
LEADERSHIP TYPES AND MOTIVATION OF SERVICES OF EMPLOYEES IN THE DIRECTORATE OF HUMAN RESOURCES WITHIN THE INTERIOR MINISTRY - TIMOR LESTE

Adelia Isabel Guterres, Ilidio Ximenes Moreira*, Agostinho dos Santos Gonçalves, Victor Jahana
*Department of Economics and Accounting, Department of Chemistry
Faculty of Science and Education – Timor Leste*

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ABSTRACT

The aim of this research is (1) to analyze a significant and positive influence of the type of leadership and motivating partially the performance of the employees of the Directorate of Internal Human Resources, (2) to discover the significant and positive influence of the type of leadership and motivation of the simultaneous performance of the employees of the Directorate of Internal Human Resources; (3) to analyze the variable type of leadership and motivation of services that dominate the performance of the employees of the Directorate of Internal Human Resources. The research was conducted in the Directorate of Human Resources of the Ministry of Interior of East Timor and appointed 30 employees as respondents. This is quantitative research, which uses analysis of multiple regression through SPSS for Windows 21.0. The results showed that there is a significant influence on the variable type of leadership and Service Motivation partially by variables dependent on the performance of employees (Y). Where the value of T-count leadership type = 1,819 > T-table = 1,701 and value of T-count of motivation service = 2,861 > T-table 1,701. And value of F-count = 31.651 > Ftable = 3,34. However, the results of the count and analyze double regression $Y = 3.992 + 0,350 X1 + 0,534 X2$. Apart from this, the contribution of the variables X1 and X2 to Y was 0,701 or 70,1 percent and the remaining 29,9 percent was influenced by other factors. Therefore, it concludes that there is a significant and positive influence of the type of leadership and motivation of the directors of the service for the performance of employees of the Directorate of Human Resources of the Ministry of Interior.

* Corresponding author.

E-mail addresses: nagawe_im@yahoo.co.id (Ilidio Ximenes Moreira), santosagostinho@yahoo.com (Agostinho dos Santos Gonçalves)

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INTRODUCTION

Timor-Leste as an independent country needs human resources to improve the lives of the people in the future (Government of Timor-Leste, 2014). However, East Timor's human resources demand that its employees improve their performance to achieve effective and efficient institutions. East Timor adopts a democracy that gives freedom or power to the whole society to work efficiently and effectively in the institution of the State. In an institution, the people who are leading should be effective so that they do not influence their employees.

Human resources are an important part of the development and competence of the organization compared to other resources, such as modulization, materials, etc (Crepaldi et al., 2016). in the era of modernization, people started to develop the organization. Today's organization has been very different compared to the organization in the past, with increased technologies and be able to compete in the organization to have the benefits and if there are no human resources, other resources can be raised as a big issue that needs to be taken care and make our relations grow with the motivation of services to the employees.

Leadership is a very important factor of influence and providing directions to employees, especially now that the system is open to everyone so that a leadership figure reinforces the employees (Imhangbe et al., 2020). Leadership, which promotes the motivation of the employees, is a leadership that has greater confidence in the exercise of their functions with services. One of the characteristics of the leadership is the energy and wisdom facing challenges, confidence in their capacity, creativity, knowledge of the negotiations where it operates, easier by identifying attitudes and interpreting the information received by its employees remains flexible and more easily changing especially ethics, integrity, and honesty (Bianchi, 2015). Many leading organizations are less influenced by the organization in an environment organization itself, this organization also needs leadership in terms of readiness to work to develop the organization and increase the quality of organizations in the environment of the organization that he leads (World Economic Forum (WEF) et al., 2018).

Leadership is one of the ways to welcome employees to do the right thing, to achieve their commitment, and to motivate them to achieve common goals. Another factor that affects the work in addition to the leadership is the need for motivation, the motivation that means it will cause someone to work to achieve some objectives. Motivation is caused by a motive that signifies stimulating the force that exists in the person (Slife & Williams, 2014).

According to Purwanto (1996), motivation is the aspect that motivates the appearance of someone else to lift a manner that lacks growth, to stimulate or live in an individual or in the individual itself. The motivation of the services is not always in good condition, and there is always a need to reinforce the motivation of the services when the motivation of the employee falls. The motivation of the employees' services is only dealt with attention and complementary needs of employees, values their results or work performance (Wang & Li, 2019).

Performance on its basis is a key factor in creating an effective and efficient organization. It is called the leap, activities or acts of employees are increasingly influential to the quality of human resources that exist within the institution, which

requires relevant information, fulfilling each individual or group of services. Mangkunegara (2002) says the performance is the result of the quality and quantity of services obtained by a person who performs functions equal to those of faithful responsibility. The performance of the work is the result of the work achieved by the employees in an organization similar to their competence and responsibilities, the objectives effort of the organization legally, morally, ethically, and not violating rights (Rustina, 2014). The presence of employees from a large organization such as the Directorate of Interior Human Resources. East Timor must have a strong qualification so that the performance of employees becomes better (Billon et al., 2018).

LITERATURE REVIEW

Type of Leadership

Leadership defines in terms of the characteristics of the individual. Usually, the way of influencing other people, interaction, positions in the organizations, and perceptions about legitimate influences. According to Arep and Tanjung (2002) explained that the leadership is the ability of a person to control or influence another person or other communities to achieve some objectives. According to Robbins (2006), the leadership of the state is the ability to influence the groups to achieve the goals. According to Kartono (2005), the state's leadership is the ability to constructively influence others in joining cooperation efforts to achieve the objectives that are planned.

Leadership has an important role in managing the organization. Leadership needs human beings as a result of the limitations imposed on themselves in places of interaction between man and leadership (Chandolia & Anastasiou, 2020; Brown, 2016). The interaction also includes some persons or individuals who have an influence against each other and, therefore, they are under their will. Leadership is a capacity that is established with energy, he is a human factor accumulated in groups and moves in the objective areas, management activities such as planning, organizing, and deciding meaning that this component is hidden until leadership is expressed by people's motivation and guidance (Da Costa et al., 2017).

According to Tjiptono (2016), the type of leadership is the way that leaders have been using to interacting with their subordinates. This type of leadership is an acting model (of word and action) by a leader whom other people think (Hersey 2004). The leadership way is the basis for classifying leadership types. The leadership form has three (3) basic standards as the importance of tasks, the importance of cooperative relations, and the importance of the results achieved.

According to Guth (2006), the leadership values have six(6) types as Theoretical (values of interest to seek the truth and rational justification), Economics (practical values of interest in the accumulation of wealth using business), Aesthetic (more interest in the beautiful aspects of life that enjoys each event for themselves), Social (the effects of sympathizing others that do not sympathize) politically (original power that looks at competition as an important factor in their lives), Religious (the ways to connect the entire activity with the strength of the creditors).

According to Kartini (2005) that the leadership criteria must always deal with three essential issues: (a) power, the forces of authority and legality that give leaders

the power to influence and movements of the staff to do anything, (b) Too much prestige, superior, principal, therefore they can organize the staffs to follow the one who is in power and the preparation of acts. (c) The capacity is widely trained by everyone, strength and clean social-technical capacity, thinking about the capacity of the members.

According to Siagian (2003), the essential leadership functions are (1) determination of the direction of which the organization will strive to achieve its objectives and various objectives, (2) Representatives and spokesmen for the organization concerning the various sections of the organization, especially with those that are classified as an interesting part, (3) Effective communications (4) a reliable mediator, in particular, to resolve the various conflict situations that may be experienced between individuals in a working group within the organization's perspective (5) things that are rational and integrated objectives.

The Motivation of Services (Incentive Service)

Hakim (2001) said that the motivation was to motivate the attempt of someone to act in a way and to achieve a safe objective. According to Keller model Attention, Relevance, Confidence, and Satisfaction (ARCS) were consisted of: (1) need to pay attention to the students who are willing to know, (2) the relevant showed in its relationship between the material and necessities and the condition of the human person (3) there is a feeling to believe and be competent or to have a potential that leads to positive interaction with the environment.

Goldthorpe, (2016), defined that motivation motivates the action of anyone, due to the problem, how this is done, and the way it motivates the motivation. Likewise, Da Costa et al. (2019), described that the motivation was to attract the volunteer's intention from within and outside to make things happen. Motivation is an effort to improve work and make people's ideas and accommodate and create conditions for people to enter the work areas and find the potential for change their purpose or to prepare for the responsibility of work. The opinions above show that someone else is doing his own to achieve something better (Carmo et al., 2020).

Work Performance

Ferdous (2016), defined the performance of the work was achieved by employees or groups of employees in any organization similar to their competence and responsibilities so that the purposes within the organization that is legally, morally, and ethically and not violate rights. Likewise, Sajja (2021) described the evaluation process was carried out by the organization to assess and value the installments achieved by employees. This activity can improve decisions and reactions of the employees about the acts of the employees.

Furthermore, Hanna (2015), defined that value real services with standardization of the quality and quantity that is already registered in each of the employees. This main provision of services can determine the significance of how the organization can increase its promotion and good service employees. The performance of work is the responsibility of three main factors that are the capacity and attention of work and the ability to receive explanations to the work delegation and the role of motivating the work.

According to Hasibuan (2002), some factors influence the performance evaluation or elements that leave that are assessed between others:

- 1) Loyalty. The assessment reinforces the loyalty of employees against the work, the position, and the organization. This loyalty is the mirror of the loyalty of the employees who leave and defends the organization within and outside work to criticize those who have no responsibility.
- 2) Service protection. The evaluator assesses the work of good qualities or quantities resulting from employees mentioned by the workforce.
- 3) Integrity. The evaluator assessed the integrity of carrying out the work, whether or not they are hired by themselves or by others of subordinates.
- 4) Discipline. The evaluator assesses or evaluates the discipline of the employees, following the regulations and working according to the instruction given to them.
- 5) Cooperatives. The evaluator assesses the loyalty of employees with participation and the work of other employees vertically or horizontally inside and outside the work, so the results of the work become better.
- 6) Personality. The evaluator evaluates the employee and the attitude, discipline, the joyful person, people like others give the image of joy to others, better attitudes, and even a normal sympathetic.
- 7) Responsibility. Politically, it is the responsibility of the employee, the work, the result, the idea or the means he uses, the way the work is done.

METHOD

The research was conducted at the Directorate of Human Resources of the Ministry of Interior of East Timor. The sample in this research there are 30 employees, so this research is called population research. The technique that the researcher used to collect the data is Observation, questioning, and documentation (Rachmawati, Multisari, et al., 2021). When the data are collected, they will continue to do the analysis.

The technique used to analyze data is multiple regression linear. Using this quantitative research to know the quantitative capacity of any change in the events of independent variables (X) on dependent variables (Y). This research was utilizing the role of statistics to measure the influence of leadership types and motivating services to perform services (Rachmawati, Setyosari, et al., 2021; Bryman & Cramer, 2004). Analyzing a double regression linear use the formula: $Y = \alpha + \beta_1X_1 + \beta_2X_2$.

Testing the free variables statistically which are chosen whether or not the variability influence is real through tests t. The test T, whose objective is to calculate the counting value t to discover the variable differences of hypothesis, is used to understand how the independent variable regression models are partially influenced by dependent variables (Y).

Test F (F-count) is used to fully confirm the true or significant hypotheses, conducted with evidence f to know the influence of free variables (X1, X2, ...Xn) that have a significant model of a dependent variable (Y). The hypothesis of each regression witness can be carried out with a hypothetical test: Test F (F-count) is the test used to fully confirm the hypothetical hypotheses, undertaken with the evidence of the free influence (X1, X2, Xn), which has a significant model of dependency (Y).

Any hypothetical witness or coherence can be undertaken using a hypothetical test t: Lo: $\beta_1 = 0$, La: $\beta_1 \neq 0$. Test criteria: $T_{\text{count}} < -t_{\alpha/2, df}$ or $T_{\text{count}} > t_{\alpha/2, df}$: lo rejected; $T_{\text{count}} \leq -t_{\alpha/2, df}$ or $T_{\text{count}} \geq t_{\alpha/2, df}$: lo accepted. If, zero hypothetical does not imply that the test influences a dependent variable. On the other hand, If zero hypothetical is a free variable that the test is not influenced by a variable (dependent). Meanwhile, the mechanism used to provide a concord test was simultaneous: Lo: $\beta_1 = \beta_2 = \dots = \beta_n = 0$; La: $\beta_1 \neq \beta_2 \neq \dots \neq \beta_n \neq 0$

Statistic tests used in the F test are: $F_{\text{count}} > F_{\text{table}}$: rejected lo, $F_{\text{count}} > F_{\text{table}}$: rejected lo. $F_{\text{count}} < F_{\text{table}}$: accepted la, $F_{\text{count}} < F_{\text{table}}$: accepted la. If, the zero hypothetical does not imply that there is a free variable that has been investigated influenced by the variable (dependent variables). On the other hand, if there are zero hypotheses means that all of the free variables that have been investigated will not influence the variable. To assess the contribution of free variables simultaneously to a variable (R2), it is necessary to find the determinant coefficient (R2). To find the determinant coefficient (R2) using the following formula: KD: $r^2 \times 100\%$ (Dzemyda & Sakalauskas, 2011).

RESULTS

Coefficient Correlation

The results in the analysis of data and SPSS program 21.0 for windows of the relationship between variable X1 (Types of leadership) and X2 (Work Motivation) for the variable (functional performance) are in the following table.

Table 1.
Correlations

		Service Performance	Types of Leadership	Motivation Service
Pearson Correlation	Service Performance	1.000	.781	.815
	Types of Leadership	.781	1.000	.826
	Motivation Service	.815	.826	1.000
Sig. (1-tailed)	Service Performance	.	.000	.000
	Types of Leadership	.000	.	.000
	Motivation Service	.000	.000	.
N	Service Performance	30	30	30
	Types of Leadership	30	30	30
	Motivation Service	30	30	30

The table above shows that the correlation value of the variable X1 to Y is 0,781 at a significant level of 0,000, below 0,05 which means that there is a strong relationship between the different types of leadership and service performance between the different public servants. The correlation rate of X2 to Y was 0,815 with a significant value of 0,05 which shows that between the estimated Motivation of Services and the performance of employees is the strongest relationship.

In addition, there is a correlation between two independent variables (X1 and X2) with a strong category of 0,826 and a significant degree of 0,000. Thus, by improving these two variables, the performance of staff at the Directorate of Human

Resources of the Ministry of the Interior - Timor-Leste will be working as a good servant.

Regulating Double Linear Tests

Analysis of the double regression is to analyze the influence of an independent variable (Types of leadership and Motivation of Service) for the dependent variable (Service performance). The results of a linear regression between an independent variable (X) and the dependent variable (Y). The results are calculated in the following table.

Table 2
Double Regression Linear Tests
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.992	3.528		1.132	.268		
	Types of Leadership	.350	.192	.340	1.819	.080	.317	3.150
	Motivation Service	.534	.186	.534	2.861	.008	.317	3.150

Based on the results of counting and analysis of the double regression shown in the table above, the value of the equation of the double regression linear is that: $Y = 3.992 + 0,350 X_1 + 0,534 X_2$.

Partially Hypothetical (Test T)

Partial evidence (Evidence T) is evidence that will analyze the influence of each independent variable for dependent variables. The evidence t is seen from the hypothesis of the real results that foresee the type of leadership variable (X1) and the motivation service (X2) that partially influence the performance of staff (Y). The results of the evidence t or partial evidence are shown in the following table:

Table 3: Test t
Coefficients

Model		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		Beta			Tolerance	VIF
1	(Constant)		1.132	.268		
	Types of Leadership	.340	1.819	.080	.317	3.150
	Motivation of Service	.534	2.861	.008	.317	3.150

a. Dependent Variable: Service Performance

a) Evidence of variable types of leadership (X1) for the performance of employees (Y).

The above data shows that the estimated value of T_{count} from the variable type of leadership is higher than the value of T_{table} where the value of $T_{\text{count}} = 1.819 > T_{\text{table}} = 1,701$. At a significant level of 0,05 or 5%. Therefore, it does not accept or

reject an empty hypothesis or accept alternative hypotheses. Thus, the variable type of leadership (X1) has given significant and positive influence to the variable the performance of the employees (Y) in the Directorate of Human Resources of the Ministry of the Interior.

b) Hypothesis Evidence of Motivation Service (X2) to Service Performance (Y)

The results of the evidence t show the value of T_{count} from the variable Motivation Services is larger than the value of the T_{table} where the value of $T_{\text{count}} = 2,861 > T_{\text{table}} = 1,701$. Thus, accepting or accepting alternative hypotheses and does not accept or reject empty hypotheses. This means that the variable of motivation service (X2) has an influence which means for the variable performance of the employees (Y) in the Directorate of Human Resources of the Ministry of the Interior - Timor-Leste.

Hypothesis Test Simultaneously (Test F)

To prove the hypothesis that there is an influence on the types of leadership (X1) and the Variable Motivation Service (X2) that simultaneously relates to the performance of employees (Y) using evidence to prove the meaning of the coefficient regression, according to the results issued by SPSS for Windows 21.0 version of the following table.

Table 4. Test F
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	143.565	2	71.783	31.651	.000 ^b
	Residual	61.235	27	2.268		
	Total	204.800	29			

a. Dependent Variable: Service Performance

b. Predictors: (Constant), Motivation Service, Types of Leadership

In relation to the table above, shows that the value of $F_{\text{counting}} = 31,651$ is higher than the value of $F_{\text{table}} = 3,34$ ($F_{\text{counting}} = 31,651 > F_{\text{table}} = 3,34$). This means accepting or accepting alternative hypotheses (Ia) and denying or rejecting the empty hypothesis (Io). Therefore, it is concluded that there is a significant and positive influence on the variable types of leadership (X1) and motivation service (X2) simultaneously for the variable performance of staff services (Y) in the Directorate of Human Resources of the Ministry of the Interior - Timor-Leste.

Determinant Coefficient Test

Using the determinant coefficient analysis to measure the percentage of the estimated data, to understand the level of influence of an independent variable (X) for the dependent variable (Y), in this research, the researcher identified the determinant coefficients (R2) through the "model summary" which was analyzed through the SPSS version 21.0 program.

Table 5: Determinant Coefficient
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.701	.679	1.505

a. Predictors: (Constant), types of leadership, Motivation Service

b. Dependent Variable: Employees Performance.

The table above shows that the value of R Square = 0.837 (square results of the coefficient correlation). The value of the determinant coefficient or R² is used to measure an independent variable contribution that gives effect to the dependent variable.

The results in the analysis of SPSS version 21.0, which shows that the value of R² = 0.701 or 70.1% means the value of determinant coefficient = 0,701 or 70.1 % of the value of leadership and the Motivation of Services was 70,1% and the remaining 29.9% determined by other factors that were not analyzed in this research that may be clarified by the different types of leadership (X1) and Motivation Service (X2). Meanwhile, the remaining 29.9% clarified by other external variables that have not yet been researched.

DISCUSSION

An analysis of the coefficient correlation of the variable type of leadership (X1) for employees performance (Y) shows that there is a positive relationship with the value of the correlation between the types of leadership for employees performance, which is 0.781 with a significant level of 0,000 smaller than 0,05 which means that there is a strong relationship between the different types of leadership for employees performance. The results of the analysis and double regression linear show that the value of T_{count} of variable type of leadership (X1) = 1,819, is greater than the value of T_{table} = 1,701 with significant value = 0.080. This result, when comparing the value of T_{count} 1,819 > T_{table} 1,701 hence is rejecting the empty hypotheses (I₀) and accepts alternative hypotheses (I_a), meaning that there is a significant influence from the variable type of leadership for employees' performance.

The analysis of the coefficient correlation of the variable motivation service (X2) for the performance of employees (Y) was 0.815, with a significant value of 0,000 smaller than 0,05 this shows that between the variable motivation service (X2) for employees' performance (Y), there is a stronger relationship. Where the value of T_{count} from variable Motivation Service T_{test} = 2,861, the larger than the value of T_{table} = 1,701 with significant levels = 0.008.

Based on this result, the comparison shows that the value of T_{test} 2,861 > T_{table} 1,701 hence it rejects the empty hypothesis (I₀) and accepted an alternative hypothesis (I_a), meaning that there is a significant influence on the variable motivation service at the Directorate of Human Resources of the Ministry of the Interior of Timor-Leste.

In addition, the result of the statistical analysis shows that the value of a free variable of F_{count} 31.651 is higher than F_{table} 3,34 for the levels of probability=27 at a significant level of 0,000 smaller than 0,05 shows that there is a positive influence simultaneously associated with the variables Xi and X2 for the performance of

employees. This research is composed of X1 types of leadership and variable X2 is the motivation service and variable Y is the employees' performance.

Thus, it indicates that an independent variable (Types of leadership and variable X2 is the Motivation service) simultaneously influence a significant and positive influence on the dependent variability (performance of employees), indicating a higher value than $F_{\text{count}} = 31.651 > F_{\text{table}} 3,34$ with the value of probability lower than 0.005. Thus, it denies the empty hypotheses (H_0) and accepts alternative hypotheses (H_a), meaning that there is a significant and positive influence on the variable types of leadership and Motivation of Services that simultaneously influence the performance of employees at the Directorate of Human Resources of the Ministry of the Interior - Timor-Leste.

Correlation independent variable (Types of leadership and motivation of services) is a dependent variable (performance of the employees) value of 0.837 categorized in a strong and positive decision. To interpret that if the variable types of leadership and motivation of services have improved or increased, the performance of the employees will also be automatically increased, but if the type of leadership and Motivation of Services is not good or does not increase, the performance of employees will not be well or decrease by regression $Y = 3.992 + 0,350 X + 534$.

In addition, it is shown through the determinant coefficient value (R^2) = 0,701 or 70,1%. This value indicates the contribution of the variable types of leadership and the Motivation of Services for the performance of employees. This value indicates that 70,1% of the employees' performance at the Directorate of Human Resources of the Ministry of the Interior. It is influenced by the type of leadership and the motivation of services. And the remaining 29,9% of staff performance was influenced by other factors that were not analyzed or identified in this research. Of the variable type of leadership and Motivation of Services that is more dominant to influence the performance of staff in the directorate of the interior of human resources of Timor-Leste is the variable of motivation of services of the employees.

CONCLUSION

Based on research and discussion results, researchers could conclude that the variable types of leadership (X1) and the Motivation of Services (X2) partially for the variable performance of the staff or the employees (Y). Where the value of T_{count} of the type of leadership (X1) is greater than T_{table} ($T_{\text{count}} = 1,819 > T_{\text{table}} = 1,701$) and the value of T_{count} from the Motivation of services is greater than T_{table} ($T_{\text{count}} = 2,861 > T_{\text{table}} 1,701$). And an independent variable is simultaneously linked to the variable service performance of employees at the Directorate of the human resources with the value of $F_{\text{count}} = 31.651 > F_{\text{table}} = 3,34$.

The contribution of variables X1 and X2 to Y was 0,701 or 70,1 % and the remaining 29,9% were influenced by other factors. Of the variable type of leadership (X1) and the Motivation of services (X2) a variable that is more dominant to influence the performance of employees (Y) is the variable of Motivation of Services (X2) with the value of the correlation between variable X1 to Y = 0,781 strong categories and the strong value correlation of variable X2 with Y = 0,815 strong categories. And the result of the count and analysis of the double regression above $Y = 3.992 + 0,350 X_1 +$

0,534 X2. Thus, when this type of leadership and motivation of services is also good, the performance of staff or employees will also be improved.

The suggested that the general directors need to pay attention and improve leadership and motivation of services to be able to contribute to the performance of their staff or employees. For the Director-General (key person) of the Directorate of Human Resources of the Ministry of the Interior to motivate and encourage better services through effective and efficient, to increase the performance of staff or employees.

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