

Conference Paper

Leadership Style Analysis to Build A Positive Image For Market Employees

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Abstract.

Every company aspires to have a positive image, an impression one gains through experience with a thing; it is a compilation of a person's perceptions of the company, reputation for creating jobs, and willingness to share social responsibility. This study aims to explore the leadership style in building a positive company image for good employees and the image development process according to the targets that have been planned and formed. This study aims to describe the characteristics of a particular individual, situation, or group, as well as highlight the phenomena that occur when the research takes place and present the data as they are. This study describes and interprets data relating to the situation and is used to examine the condition of natural objects where the researcher is the key instrument. This research was conducted using qualitative methods with a naturalistic approach due to the natural conditions and objects. This study used qualitative methods to collect in-depth meaningful data. The data collection method utilized primary data that was collected directly from respondents by researchers, as opposed to previously collected data: interviews, observations, and documentation yield research that were obtained directly from researchers. Primary data were obtained directly by the author through interviews with parties within organizations regarding the leadership style of the fresh market leader in constructing a positive company image among employees. Secondary data were obtained by quoting from other sources, such as various types of data obtained through literature studies, such as library books, and so on, for reference in research. This study concludes that the company's image in the eyes of its employees can also be constructed effectively, as the type of leader is one way to construct an image, particularly in the eyes of the internal public.

Keywords: leadership style, positive image, company

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1. Introduction

Every company aims to have a good image. Image is the impression obtained through experience, which is a collection of several perceptions of a person towards the company, good reputation, reputation as a job creator, and willingness to share social responsibility [1]. A good corporate image is intended so that the company can stay alive and increase its creativity and even provide more benefits for others. Many factors obtain a positive image, both from external and internal factors. Sometimes, a company or organization focuses on building a positive external image and often forgets about an internal positive image, which is a problem; it is essential for the company or organization. Before forming a positive image of the company in the eyes of the external public, we should strengthen a positive image in the eyes of the internal public. The positive image obtained from the external public will never be formed properly if the internal public of the company or organization does not form a positive image. As the internal public, we can advance the company or organization, while we as the internal publics do not have a sense of responsibility and belonging to build a harmonious relationship in the life of the organization or company.

One of the internal factors in building a positive image is influenced by leadership style. Leadership includes influencing, determining organizational goals, and motivating behavior to achieve goals. Leadership and motivation are some of the most frequently discussed issues in most organizations. Because the goal of leadership itself is to help people to re-establish, maintain and increase their motivation, a leader is a person who helps others to get the desired results. The personality of the leader strongly influences effective leadership. Every leader needs to have aspects that can support his efforts in realizing effective human relations with members of his organization. Effective leadership will also build a positive image of the company itself for employees. Leadership is not only an effort in terms of influence but also inspiring employees so that they can work optimally and support the achievement of the organization that has been set.

A positive image is determined by many things, one of which is the leadership that runs within the organization. The leader can have a positive influence on employees so that they can create a positive work atmosphere and culture [2]. Leadership is manifested through a work style or a way of cooperating with others that is consistent with what he says and does [3]–[6]. The Pengayoman Fresh Market of Makassar is a market that is created and managed in a modern way, where the Pengayoman Fresh Market of Makassar is the result of the evolution of the existing traditional markets.

This Pengayoman Fresh Market of Makassar has good quality and comfort. Where is the Makassar Protective Fresh Market built to change people's mindset from going to the market as a necessity to a style life? Not only that, but Pengayoman Fresh Market of Makassar also has a different concept from other markets where, around the Pengayoman Fresh Market of Makassar area, there are also department stores and hotels, which are expected to meet everyone's needs. As a modern market, imagery is an important thing that must be built and maintained to determine the existence of the Pengayoman Fresh Market of Makassar.

Problem identification and research objectives are: (1) to determine the leadership style in the Pengayoman Fresh Market of Makassar (2) To determine whether the leader has successfully formed a positive image of the employees of Pengayoman Fresh Market of Makassar. Organizational communication is an established system of those who work together to achieve common goals through a level of rank and division of tasks [7]. Organizational communication has several directions of information flow: (1) Downward communication within an organization means that information flows from higher authority positions to those with lower authority. (2) Upward communication is when information flows from lower levels to higher levels. Public Relations is the overall effort carried out in a planned and sustainable manner to create and maintain goodwill and mutual understanding between an organization and its entire audience [1]. Public relations activity is managing communication between an organization and its public, besides the practice of public relations is thinking, planning, and devoting resources to build and maintain mutual understanding between the organization and its public. According to Bernays [8], there are 3 main functions of public relations, namely: (1) Providing information to the public (2) Conducting persuasion to change attitudes and actions of the community directly (3) Attempting to integrate the attitudes and actions of an agency/institution under the attitudes and actions of society or vice versa.

The function of public relations is to support the main activities of management in achieving common goals. Public relations also foster a harmonious relationship between the agency/organization and its public which is the target audience. Public relations also identify everything related to public opinion, perception, and response to the agency or organization it represents. Public relations also serve the wishes of the public and provide advice to the leadership for the common goal and benefit. Public relations also create reciprocal communication and control the publication of information and messages from agencies or organizations to the public or vice versa to achieve a positive image for both parties. The scope of Public Relations duties in an institutional organization includes, among others, the activities of fostering internal relations that are

part of the unit, agency, company, or organization itself. A public relations officer must be able to identify or recognize things that create a negative image in society before the organization implements the policy. Public relations also foster relationships with the community, seeking to develop positive public attitudes and images towards the institutions it represents.

1. (a) According to Fayol and Sarah [9], several activities and targets of Public Relations are: (1) Building a positive corporate identity and image and supporting two-way reciprocal communication with various parties (2) Facing crises and handling complaints by establishing crisis management, promoting social aspects, promoting public interest in supporting social campaign activities. Leadership includes influencing organizational goals and motivating behavior to achieve goals [10], [11]. Leadership is the process of influencing the group toward achieving goals [12]. Leadership has always been an issue that is of great concern from the very beginning; people gather in groups to achieve goals. Early leadership theories focused on the leader (trait theory) and the way the leader interacts with his group members (behavioral theory). Wheeler [13] studied three leadership styles (1) Autocratic style, leaders who tend to concentrate authority, dictate work methods, make unilateral decisions, and limit employee participation. Dictate work methods, centralize decision making and limit participation. (2) Democratic style, leaders who tend to involve employees in making decisions, delegate authority, encourage participation in deciding work methods and goals. (3) Laissez-Faire style, a leader who generally gives the group complete freedom to make decisions and complete work in any way deemed appropriate. According to O'Reilly [14] an image is a set of assumptions, impressions or images of a person or group of people regarding an object in question. Based on the existing background, the researcher assumes that Pengayoman Fresh Market of Makassar will successfully implement the leadership style in building a positive company image for good employees. The image development process will run perfectly according to the targets planned and formed by Pengayoman Fresh Market of Makassar. When the leadership style in building a positive image carried out by Pengayoman Fresh Market of Makassar is successful, it will affect the company's image for employees.

2. Method

2.1. The design of the study

This research was conducted using qualitative methods with a naturalistic approach because the research was conducted on natural conditions and objects [15]. Natural objects are objects that develop as they are, not manipulated by researchers and the presence of researchers does not really affect the dynamics of the object. Qualitative methods are used to obtain in-depth data, namely data that contains meaning. This study uses descriptive qualitative research methods. This study aims to describe the characteristics of a particular individual, situation, or group, as well as to highlight the phenomena that occur when the research takes place and present the data as they are [16]. This study describes and interprets data relating to the situation and is used to examine the condition of natural objects where the researcher is the key instrument.

2.2. The procedure for collecting data

The data collection method used primary data, namely data collected directly by researchers from the respondents and not from data collection that had been done before [17]. Research data is obtained directly from researchers who are the result of interviews, observations, and documentation. Primary data is obtained directly by the author from interviews with parties within organizations related to the leadership style of the Makassar Fresh Market leader in building a positive image of the company for employees. It is unlikely that secondary data is obtained by quoting from other sources, such as various types of data obtained through literature studies such as library books, and so on, to be used as references related to the research carried out.

2.3. Validity and reliability

Data validity uses validity, which is the degree of accuracy between the data that occurs in the research object and the data reported by the researcher [18]. Thus, valid data does not differentiate between data reported by researchers and data that occurs in the research object. There are two kinds of research validity. Internal validity relates to the degree of accuracy of the research design with the results achieved. In testing the validity or trustworthiness of the research results, it is done using a member check. Member check is the process of checking the data obtained by the researcher to the data provider. This test aims to determine how far the data obtained is under what is given by the data provider. It can be said that member check aims that the

information obtained and will be used in writing reports is under what is meant by the data source or informant. The second validity is External validity. External validity is related to the degree of accuracy and whether the research results can be generalized or not applied to the population from which the sample is drawn. If the research sample is representative, the research instrument is valid, and the method of collecting and analyzing data is correct, then the research will have high external validity. In qualitative research, there is no external validity because in qualitative the assessment is subjective, while external validity is another term of generalizability that is generally considered to exist when research findings and conclusions can be applied to others.

Reliability is the degree to which a research instrument, such as a questionnaire, when used more than once, will produce the same results or answers [19]. However, reliability was not used in this study because the researcher used descriptive qualitative. Reliability relies on the consistency of a series of studies that use measurement methods and more on the average results of quantitative calculations. The data analysis method used has several important elements that need to be kept in mind by every researcher in carrying out data analysis activities, namely as follows: (1) Data reduction, namely the data obtained from the field is quite large, for that it needs to be recorded carefully and in detail. As has been stated, the longer the researcher is in the field, the more the data will be complex and complicated. For this reason, it is necessary to conduct data analysis through data reduction immediately. Reducing data means summarizing, choosing the main things, focusing on the important things, and looking for themes and patterns. Thus the data that has been reduced will provide a clearer picture and make it easier for researchers to carry out further data collection. (2) Data display Data presentation is carried out in the form of brief descriptions, charts, relationships between categories, or presenting with narrative text. By displaying the data, it will be easier to understand what happened and plan further work based on what has been understood. Moreover, confine a “representation” to an organized collection of information that allows withdrawing conclusions and taking action. (3) Conclusion: drawing conclusions and verification, the initial conclusions put forward are still tentative and will change if no strong evidence is found to support the next data collection stage. However, if the conclusions put forward early are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions put forward are credible. And these conclusions can answer the formulation of the problem formulated from the start.

2.4. Obtained validity test

Testing data validity in research often only emphasizes validity and reliability tests. In qualitative research, findings or data can be declared valid if there is no difference between what is reported by the researcher and what happened to the object under study [20]. However, it should be noted that the truth of data reality, according to qualitative research, is not singular but multiple and depends on human construction, formed within a person due to the mental processes of each individual with various backgrounds. In testing the validity of qualitative research method data, use different terms from quantitative methods. In this study, data validity was tested in two ways: Triangulation and Member Check. The triangulation technique in testing this credibility is interpreted as checking data from various sources in various ways and at various times. Thus, there is a triangulation of sources, triangulation of data collection techniques, and time. Member check is the process of checking data obtained by researchers to data providers. The purpose of the member check is to find out how far the data obtained is under what is provided by the data provider.

3. Results and Discussion

3.1. Data reduction

3.1.1. Participant 1

Existing organizational communication can be categorized as good, where existing communication can create meaning for interactions that can maintain and change the organization, whereas existing communication can lead to one goal. Moreover, together to achieve or achieve existing goals. Organizational communication is the process of creating meaning for interactions that create, maintain, and change organizations. There are two types of communication flow, namely up and down, where employees can provide suggestions and even criticism to leaders. How to communicate between superiors and subordinates, as well as fellow employees, also depends on the existing conditions. Regular outings also aim to foster good relations, both among employees and between superiors and subordinates. The duties and functions of Public Relations at Pengayoman Fresh Market of Makassar are to foster good relations with tenants, for example holding tenant gatherings to foster good tenant relations and showing the company's attention to tenants. In addition, public relations are also tasked with receiving existing complaints and then conveying them to the leader. I myself am a

firm and professional type of leader where there is a boundary between superiors and subordinates, and do not mix personal problems with office problems. We must remain professional. A leader is a unit with subordinates where superiors and subordinates have a very close reciprocal relationship, so the leader positions himself as a leader, not a boss. Where the leader participates together, works together to achieve a goal, and employees and leaders are a work team that strives together to achieve maximum results. Moreover, a good leader will affect the performance of employees.

3.1.2. Participant 2

The communication in Pasar Segar Cinere is good organizational communication where there is a reciprocal relationship between superiors and subordinates, where the communication is a two-way communication, so here it is not only an absolute leader in conveying criticism and suggestions both to the company and to the leader. So, employees can display or convey what they feel is not good about the leader. So it is clear that the flow of communication in Pengayoman Fresh Market Makassar is an upward and downward communication where the leader is willing to accept criticism and suggestions from subordinates.

How we communicate with the internal public depends on the existing situation; when we are outside the office, we use technology such as WhatsApp, and I meet face to face when we are at the office. Existing outing activities are also carried out to maintain good relations with the fellow internal public. The type of leader in Cinere Fresh Market is a leader who is not subjective and truly professional, does not rule arbitrarily, and always looks at the capacity of his employees. He always said and positioned himself as a leader, not a boss. This is in line with Ohio State's leading research in which two important dimensions of leader misbehavior are considered, defined as the extent to which the working relationship of leaders trusts the ideas and feelings of group members. Leaders who consider it highly will treat all group members equally. This type of leader can positively impact subordinates, such as a good and comfortable working atmosphere, which can motivate employees to work even better because he feels that the presence of a leader will direct his employees to develop in a better direction. Good again. The existence of a good leader will affect the company's image in the eyes of the internal. David said that the image is a set of assumptions about an object in question, a picture of a person or group of people.

The communication flow media in Pengayoman Fresh Market Makassar are upward and downward, where leaders are willing to accept criticism and suggestions from

subordinates. For example, at meetings, leaders must always give time to employees to provide criticism and suggestions regarding what is being discussed at the meeting. There are also two ways of communicating, direct (face-to-face) and indirect (WhatsApp, email), and the method of communication used depends on the situation. Activities are held to maintain good relations with the internal public, such as breaking fast during Ramadan, and then outings are carried out continuously.

The type of leader is a leader who can position himself as an employee who often receives complaints from tenants, so he quickly follows up on existing complaints. He is also a smart and confident leader in every decision-making, where he always provides interesting ideas to attract people's attention to the market. The company leader collaborates with the resident leader to distribute rice to residents, which aims to introduce them to a wide audience of the Pengayoman Fresh Market Makassar. The presence of a good leader will motivate employees to work better. This is reinforced in the Journal. The influence of Supervisors' Leadership Style on Telecom utters " says that the type of leader is very influential on employee performance. Moreover, the type of leader himself is one of the benchmarks of employees in seeing the positive image of a company. Furthermore, because the type of leader is a good leader, then the positive image of Pengayoman Fresh Market Makassar will also be good.

3.1.3. Participant 3

The flow of communication in Pengayoman Fresh Market Makassar is upward and downward, where the leader is willing to accept criticism and suggestions from subordinates. Furthermore, the method of communication is using WhatsApp. As for the activities carried out to establish good relations between the internal public, such as going together, eating together if one of the employees has a birthday, or if there are certain moments such as holding iftar together in the month of Ramadan. In addition, this company held an employee outing to Yogyakarta last year. The leaders at Pengayoman Fresh Market Makassar provide sufficient motivation to work better, and the leaders who exist always lead us to develop. In addition, existing leaders can make role models, learn about their company responsibilities, and successfully coordinate their subordinates. He always respected each of his subordinates. He never discriminated against people based on their position. And he is always looking for strategies to build good relations with the internal public, which are short-term and long-term relationships. Furthermore, this is under a journal entitled "Successful Leadership strategies in Best Practice Small Business Organizations," which says that leaders play a role in a long-term strategy.

And with a good leader, it will motivate employees to work better. And with this, it will affect the company's positive image in the eyes of the internal public.

3.1.4. Participant 4

The flow of communication in Pengayoman Fresh Market Makassar is upward and downward. If there is a meeting, the leader always asks for ideas from his subordinates, and if there are interesting ideas, they would be discussed together, the existing situation. Furthermore, I often use WhatsApp or face-to-face. Usually, employees will email the leader to provide the data he needs, then uses WhatsApp with fellow employees, but because the Pengayoman Fresh Market Makassar office is small, employees often meet face to face unless there are employees who are on duty outside the office. Joint lunch activities were also held to foster good relations with the internal public. Furthermore, the existing leaders are leaders who never discriminate between one employee and another. Moreover, the benefits of a good leader are comfort in working, and a good leader can increase employee confidence in the company and motivation at work. Furthermore, a good leader is a reflection of the image of a company in the eyes of the internal. With this, a positive image of the company will be formed in the eyes of the internal public.

3.2. Display data

Based on the results of interviews with resource persons, the authors get answers to questions that become problems in the study, namely, in a company, it is necessary to have good relations with internal and external parties. Leadership style is one way to build a good relationship with the internal public. Leadership includes influencing, determining organizational goals, and motivating behavior to achieve goals. Several characteristics distinguish leaders and non-leaders, such as posture, physical, appearance, social class, emotional stability, dexterity of speech, and social skills. Based on the interviews with informants, the authors can find out that the informants have been able to assess that their leadership style has been effective in how they can direct employees to become better. In addition, he can complete his responsibilities as a leader and always keeps whatever he says, so there are similarities between words and actions. The leader of Pengayoman Fresh Market Makassar also has high self-confidence, and he can always believe in his abilities, so he Does not hesitate to make a decision. Effective leadership has characteristics such as a leader who has

the will to lead, the will to influence others, and his willingness to take responsibility. Effective leaders also always show high consistency between words and actions. In addition, effective leaders must also show confidence to convince followers of the correctness of their decisions. And the leaders in Pengayoman Fresh Market Makassar fall into the dimension of consideration which is defined as how far the leader's working relationship is characterized by mutual trust and respect for the ideas and feelings of group members. Highly considerate leaders will help group members deal with personal problems, be friendly, easy to contact and treat all group members equally. He shows concern for his followers' comfort, welfare, status, and satisfaction. In addition, the authors also found similarities between the answers given by leaders regarding the types of leaders that exist, with answers obtained from interviews with employees, where some employees say that the leader of Pengayoman Fresh Market Makassar is a person who does not like to discriminate between one employee and another.

Based on the results of interviews with informants, the authors can also find out that the type of leader in Pengayoman Fresh Market Makassar is a democratic type of leader who tends to involve employees in making decisions, delegate authority, encourage participation in deciding work methods and targets [21]. This is evidenced by employee statements saying that their leaders always accept constructive criticism and suggestions from their subordinates. Where at every meeting, the leader always gives time for employees to convey their ideas and thoughts to be discussed together. The leader in Pengayoman Fresh Market Makassar is an employee-oriented leader, where the leader is described as a leader who pays attention to the needs of followers and accepts individual differences among group members. The author also finds that the leadership style in Pengayoman Fresh Market Makassar is a transactional transformational leadership style where transactional leaders guide or motivate followers towards the goals set by clarifying roles and task requirements. In contrast, transformational leaders are leaders who give individual consideration and intellectual stimulation and have charisma [22]. In addition, the existing communication flow is upward and downward communication where subordinate employees can provide constructive opinions, criticisms, and suggestions to leaders. Upward communication is communication within an organization in which the flow of information flows from lower levels (subordinates) to higher levels (supervisors), while downward communication is downward communication in which the flow of information flows from higher-authorized positions to those in authority. lower. And based on the existing interviews, it is clear that there is a match or similarity between the leader's answer regarding his leadership style

and the employee's answer about the leadership style at Pengayoman Fresh Market Makassar.

The types of leaders in Pengayoman Fresh Market Makassar are democratic leaders who tend to involve employees in making decisions, delegate authority, encourage participation in defining work methods and goals, and use feedback as an opportunity to train employees. Several sources said that the leader of Pengayoman Fresh Market Makassar is a professional leader where the leader can accept criticism and suggestions from subordinates. The author also feels the same way when making observations. Interviews with several sources. The writer can conclude that the leader of Pengayoman Fresh Market Makassar is successful in building a positive image in the eyes of employees. According to the results of existing observations, a good leader can conclude that the company's image in the eyes of employees can also be built properly because the type of leader is one way to build an image, especially in the eyes of the internal public. In this case, the object in question is the existing leadership style. In addition, corporate image is an accumulation of various image dimensions, namely product image, human resource image, financial performance, market share dominance, and market share) and the corporate culture within the company [23]. Each element is not a standing-alone factor because each element is interrelated. Under the results of interviews with resource persons, there are several other benefits of a good leadership style, such as improving performance, motivating employees, and being able to direct employees. Utin reinforces this and Yosepha [24] say that employee performance will increase if the leadership style can motivate employees. Motivating here is a positive effort in moving, mobilizing, and directing the power and potential of the workforce so that they are productively successful in achieving and realizing predetermined goals. Motivation is a set of attitudes and values that influence.

4. Conclusion

The leadership style in Pengayoman Fresh Market Makassar is a democratic leadership style based on an attitude that involves employees in making decisions, delegating authority, and encouraging participation in deciding work methods and goals. The democratic type of leader also successfully builds a positive image in employees' eyes. From the results of the study, several are intended for further research, namely to examine more deeply the influence of existing leadership styles, apart from affecting building a positive image of the company. The suggestion that the writer would like to give to further researchers is to examine internal factors other than leadership

style in building a positive image. From the research results, the authors can advise companies such as the need for corporate activities to be carried out continuously to strengthen relations with the internal public. Researchers also advise companies to evaluate employees to find out their responses regarding the type of leadership that exists. Inform the public about the type of leadership that is good to apply in a company. Paying attention to the factors that will be chosen to be used as research material and also must be considered more in choosing a good population to get more in-depth results.

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