
Analysis of Leadership Behave And Career Development (Study of Kantor Imigrasi Kelas I Khusus Non Tpi Jakarta Barat)

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Submitted : October 21, 2020 Revised : October 25, 2020 Published : October 30, 2020

ABSTRACT

This research was conducted to analyze the effect training, work cultural, leadership behave on intention on career development of Kantor Imigrasi Kelas I Khusus non TPI Jakarta Barat. The research sample used was 40 respondents consisting of Kantor Imigrasi Kelas I Khusus non TPI Jakarta Barat section employess, namely between the Services and Verification of Travel Document, Intelligence and Investigation Operation, Stay Permit and Immigration Status and Citizenship, Immigration Information System and Technology, Human Resources and Administration. Data analysis in this study using PLS analysis using PLS version 3.2.8 software The results show that training had no significant on career development, training had no significant effect on leadership behave, work cultural had no significant effect on career development, work cultural had no significant effect on career development, leaderships behave had significant effect on career development on Kantor Imigrasi Kelas I Khusus Non TPI Jakarta Barat Based on the results of the research conducted, the variable leaderships behave has the most important role because it becomes an intervening variable, which connects training variables to career development variable and work cultural variable to career developmetn variable.

Keywords: Training, Work Cultural, Leaderships Behave, Career Development

INTRODUCTION

The State Civil Apparatus (ASN) has a role in realizing the implementation of government tasks and the implementation of national development. The realization of national development is very dependent on the ability of ASN. Therefore ASN should have qualified quality so that they can carry out their duties professionally, fairly, responsibly, precisely and correctly.

The Directorate General of Immigration, which is part of the Ministry of Law and Human Rights, even though it has the potential to support the achievement of national development goals and objectives, still has obstacles and problems to maximize its potential. These obstacles and problems are closely related to the readiness of implementing organizational changes to the development of ASN which is a manifestation of the continued success of the implementation of Bureaucratic Reform through Law No. 5 of 2014, on State Civil Apparatus (ASN).

Employee development is very necessary in an agency because with the program can help improve the ability and skills of employees. Employee development is also designed to get employees who are able to excel and be flexible in related institutions for their future success. The importance of education and training (Training) is not solely for the employees concerned, but also the benefits of the institution. Career development is part of the activities in developing human resources (HR) in order to achieve organizational goals. In career development employees are responsible for career planning while the organization in this case the manager (management) is responsible for career management.

The mandate of the ASN Law shows that ASN career development is an integral part of ASN Management. In the science of HR management, it is known that a career is all work or position that is handled or held during one's work life. So it can be concluded that the career of ASN is a process of developing the achievement of the lowest position to the highest position as long as a person becomes an ASN. ASN career development is the process of improving the individual work abilities of employees, which is achieved in the framework of desired career planning. ASN career here is a sequence of promotion or transfer to positions that are more demanding of responsibility, so that the career reflects the development of ASN individually in the rank or position the rank that can be achieved during the working period in the public organization concerned. ASN's career goal is a position or position in the future, namely employees trying to achieve that position as part of the peak of their career.

According to Nizar Apriansyah, (2017) on "Evaluation of Career Patterns within the Ministry of Law and Human Rights concludes that the portrait of the ASN problem in Indonesia is still around 1) low professionalism, 2) inadequate levels of welfare, 3) distribution and composition which is not yet ideal, 4) placement in positions that are not yet in accordance with competence, 5) assessment of work that is not yet objective, 6) promotions that are not based on work performance, 7) work culture and morale are still low, 8) application of disciplinary rules that are not implemented consistently and 9) other internal ASN issues ".

As one of the ministries that functions to assist the President, Kemenkumham is divided into several units and sections namely: 11 Echelon 1 Units, 33 Regional Offices (Kanwil), 269 Correctional Institutions (LP), 162 State Detention House, 59 Rutan Branches, 33 LPKA, 4 LPAS, 63 State Confiscated Object Storage Houses (Rubasan), 71 Correctional Centers (Bapas), 5 State Curator Offices and Heritage Offices, 1 Shelter Hospital, 125 Immigration Offices (Kanim), 13 Immigration Detention Houses, 19 Indonesian Representatives Abroad, 79 Cross Border Posts, 130 Immigration Check Points, 1 Data and Information Center (Pusdatin), 1 Penitentiary Polytechnic, and 1 Immigration Polytechnic. According to 2017 staffing data, Kemenkumham has 3,741 Central employees, and 43,529 Regional Employees who occupy 1,244 Structural Positions, 263 General Functional Positions (JFU) and 48 Specific Functional Positions (JFI). Taking into account the data, we can see that the number of employees is not proportional to the available positions. As a consequence of this ASN Kemenkumham is required to have the skills and expertise to compete objectively in order to develop their careers as ASN and occupy certain positions.

The Ministry of Law and Human Rights is a key institution that assists the President in implementing state government activities in the field of law and human rights. A good human resource management system is needed to realize a professional ASN so that it can support the activities of the organization so that it can move effectively and efficiently so that the Ministry of Law and Human Rights can fulfill its duties and functions as a key institution in the administration of the country.

A good HR management system is needed not only when ASN has joined the Ministry of Law and Human Rights, but has started since the ASN recruitment process. It is expected that a good employee management organization system, including the ASN career pattern, can be an attraction for the best prospective employees to join the Ministry of Law and Human Rights. Arrangements regarding ASN career patterns are subject to Government Regulation No. 100 of 2000 concerning the Appointment of Civil Servants in Changed Structural positions be Government Regulation No ., 13 of 2002. The Definition of Career Patterns for ASN is regulated

in Article 12 PP No. 13 of 2002 which mentions the following: "Career pattern is a pattern of ASN coaching that illustrates the career development path that shows the relationship and harmony between positions, ranks, education and training positions, competencies, and tenure of an ASN from the first appointment in a particular position until retirement." This career pattern is expected to be a guideline / reference for Staffing Officers both at the Central and Regional levels to develop ASN career patterns in their respective environments.

The main challenge in the HR management system lies in the effort to implement good management principles in creating, establishing and implementing career patterns in order to meet the need to create quality and accountable ASNs. The main challenges faced by the Ministry of Law and Human Rights in the management of human resources are the challenges that are generally faced by government institutions, namely career patterns that are not transparent and not measurable and the fulfillment of a sense of justice for all employees considering the career development of employees can vary greatly from one another. careers will be a good guideline for employee careers and also function as a tool to motivate employees to work if done well and in the right ways. The career pattern will provide certainty such as promotion of promotion and also the existence of sanctions if employees take disciplinary actions so that they will encourage employees to always work optimally and responsibly. Implementation of a clear career pattern by the leadership is needed to improve employee performance which will lead to the overall performance of the Ministry of Justice and Human Rights.

This research was conducted to obtain an explanation of how the role of leadership and career development in UPT employees of the Immigration Office Class 1 West Jakarta. To achieve this the author will use staffing data at the Immigration Office Class I Special Non-TPI West Jakarta which has a total number of 136 employees consisting of Structural Officials, General Functional Officers and Specific Functional Officers: 1) training tests; 2) Inpassing and 3) transfer of position. Although open to all ASNs, only a few ASNs with general functional positions at the West Jakarta Special Class I Non- TPI Immigration Office took advantage of the opportunity. Research purposes The purpose of this study are as follows: (1) to determine the effect of Education and Training on Career Development of UPT Immigration Office 1 employees in West Jakarta; (2) to find out the influence of Training on leadership roles in UPT Class 1 Immigration Office, West Jakarta; (3) To determine the influence of culture on the leadership role in the UPT . Immigration Office Class 1 West Jakarta; and (4) to find out the influence of culture on the Career Development of UPT Immigration Office employees in West Jakarta 5. To determine the effect of leadership roles on the career development of UPT Immigration Office 1 employees in West Jakarta.

The definition of human resources is elaborated by Nawawi (Nawawi 2001) as an employee, workforce or human potential who acts as an activator of the organization in achieving its goals. Human resources are also interpreted as assets or non-material capital that can support the organization in achieving its objectives in its role as a real potential both physically and non-physically. Paying attention to the important role of humans (employees) in the company's efforts to achieve its goals, then humans (employees) need to be managed properly. A special branch of science that explores how to manage staffing issues is in the management of human resources.

According to Gary Dessler (2010: 4), human resource management as a policy and exercise to meet the needs of employees or aspects contained in human resources such as management positions, employee procurement or recruitment, screening, training, compensation, and performance appraisal employee; From some definitions from academics it can be concluded that

human resource management is knowledge aimed at managing and developing employees from the recruitment process to evaluation, in order to achieve the highest potential in carrying out planning, organizing, directing, and supervising to achieve organizational goals effectively and efficient. Both large companies and small companies, need to implement human resource management in order to achieve maximum development, because after all highly committed employees are an important element for the success of an organization.

Career development is a process of how management gets the development, skills and attitudes to become or achieve success as leaders in their organizations (Rivai, 2014: 164). Career development includes skills, education and experience as well as techniques for modification and improvement of behavior, which provide added value so as to enable someone to work better" (Marwansyah, 2013: 224). From the description above it can be concluded that what is meant by career development is a form of employment activities to help employees to plan their future careers in an agency so that the relevant agencies and employees can develop themselves optimally, in accordance with the needs and elements needed by the source human power in the future.

According to Mulyadi and Rivai (2015) defining leadership style as the norm of behavior carried out when wanting to influence the behavior of others; Furthermore Thoah (2013: 49) explains that the leadership style is a set of uniqueness that is used by superiors to influence subordinates so that the organization can meet its goals and objectives. From these two definitions, we can understand that leadership style is a strategy and pattern of behavior that is often used by superiors to influence subordinates in an effort to meet the goals and objectives of the organization or company they lead. From the description above it can be synthesized that what is meant by the Role of Leadership is the process of influencing collection activities towards achieving something that has been designed. Leadership is a score measured through leadership effectiveness dimensions (with indicators of ability to make decisions and ability to move subordinates), leadership style dimensions (with indicators of ability to give directions and direction, as well as delegation of partial authority), and dimensions of personal attention (with indicators of personal attention and encourage subordinates).

The important role of work culture in an organization was stated by Pattipawae (2011) who stated that "work culture can be functioned as a component of human quality that is inherent to national identity and becomes a basic benchmark in development. Help determine the integrity of the nation and be a major contributor in ensuring the sustainability of the nation's life. Closely related to the values and philosophy of the nation that drives one's performance".

According to Warsihna (2011) in the book *Work Culture and Team Cooperation* published in 2011 stated that "the dimensions of work culture can be classified into nine sections, namely motivation, independence, creativity, loyalty, discipline, integrity, openness, togetherness, and professionalism. The dimensions of employee work culture according to Moeljono contained in the *Corporate Culture and Corporate Excellence* book in 2013, namely integrity, professionalism, satisfaction, and example."

From the description above it can be concluded that work culture is a habit that occurs in a work group and then develops into a system that influences the attitudes and behavior of employees towards a job in working time. This includes the work attitude dimension with indicators namely loyalty, trust, quality, creativity, integrity. The second dimension is work behavior with indicators namely discipline, professional, responsibility, commitment.

Based on the background of the problem, the formulation of the problem, the purpose and usefulness of research and theoretical studies, then a hypothesis can be put forward to determine the direct effect of the research variables as follows:

1. It is suspected that there is an influence of Education and Training towards Career Development of UPT Immigration Office 1 employees in West Jakarta.
2. It is suspected that there is an influence on the education and training role of leadership in UPT Class 1 Immigration Office in West Jakarta.
3. It is suspected that there is a cultural influence on the leadership role in the UPT Class 1 Immigration Office in West Jakarta.
4. It is suspected that there is a cultural influence on the Career Development of UPT Immigration Office 1 employees in West Jakarta.
5. It is suspected that there is an influence of the leadership role on the career development of UPT Immigration Office 1 employees in West Jakarta.

METHODS

The operational definition and measurement of variables from the variables used in this study are as follows:

1. Career development is an assessment score obtained from respondents' answers through research instruments that measure career development through dimensions: (1) individual career planning with indicators of interest to be promoted and career satisfaction, (2) institutional career management dimensions with indicators of equal career opportunity, direct supervisor concern, and information about promotional opportunities.
2. Leadership is a score measured through leadership effectiveness dimensions (with indicators of ability to make decisions and ability to move subordinates), leadership style dimensions (with indicators of ability to give directions and direction, as well as delegation of partial authority), and dimensions of personal attention (with indicators of personal attention and encourage subordinates).
3. Education and training are education and training assessment scores measured through dimensions: (1) knowledge / cognitive with useful training material indicators, adding insight, work completion, (2) attitude / affective dimensions with indicators of enthusiasm, obedience, responsibility, (3) skills / psychomotor dimensions with indicators of the ability to use equipment and effectively.
4. Work culture is an assessment score obtained from respondents' answers through research instruments that measure work culture through dimensions of attitude towards work with indicators of discipline and openness. Behavioral dimensions when working with indicators of appreciation and cooperation.

The population as subjects of this study were all employees in UPT Kanim Class 1 Non-TPI West Jakarta, totaling 136 people. In a study we do not need to examine all members of the population given the large amount of the population and the limited time, energy and cost of the researcher. For this reason, a number of representative samples need to be taken, meaning samples that can represent the entire population.

The sampling technique used was incidental sampling. The criteria used as a sample are employees with staff positions distributed via Google form in accordance with the above criteria. The results of the answers of respondents who returned to researchers amounted to 47 samples and that met the criteria only 40 of the respondents' answers.

Data obtained from the results of this study used partial regression analysis (Partial Least Square) to test 4 hypotheses proposed in this study. SmartPLS 3.0 software is used to test the relationship between variables based on each of these hypotheses. According to G. David Garson (2016: 21), To obtain data for these four variables of concern, measurement of variables that are independent variables and dependent variables is required. Career Development variables (Y), measurement of Leadership Role variables (X1), measurement of Education and Training variables (X2), and measurement of Work Culture variables (X3). Measurement of this variable is based on the previous theory developed into indicators which are further elaborated into statement items to be responded by the research subjects. PLS is one of the variant-based SEM statistical methods that is designed to solve multiple regressions when specific problems occur in data, for example, small sample sizes. According to Ghazali (2011: 63)

RESULTS AND DISCUSSION

Description of Respondent Data: (1) gender consists of 45% Women, 55% Men; (2) age of Respondents: 20-25 years at 10%, 26-30 years at 57.5%, 31-35 years at 27.5%, 36-40 years at 2.5%, 41-45 years at 0%; (3) education respondents consisted of a high school level of 5%, DIII of 0%, S1 of 85% and S2 of 10%; (4) Services and Verification of Travel Documents at 72.5%, Intelligence and Immigration Enforcement at 10%, Stay Permit and Immigration Status at 7.5%, Technology and Immigration Communication at 10%, Administration at 0%; (5) Length of Work consists of 0-55 years at 87.5%, 6-10 years at 7.5%, 11-15 years at 2.5%, 16-20 years at 2.5%, 21-25 years at 0%, 26-30 years at 0%, 31-35 years at 0%.

The data analysis technique used is the validity and reliability test accompanied by a hypothesized test using two models, namely the measurement model (outer model) and the structural model (inner model)

Measurement Model (Outer Model)

The validity test results of the SmartPLS 3.0 initial path diagram show the results Outer Model. In table 1 above shows that all the loading factor values above

Tabel 1 Outer Loading

| Career Development | Leaderships | Training | Work culture |
|--------------------|-------------|----------|--------------|
| 0,830 | 0,861 | 0,813 | 0,557 |
| 0,758 | 0,870 | 0,808 | 0,550 |
| 0,527 | 0,926 | 0,734 | 0,628 |
| 0,552 | 0,891 | 0,840 | 0,529 |
| 0,815 | 0,879 | 0,664 | 0,755 |
| 0,638 | 0,927 | 0,861 | 0,821 |
| 0,894 | 0,917 | 0,733 | 0,839 |
| 0,868 | 0,876 | 0,642 | 0,674 |
| 0,833 | 0,871 | 0,879 | 0,869 |
| 0,778 | 0,889 | 0,920 | 0,710 |
| 0,830 | 0,911 | 0,905 | 0,829 |
| 0,758 | 0,914 | | 0,833 |

0.5 This means that the indicators used in this study can be declared valid or have fulfilled convergent validity. All indicators are suitable for further research and analysis. Discriminant validity is used to ensure that each concept of each construct or latent variable is different from the other variables. Discriminant validity uses by looking at the value of square root of average variance extracted (AVE), the goal is to determine whether an indicator is valid or not in the study.

Table 2.
Average Variance Extracted (AVE)

| | AVE |
|--------------------|------------|
| Career Development | 0,5 |
| Leaderships | 0,8 |
| Training | 0,6 |
| Work Cultural | 0,5 |

Source: Results of data processing were carried out by PLS 3.0 2020

In table 2 the AVE results above further strengthen the statement from the results of the previous loading factor, namely that all questions per each variable are valid. Composite Reliability is a part that is used to test the reliability of indicators on a variable. A variable is stated to meet Composite Reliability if it has a Composite Reliability value > 0.6.

Tabel 3 Composite Reliability

| | Composite Reliability |
|--------------------|-----------------------|
| Career Development | 0,9 |
| Leaderships | 0,9 |
| Training | 0,9 |
| Work Cultural | 0,9 |

Source: Results of data processing were carried out by PLS 3.0 2020

In table 3 the results of the composite reliability output show that the composite reliability value for all variables of Career Development, Role of Leadership, Training and Work Culture is above 0.6 which indicates that all variables in the estimated model meet the criteria. The outer model can also be measured by looking at construct reliability and latent variables measured by looking at the Cronbach Alpha value of the indicator that measures the construct that is otherwise reliable if the Cronbach Alpha value > 0.6

Table 4
Cronbach Alpha

| | Cronbachs Alpha |
|--------------------|-----------------|
| Career Development | 0,91 |
| Leaderships | 0,9 |
| Training | 0,9 |
| Work Cultural | 0,91 |

Source: Results of data processing were carried out by PLS 3.0 2020

Table 4 shows the results of the Cronbach Alpha output showing that the Cronbach Alpha value for all Career Development, Leadership, Training and Work Culture variables is above 0.6 which indicates that all variables in the estimated model meet the criteria.

Structural Model (Inner Model)

Inner model testing is done to see the relationship between constructs, significant values, and R-Square of the research model. The structural model is evaluated using R-Square for the dependent construct, Stone-Geise Q-Square for predictive relevance and t test as well as the

significance of the coefficient of structural path parameters. The results of the Smart-PLS 3.0 software related to the R square test are as follows:

Table 5
R-Square

| | R-Square |
|--------------------|----------|
| Career Development | 0,779 |
| Leadership | 0,320 |

Source: Results of data processing were carried out by PLS 3.0 2020

Table 5 above can be seen that the magnitude of the value Career Development is 0.779 and Leadership Role is 0.320 thus indicating that the contribution of the Training and Work Culture variables to Career Development and Leadership Roles is 77.9% and 32%. For latent variables Career Development shows a strong model compared to the Role of Leadership.

For latent variables Career Development shows a strong model compared to the Role of Leadership. Thus, from these results the research model can be stated to have goodness of fit. Based on the results of the structural model data processing part of the path analysis coefficients obtained as follows:

Table 6.
path analysis coefficients

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T-Statistic (O/STDEV) | P Values |
|-----------------------------------|---------------------|-----------------|----------------------------|-----------------------|----------|
| Training → Career Development | 0.224 | 0.224 | 0.224 | 0.997 | 0.319 |
| Training → Leaderships | 0.091 | 0.116 | 0.217 | 0.418 | 0.676 |
| Work Culture → Leaderships | 0.491 | 0.526 | 0.323 | 1.519 | 0.129 |
| Work Culture → Career Development | 0.442 | 0.487 | 0.263 | 1.680 | 0.094 |
| Leaderships → Career Development | 0.746 | 0.742 | 0.089 | 8.343 | 0.000 |

Education and Training variables have a positive but not significant effect on Career Development with an original sample value of 0.224, a statistical significance of 0.997 <t-table 2.028 and a P-value of 0.319> 0.05 meaning this means the hypothesis is rejected because even though "Immigration Office Class I specifically non-TPI West Jakarta always provide training so that employees more easily complete work ", but does not have an influence on employee career development because there are still many employees who choose not to follow the training, Competence, Education and Training Towards Career Development with Intervening Job Performance which concludes that the Training is not influence the career development of employees at the Ministry of Defense Center. Education and training have no direct effect on career development based on standard coefficient values of 0.07 and t arithmetic of 1.10, and the ups and downs of career development can be explained by education and training of 0.49% (0.072 x100%), while the rest 99.51% (100% - 0.07%) influenced by other factors. Education and Training variables have a positive but not significant effect on the Role of Leadership with an original sample value of 0.091, a statistical significance of 0.418 <t-table 2.028 and a P-value of 0.676> 0.05 meaning this means the hypothesis is rejected because even though "the Immigration Office Class I non-TPI West Jakarta always provide training so that employees more easily complete the work ", but does not have an influence on the role of leadership because it is still limited to the appeal of the leadership and not a necessity. Work culture variables have a positive but not significant effect on the Role of Leadership with an original sample value of 0.442, a statistical significance of 1.519 <ttable 2.028 and a P value of 0.129> 0.05 meaning this means the

hypothesis is rejected because even though "the Immigration Office of the West Jakarta non-TPI class provides adequate salary if I work overtime ", but does not have an influence on the leadership role because most employees choose to disagree or as much as 29.3% of respondents' answers to the questionnaire ... Leadership role cannot affect the work culture of employees to carry out overtime even with overtime compensation because there are many things that can be considered by employees not to carry out overtime, such as family, external service, etc. The work culture variable has a positive but not significant effect on Career Development with the original sample value of 0.442, the magnitude of 1.680 <ttable 2.028 and the value of P Value 0 .094> 0.05 means this means that the hypothesis is rejected because even though "the West Jakarta non-TPI Class Immigration Office provides sufficient wages when I work overtime", it has no influence on career development.

Thus the work culture influences and is significant on career development. Work culture is not shaped by employee culture but is formed by applicable rules so that work culture does not affect career development.

The leadership role variable has a positive but significant influence on Career Development with an original sample value of 0.746, a statistical significance of 8.334 > a 2.028 table and a P value of 0.000 > 0.05 meaning this shows that when "a leader is able to make a decision every time there is a problem" and "the leader gives authority to accelerate the achievement of organizational goals" then has an influence on employee career development.

CONCLUSION

Based on the results of the analysis and discussion described in the previous chapter and through the Partial Least Square (PLS) analysis of the analysis of leadership roles and career development at the Special Class I Immigration Office in West Jakarta and the tests that have been conducted, it can be concluded that: The results of this study indicate positive and insignificant effect between education and training on career development. This shows that although the Class I Immigration Office of non-TPI West Jakarta always provides education and training so that employees more easily complete work, but does not have an influence on employee career development.

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