions (tupoksi).
5. Placing a quality leader and always coordinating with related agencies so that the strategy implemented at the West Pasaman Regency Land Office will run,
6. Improving Human Resources through education both within the scope of the office and outside, so that employees have higher capabilities in serving land rights certification.

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