

THE ROLE OF LEADERSHIP IN IMPROVING WORK DISCIPLINE OF CIVIL SERVANTS POLICE UNIT OF THE CENTRAL BUTON REGENCY

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Abstract

This study aims to determine the role of leadership in improving the work discipline of employees of the Civil Service Police Unit of Buton Tengah Regency. The population in this study was 143 Civil Service Police Unit employees, while the sample in this study was 4 employees of the Civil Service Police Unit of Buton Tengah Regency. Data collection used interview, observation, and documentation techniques. The data analysis methods used were triangulation, data reduction, and data presentation. The results of the study indicate that the leadership in the Civil Service Police Unit of Buton Tengah Regency has been very good in carrying out its role in improving employee discipline, namely by always providing instructions and motivation to employees, providing coaching to employees, and providing sanctions in accordance with applicable regulations, namely PP. 53 of 2010 on employee work discipline and regulations issued by the Regent of Buton Tengah Regency. In improving employee discipline, the leadership conducts supervision in the form of supervision using the E-Sipja application and conducting monthly attendance evaluations. Punishment sanctions appropriate to the level of violation include a mild verbal warning and a moderate suspension of promotion. The firmness of the sanctions and strong leadership have led to positive changes in the Civil Service Police Unit, which have significantly improved work discipline for all employees.

Keywords: *Role, Leadership, Work Discipline*

INTRODUCTION

Leadership is an aspirational force, a spirit of enthusiasm, and a creative moral force capable of influencing members to change their attitudes so that they understand the leader's desires (Fariska et al., 2022). Leadership functions as a driver and coordinator of human resources, natural resources, all funds, and facilities prepared by a group of people who work together to behave in order to achieve goals. Leadership in an organization has a quite broad impact, including employee behavior (Bernia, 2024). Leadership that is able to motivate and improve employee performance. However, conversely, leadership that does not receive support from employees may make employees work lazily due to a lack of sympathy for the leader. Supervision by superiors over employees will make employees work better. The application of discipline to employees can shape employees who have a sense of responsibility for their work (Florianus Geong, 2021). This allows work to be carried out effectively and efficiently. Supervision carried out by superiors towards employees allows employees to work better; likewise, the application of discipline towards employees can certainly form a responsible employee personality so that work can be carried out effectively and efficiently. This is as stated (Rahmawati et al., 2023), supervision is designed to require regulations that have the aim of anticipating problems or deviations from the standards or objectives that have been outlined. The important factor of discipline is that its implementation starts from the employees themselves. Discipline is the compliance of people in an organization to the regulations that have been set so as to create an orderly state (Pramesthi, 2023). Discipline here is about work discipline, work time, and discipline in obeying the regulations that have been set. High awareness is needed in implementing the rules that can be realized in high work discipline to achieve a level of productivity (Marlius, Doni yulita, 2024). Good discipline reflects a person's great sense of responsibility towards the tasks assigned to him. This encourages work passion, work spirit, and the realization of company, employee, and community goals. Discipline issues, especially employee discipline, are still under sharp scrutiny from the public (Permana, 2021). Violations and employee discipline issues have hampered the

function of government services. Civil Servant Discipline Regulations are regulated in Government Regulation Number 30 of 1980 concerning Civil Servant Discipline Regulations, which was updated by Government Regulation Number 53 of 2010. In the Civil Servant Discipline Regulations, provisions are regulated regarding obligations, prohibitions, and disciplinary penalties. It is known that the work discipline of its employees in the Civil Service Police Unit (Sat. Pol-PP) of Central Buton Regency is still relatively low. This is indicated by the fact that there are still employees who are late to work, go home early before the time, often leave the office during working hours, and do not comply with office regulations, for example, employees come to the office without complete attributes (symbols), and the shoes they wear do not symbolize members of the Civil Service Police Unit. This low work discipline is suspected to be due to the less than optimal implementation of management functions, especially the supervisory function by the leadership. In addition, the role of the unit's leadership is also considered not to provide a good example, and the leadership has not provided firm legal sanctions in enforcing the rules, in accordance with the rules that apply to civil servants (Hakim et al., 2021).

The trends that occur in the field related to employee discipline as the results of temporary observations conducted by the author at the Public Order Agency (Satpol PP) office in Central Buton Regency indicate the existence of various disciplinary problems. One factor in implementing work discipline is by giving punishment or sanctions, and this is very necessary in improving work discipline. Likewise with the employees of the Public Order Agency (Satpol PP) in Central Buton Regency. One of the main objectives of the Public Order Agency (Satpol PP) in Central Buton Regency is to provide effective and efficient services to the community to the maximum. Therefore, the role of leadership in carrying out the government's mandate in accordance with PP Number 53 of 2010 requires strategy or intelligence and sensitivity from leaders in how the model or strategy is used so that their leadership in disciplining employees according to their duties and functions can be carried out properly. Leadership is considered important in enforcing employee work discipline. In organizations, the role of leadership is very central, as the success or failure of someone in carrying out their leadership duties is not only determined by the technical skills they possess but also by their expertise in motivating subordinates to work. In other words, a leader must pay attention to work discipline in employees while working, which will lead to the process of achieving the organization's goals.

LITERATURE REVIEW

Leadership

Many definitions of leadership have been put forward by experts from individual perspectives, and these definitions show some similarities: Leadership is an applied science of the social sciences (Abidin & Budiono, 2023). This is because its principles and formulations are expected to benefit human well-being. Leadership is a person's skill in using power to influence, motivate, and support all efforts that make others contribute to achieving organizational goals. Leadership is the ability to realize a predetermined vision or goal by moving individuals or groups of people to achieve that goal (Hasyim, 2020). Leadership is defined as a person's ability to influence others, through communication, both directly and indirectly, with the intention of moving those people to be understanding, aware, and willing to follow the leader's will. Leadership can be viewed from various perspectives, including style, type, and characteristics. Several indicators of leadership include analytical skills, communication skills, courage, listening skills, and assertiveness (Nur & Yurika, 2023). The ability to analyze a situation thoroughly and consistently is a key component of successful leadership. Communication skills can be defined as the ability to provide coordination. Courage is necessary in an organization to carry out the tasks entrusted to it. Furthermore, leaders must have the ability to listen to the wishes, opinions, and suggestions of everyone, especially their subordinates (Holilah et al., 2021).

Leadership Roles

Leadership roles are related to the social situations within each group or institution, which implies that each leader is within, not outside, this situation. Operationally, there are four main functions/roles of leadership): the instructional role, the consultation role, the participation role, and the control role (Rosalina & Wati, 2020). The role of instruction is one-way, with the leader acting as a communicator, determining what, how, and where the order is to be executed so that decisions can be implemented effectively (Rosalina & Wati, 2020). Effective leadership requires the ability to mobilize and motivate others to carry out orders. Unlike the role of instruction, the role of consultation is a two-way communication. In the first stage, in an effort to make decisions that require consultation with those led, it is considered that they have various information materials that receive input in the form of feedback to improve and perfect the decisions that have been made. The role of participation is essential in carrying out the mission (Pakaya, 2020). In this case, the leader strives to activate the people he leads, both in participating in

decision-making and in implementing it. Participation does not mean being free to do as one pleases but is carried out in a controlled and directed manner, in the form of cooperation without interfering or taking over the main tasks of others, as well as the participation of the leader. Meanwhile, the role of control means that successful or effective leadership is able to organize the activities of its members in a directed and effective coordination so as to enable the maximum achievement of common goals. The control function can be realized through cooperation through guidance, direction, coordination, and supervision activities (Syafitri et al., 2024).

Work Discipline

Work discipline is an absolute necessity and obligation to be implemented by employees in an organization by paying attention to written rules within the organization, as well as unwritten or verbal ones, in the hope that they can work responsibly so that organizational goals will be more easily achieved. By meaning employee discipline is a form of training to improve and shape knowledge about employee attitudes and behavior in working or carrying out their work (Syafitri et al., 2024). Discipline shows a condition or attitude of respect. Work discipline is a crucial operational function of human resource management, crucial for improving employee performance (Hasyim, 2020). Good work discipline, of course, depends on the duties and authority assigned to them. This discipline is closely linked to authority. If authority is not exercised properly, discipline will be lost. Therefore, those in authority must be able to instill self-discipline so that they are accountable for their work in accordance with their authority. The factors influencing employee work discipline are goals and abilities, leadership, compensation, legal sanctions, and supervision (Pramesthi, 2023). Goals and abilities also influence employee discipline. Essentially, the work assigned to an employee must align with their abilities to ensure discipline and commitment to their work. Leadership plays a crucial role in determining employee discipline, as leaders serve as role models for their subordinates (Permana, 2021). Compensation plays a crucial role in employee discipline. The greater the compensation provided by the company, the better the employee's discipline. Conversely, employees will struggle to work with discipline if their primary needs are not met. Harsher legal sanctions will discourage employees from engaging in disciplinary action and will improve employee compliance with company regulations (Hasyim, 2020). Supervision is the most effective measure to foster employee discipline.

METHOD

The research will be conducted at the Buton Tengah Regency Civil Service Police Unit Office, located on Jl. Gersamata, Lakudo District, Buton Tengah Regency. The population in this study is all 143 employees of the Buton Tengah Regency Civil Service Police Unit. The sample in this study is four employees of the Buton Tengah Regency Civil Service Police Unit: the Head of Service, the Secretary, the General Sub-Section and Personnel Section, and the Planning and Finance Sub-Section. The type of data used in this study is qualitative data in the form of behavior, perceptions, motivations, actions, and other holistic data, and through descriptive methods in words and language. The data sources used in this study are primary and secondary data. Primary data sources were obtained through interviews with research subjects and through direct observation in the field. This data consists of interviews with employees of the Buton Tengah Regency Civil Service Police Unit. Secondary data sources are used to supplement the required primary data. Secondary data in this study consists of articles from websites, the internet, relevant news, and several pieces of relevant literature. The secondary data collected in this study is relevant to the research data. The data analysis technique used in this study is qualitative descriptive analysis, consisting of data reduction, data presentation, and conclusion drawing.

RESULTS AND DISCUSSION

The Civil Service Police Unit, abbreviated as Satpol PP, is a regional government apparatus as a technical element of the Central Buton Regency government in creating public order and tranquility and enforcing regional regulations, where the organization and work procedures of the Civil Service Police Unit are stipulated in Government Regulation Number 6 of 2010. The Civil Service Police Unit in Central Buton Regency was established in 2014 in accordance with the Regional Regulation of Southeast Sulawesi Province Number 8 of 2009 concerning the Organization and Work Procedures of the Inspectorate, Regional Development Planning Agency, and Regional Technical Institution of Southeast Sulawesi Province, which is further regulated in the Regional Regulation of Central Buton Regency Number 4 of 2014 concerning the Organization and Work Procedures of the Civil Service Police Unit of Central Buton Regency. In carrying out its duties, the Central Buton Regency Police Unit has 143 employees, all of whom carry out the functions, roles, authorities, and obligations of the unit. Based on the results of the research conducted, it is known that the implementation of the leadership role of the Buton Tengah Regency

Civil Service Police Unit employees is carried out using the leadership role indicators proposed by Robin and Judge (2015:437), namely, integrity, competence, consistency, loyalty, and openness.

Integrity

Integrity is one of the most important qualities a leader possesses, relating to the stability of their actions and the quality of their vision for the institution. Integrity can also be defined as the alignment between believed values and actual behavior. Integrity is a moral quality that reflects honesty, ethics, and proper behavior in all aspects of life. Based on an interview with Mr. La Saripi, S.Sos., Head of the Civil Service Police Unit of Central Buton Regency, he stated:

“Saya sebagai Kasad Pol-PP Kabupaten Buton Tengah, Untuk mencapai tujuan organisasi yang efektif, saya menerapkan gaya kepemimpinan Contigensi, (ledership Style) dan (The favourableness of the situation), sebab dalam menjalankan aturan kebijakan tergantung dari kondisi dan situasi, kita mengutamakan terjalinnya hubungan komunikasi yang baik antara atasan dan bawahan, demikian pula sebaliknya dengan berpedoman pada visi dan misi lembaga, juga disesuaikan dengan kedudukan berdasarkan struktur organisasi, saya menjalankan ketiga faktor tersebut, sehingga terjalin hubungan kerja yang baik antara semua pegawai, baik atasan dan bawahan, maupun sesama pegawai, sehingga tercipta kerjasama yang harmonis dan efektif dalam menjalankan kepemimpinan selama ini, sehingga mampu meningkatkan kinerja para pegawai, dimana para pegawai sangat bersemangat dalam melakukan pekerjaannya dalam menjaga keamanan dan ketertiban di Kabupaten Buton Tengah”.

Based on the interview results above, it can be concluded that the leadership role in the Civil Service Police Unit of Central Buton Regency has carried out its role well in accordance with the vision and vision of the organization, where the leader always maintains communication relationships with his subordinates, also in implementing his policies in accordance with the conditions, situations and culture of the organization.

Kompeten.

Competence is the skill required of a leader, demonstrated through the ability to consistently maintain a high level of achievement in a single leadership role. Based on an interview with Mr. La Saripi, S.Sos., Head of the Civil Service Police Unit of Central Buton Regency on October 2, he stated that:

“Untuk menjaga amanah yang telah diberikan di Kesatuan Polisi Pamong Praja, saya mengabdikan diri sesuai kemampuan dan pengetahuan yang saya miliki untuk melayani masyarakat Kabupaten Buton Tengah dengan datang pukul 7.00, serta mengikuti apel pagi, serta dapat membantu teman-teman di Lingkungan Satuan Polisi Pamong Praja untuk dapat maju bersama dengan mengikut sertakan dalam mengikuti pelatihan untuk perkembangan karir dan bekerjasama dalam satu tim untuk membawa lembaga satuan polisi pamong praja di masa depan yang lebih baik “

In line with the statement from Mrs. Musrifa as Sub-Section for Planning and Finance dated October 2, 2024, she stated that:

“Saya sebagai abdi negara, dituntut harus mempunyai kemampuan dalam bekerja, baik mencakup aspek pengetahuan, keterampilan, dan sikap kerja yang sesuai dengan standar yang ditetapkan oleh pegawai negeri, untuk itu saya selalu datang tepat waktu untuk mengikuti apel pagi pada pukul 7.00, kemudian menyelesaikan tugas saya sebagai Bagian Perencanaan Dan Keuangan, dimana fungsi dan tugas saya memerlukan keterampilan dan pengetahuan yang luas, namun berkat kerjasama antara atasan dengan bawahan dimana kami selalu diikut sertakan dalam pelatihan sesuai dengan bidang pekerjaannya masing-masing, membuat kami menyelesaikan pekerjaan yang diberikan selesai dengan tepat dan tidak ada kendala, karena atasan kami berkomitmen untuk maju bersama baik untuk instansi maupun untuk pegawai”.

Based on the above interview, it can be concluded that the main task of civil service police officers is to provide the best possible service to the public. It can be concluded that the role of leadership in carrying out the mandate they are entrusted with is to form a team that involves subordinates in participating in training with the aim of enabling their subordinates to develop and advance their institution towards a better future.

Consistency

Consistency refers to accuracy and stability in policy behavior that reflects harmony in dealing with the problems an agency will face. The results of an interview with Drs. Usman, S.E. (Secretary of the SAT POL-PP) of Central Buton Regency stated that:

“Saya sependapat dengan apa yang dilakukan oleh bapak kepala satuan polisi pamong praja bahwa semua pegawai negeri termasuk saya harus tunduk pada peraturan pemerintah RI, yaitu PP 53 Tahun 2010 serta peraturan yang dibuat oleh Pemerintah Daerah Kabupaten Buton Tengah Nomor 4 Tahun 2014 tentang Organisasi dan Tata Kerja Satuan Polisi Pamong Praja Kabupaten Buton Tengah. Dalam menjalankan tugas yang diberikan serta harus konsisten dengan kode etik dan aturan”.

Meanwhile, my interview with Mr. Nasir, S.E. as the Sub-Division for General Affairs and Personnel said that:

“Saya sebagai abdi negara, diwajibkan untuk mentaati peraturan yang berlaku. Baik peraturan yang dikeluarkan oleh Bapak Bupati Buton Tengah maupun peraturan pemerintah Republik Indonesia, dalam menjalankan tugas keseharian saya sebagai bagian umum dan kepegawaian dimana selalu berhadapan dengan permasalahan terkait dengan kehadiran rekan-rekan pegawai, saya harus konsisten dengan peraturan yang berlaku jika ada masalah harus penyelesaian berdasarkan peraturan yang berlaku”.

Based on the results of the interview above, it can be concluded that in implementing discipline, the head of the civil service police unit always adheres to the regulations of the Republic of Indonesia government, as well as regulations made by the regional head of Central Buton Regency.

Supervision

Supervision is a concrete action taken by the Head of the Public Order Agency (Satpol PP) and is the most effective in ensuring employee discipline within the Satpol PP. Supervision means that leaders must actively and directly monitor the behavior, morale, attitudes, work enthusiasm, and work performance of their subordinates. An interview with Mr. La Sariپی, S.Sos., on October 3, 2024, stated that:

“Karena dalam manajemen kepegawaian waskat (pengawasan melekat) itu sah sudah melekat kepada jabatan. Jadi mungkin jenis waskat itu bisa langsung dan tidak langsung. Karena yang tidak langsung biasanya ada yang nakal kita harus cari informasi kenapa dia nakal. Untuk itu langsung saya cari orang sebagai second opinion saya tidak serta merta saya harus mengambil keputusan. Jadi waskat ini sangat diperlukan untuk menunjang salah satu faktor keberhasilan tidaknya kita menjalankan roda organisasi. Wasikat ini memiliki peranan yang sangat penting agar perencanaanpun lancar. Tapi kalau kita tidak awasi bisa saja nanti kendor hasilnya tidak sesuai target. Karena kita bekerja setiap hari ada target kalau kita tidak awasi nanti pekerjaan terbengkalai. Dalam pengawasan ini kita memotivasi, tidak kita takut-takuti pegawai itu, akan tetapi dalam bentuk pembinaan. Selain itu pengawasan yang dilakukan disini yaitu menggunakan aplikasi E-sipja (Elektronik-Sistem Informasi Disiplin dan Kinerja) absen melalui aplikasi”

From the interview results above, the researcher can conclude that in the Civil Service Police Unit of Central Buton Regency, the leadership supervises employees in the form of the E-Sipja application (Electronic Discipline and Performance Information System) for each employee. In this case, supervision is carried out in the form of the application where employees will fill in all activities carried out every day which will be directly checked by the leadership. Supervision carried out by the leadership in the Civil Service Police Unit of Central Buton Regency is in the form of monthly attendance which must be reported to the leadership and then evaluated. In addition to monthly attendance, the form of supervision in the Civil Service Police Unit is in the form of the E-Sipja application. The E-sipja application functions to find out attendance activities with an electronic application.

Penalty sanctions

Legal sanctions play a crucial role in disciplining employees. Increasingly severe penalties will reduce indiscipline. An interview with the Head of the Civil Service Police Unit, Bapa La Sariپی, S.Sos, on October 3, 2024, revealed:

“Sanksi hukuman ini sangat wajib dalam meningkatkan disiplin pegawai tergantung tingkat pelanggaran yang dilakukan oleh PNS. Pertama yaitu teguran lisan, teguran tertulis, kemudian pernyataan tidak puas, penundaan gaji berkala, penundaan kenaikan pangkat dan yang berat penurunan pangkat. Wajib hukumnya jika ada pelanggaran kita terapkan.”

From the interview above, it can be concluded that the punishment sanctions in the Civil Service Police Unit of Central Buton Regency will be punished according to the level of violation committed; when employees who violate minor discipline, for example, do not attend the morning assembly, they will be given a verbal warning sanction, then if the violation continues to be repeated, a sanction of dissatisfaction will be imposed, and when a serious violation is committed, a punishment sanction will be given in the form of demotion. With the existence of punishment sanctions, all employees will obey the regulations in the scope of the Civil Service Police Unit of Central Buton Regency, because if a violation occurs, the employee will receive a punishment sanction according to the violation committed. There are 3 levels of legal sanctions in the scope of the Civil Service Police Unit, namely light, medium, and heavy punishment sanctions.

The role of leadership is very important to support the work spirit of employees at the Civil Service Police Unit in order to achieve work success, because every morning the leader gives tasks that must be completed every day in order to achieve the expected work plan. To support the success of the work, the leadership role shows the employees of the Civil Service Police Unit of Central Buton Regency by giving directions every morning before work hours begin to provide work enthusiasm to employees to spur the work enthusiasm of employees. As well as good cooperation between leaders and subordinates is also carried out by leaders so that they can work together to achieve the expected work success. From the results of the research data obtained at the Civil Service Police Unit of Central Buton Regency, it was discussed that the level of punctuality in completing work was quite good, which can be seen from the activities carried out both in the office and the activities of the Civil Service Police Unit in securing Central Buton Regency while on duty in the field, which can be completed well and on time. This proves a fairly optimal level of service in the Civil Service Police Unit of Central Buton Regency. Based on this opinion, the role of leaders in improving work discipline is the attitude of employees to behave in accordance with the regulations that have been set where they work, showing discipline supported by the existence of good human resources, because leaders are able to carry out their role in improving employee work discipline, the role of leaders provides direction and tasks that must be carried out by employees, provides explanations and directions to employees regarding a given task, leaders provide examples of disciplined attitudes in complying with regulations and carrying out their leadership in a transparent and mutually respectful manner and continue to uphold the code of ethics and norms as stated in the regulations, both regulations issued by the Government of the Republic of Indonesia, as well as regulations issued by the Regional Government of Central Buton Regency. Leadership remains important for achieving agency goals and for maintaining a sense of employee work discipline in daily activities. The Civil Service Police Unit of Central Buton Regency has implemented the Role of Leadership in Improving Discipline based on government regulations is quite good.

This research aligns with research conducted (Rosalina & Wati, 2020), which showed that leadership plays a significant role in improving employee discipline. This is because leaders are the most dominant individuals and possess the authority and power to foster employee discipline. This research also aligns with research conducted (Syafitri et al., 2024), who stated that leaders can conduct supervision by periodically reviewing attendance reports electronically or manually for completed tasks. Another study, conducted by (Pakaya, 2020), found that sub-district heads, as leaders of organizations, have effectively implemented their leadership role in influencing their employees to maintain discipline. Sub-district heads have also implemented their leadership role in motivating employees. In interpersonal terms, sub-district heads have been able to enhance their interpersonal leadership role with their employees. However, positive relationships with staff are still needed. Furthermore, in informational terms, sub-district heads have implemented their leadership role in conveying information to employees. Meanwhile, in decision-making terms, sub-district heads have implemented their leadership role in decision-making. The supporting factors are staff support and work facilities and infrastructure. Meanwhile, the inhibiting factors are the lack of facilities and different employee characteristics, the Human Resources (HR) owned by the Air Hitam District Office of Sarolangun Regency, employees have not yet instilled a sense of responsibility for the work assigned to them, and the existing facilities and infrastructure are still inadequate for employees to be disciplined.

CONCLUSION

Based on the research findings on the role of Leadership in Improving Employee Discipline at the Civil Service Police Unit (Central Buton Regency), We conclude that the role of leadership in improving employee discipline at the Civil Service Police Unit (Central Buton Regency), based on Government Regulation No. 53 of 2010, has been effectively implemented. To improve employee discipline within the Civil Service Police Unit, the Civil Service Police Leadership consistently provides instructions at every morning assembly regarding work hours, entry times, and rest periods. When providing consultation to employees, the leadership provides guidance to any

undisciplined employees. The Civil Service Police Leadership of Central Buton Regency supervises and controls employees by reviewing monthly attendance reports electronically, specifically through the Pinjer application, which serves as a measuring tool for the General and Personnel Sub-Section regarding employee attendance, which is then evaluated by each head of the Planning and Finance sub-section. Another form of supervision is through the E-Sipja (Electronic Discipline and Performance Information System) application, then the control exercised by the leadership of the Buton Tengah Regency Civil Service Police Unit, namely by evaluating the work performed by employees. Factors influencing employee discipline at the Buton Tengah Regency Civil Service Police Unit include supervision and sanctions. Supervision implemented by the leadership of the Buton Tengah Regency Civil Service Police Unit includes monthly attendance evaluations and the use of the E-Sipja application. The sanctions imposed by the Buton Tengah Regency Civil Service Police Unit have already had an impact, as evidenced by the absence of serious disciplinary action by employees.

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