

THE EFFECT OF LEADERSHIP STYLE, WORK MOTIVATION AND WORK DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES AT THE KUKUH VILLAGE OFFICE KERAMBITAN DISTRICT, TABANAN REGENCY

Ni Made Sukerti, M. Rudi Irwansyah, I Nengah Suarmanayasa

Program Studi Magister Ilmu Manajemen Program Pasca Sarjana

Universitas Pendidikan Ganesha, Indonesia

Corresponding email : kertivirgo@gmail.com

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Abstract

This study aims to describe the magnitude of the determination of several variables, namely: To analyze the influence of leadership style, work motivation and work discipline on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. The population in this study were 37 employees of the Kukuh Village Office, Kerambitan District, Tabanan Regency. The sample determination in this study used a census technique. Data in this study were collected using observation and questionnaires. Data were analyzed using multiple linear regression tests. The results of the study indicate that: 1) Leadership style, work motivation and work discipline have a positive and significant effect on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency, 2) Leadership style has a positive and significant effect on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency, 3) Work motivation has a positive and significant effect on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency, 4) Work discipline has a positive and significant effect on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. From the results of the multiple determination test, the R² value is 0.680, which means that 68.0% of the proportion of variation (rise and fall) in employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency can be explained by the proportion of variation (rise and fall) in the variables of leadership style, work motivation and work discipline, while the remaining 32.0% is explained by other variables not included in this research model.

Keywords : *Leadership Style, Work Motivation, Work Discipline, Employee Performance*

INTRODUCTION

Human resources, as one of the functions of an organization, must perform well. Company resources such as capital, methods, and machinery cannot produce optimal results without the support of high-performing human resources (Abdul, 2017). One step to maintaining or improving... Employee performance can be done by evaluating employee performance and making a series of improvements to always improve the quality of these employees so that the company grows and excels in competition, or at least can survive (Achmad, 2018). Companies that are ready to compete must have effective management, to improve employee performance in effective management requires the support of employees who are capable and competent in their fields. Seeing the increasingly fierce competition, every company must be able to survive and succeed in achieving its goals and be able to run the business effectively and efficiently. According to Agusthina (2019) the success of achieving company goals, both private companies and state-owned companies or the public sector, is highly dependent on the ability and expertise of leaders and their management in carrying out company functions such as marketing, production, finance, administration and personnel. Cevat and Ozge (2019) stated that human resources must be managed well to increase the effectiveness and efficiency of the organization as one of the functions in the company, because human resources are the main asset that must be managed professionally. Companies need employees who are able to work better and faster, so they need employees who have maximum performance (*job*

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performance). The importance of planning and supervision of leaders for the progress of the company, without the support of employee performance, the company's goals are difficult to achieve at an optimal level. Based on the performance assessment of Kukuh Village Office Employees on 2023 to 2024. First, there is an element of responsibility that is relatively stable from year to year with a good category, because all employees carry out their duties optimally. Second, in 2024, the element of cooperation experienced a decline to the sufficient category due to a lack of cooperation between employees resulting in a lack of communication in carrying out work. Third, in 2024, the element of discipline experienced a decline to the sufficient category due to a lack of obedience and compliance with established rules. Fourth, the element of leadership experienced a decline to the sufficient category due to leadership that was shown to be less than optimal. In addition, based on the results of interviews with several residents in Kukuh Village, Kerambitan District, Tabanan Regency, who complained that services at the Kukuh Village Office were very slow, such as less than optimal administrative services. This indicates that employee performance has not fully met the expectations of the community as service users, thus creating a less than positive image of services at the Kukuh Village Office.

Mangkunegara (2018) states that performance is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Rivai (2018) states that performance is the actual behavior displayed by each person as work achievements produced by employees according to their role in the company. Optimal employee performance does not just happen, but is influenced by various internal and external factors. Some of these are leadership style, work motivation, and work discipline. These three factors are interconnected in creating a conducive work atmosphere and determining the level of employee productivity. Without effective leadership, high work motivation, and strong discipline, it is difficult for an organization to achieve maximum work results. Leadership style is a method used by leaders to interact with their subordinates. Ganyang (2018) stated that leadership style is a person's pattern of attitudes and behaviors in carrying out tasks, directing, influencing, and controlling subordinates so that they willingly carry out tasks while maximizing their abilities to achieve certain goals. A company's failure or success is largely determined by leadership. This is in line with research conducted by Tenny (2021) entitled "The Influence of Leadership Style on Employee Performance at PT. AKR Land Wenang Golf Manado," which found that leadership style has a positive influence on employee performance. Leadership style describes the Village Head's behavioral patterns in leading employees.

The leadership style applied in Kukuh Village Office, Kerambitan District, Tabanan Regency is a democratic leadership style with the characteristics of the leader willing to provide guidance to his employees with an approach based on a sense of responsibility and good cooperation, basically being able to adapt to changing situations. The leader pays great attention and a strong desire for each of his subordinates to be able to establish cooperation in carrying out their respective tasks, which cannot be separated from togetherness in a unit or organization as a whole. Based on the results of *the pre-survey*, problems were found regarding the leadership style of the Village Head. Although the leader has implemented a democratic leadership style, there are still complaints related to the leadership style in Kukuh Village Office, Kerambitan District, Tabanan Regency, namely the leader is less brave in implementing new work concepts and procedures, even though the concepts and work procedures that have been carried out so far are felt to be no longer appropriate to the existing situation and conditions. The leader more often gives certain tasks to several employees he trusts even though they are outside the expertise of the employee himself, the leader rarely gives *rewards* to employees for employee performance achievements, the leader pays less attention to employee complaints and the leader does not involve employees in decision making.

Besides leadership style, motivation can also influence employee performance. According to Newstrom and Davis in Sudaryo (2020), motivation comes from the word motive, which can be defined as the power within an individual that causes that individual to act or do something. An employee's motivation to perform work using abilities, skills, and behavior is influenced by their motives, expectations, and desired incentives. Meanwhile, Sudaryo (2018) states that motivation is a psychological condition within an individual that drives individuals to act, resulting in behavioral changes based on achieving goals. Having good and appropriate motivation for employees will be very useful in building awareness of the importance of optimal, disciplined, and professional work. In terms of external motivation that employees receive, employees receive insufficient motivation from their leaders or coworkers. For example, when break time is over, some employees are still not in the room, while work is piling up, and there are also people who want to consult with the employee, so they have to wait too long because there is no superior or coworker to reprimand the employee's indiscipline. This lack of motivation results in a lack of awareness of the employee's work responsibilities. To overcome this, it is necessary to provide motivation to employees so that employees are more motivated to work with

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more discipline. This is in line with the results of research conducted by Leonardo Agusta and Eddy Madiono Sutanto (2017) entitled "The Effect of Training and Work Motivation on Employee Performance at CV Haragon Surabaya." The results of the study stated that motivation and work training influence employee performance. Likewise, research conducted by Rachmawati (2016) entitled "The Effect of Training and Work Motivation on Employee Performance at PT. Bank BJB Suci Bandung Branch Office." The results of the study stated that training and work motivation influence employee performance.

In addition to leadership style and work motivation, work discipline can also influence employee performance. Improving employee performance can also be achieved by establishing work discipline. In an organization or company, work discipline is a crucial factor. An employee who complies with company regulations and applicable social norms is said to have a high level of work discipline. Hasibuan (2018) argues that discipline is a form of awareness and willingness to comply with all company regulations and applicable social norms. Therefore, discipline is considered when an employee is aware of and willing to carry out all their duties and responsibilities well. Discipline must be upheld within a company organization. Without the support of good employee discipline, it is difficult for a company to achieve its goals.

This is supported by the results of research conducted by Kirana (2020) entitled "The Influence of Work Discipline on Employee Performance at PT. Sinar Sosro" which states that work discipline has a positive and significant impact on employee performance. To maintain the good name of the organization, of course, work discipline must be maintained by every employee. Based on the results of a *pre*-survey at the Kukuh Village Office, Kerambitan District, Tabanan Regency, it was still found that some employees lack awareness of regulations and rules. As happened at the Kukuh Village Office, Kerambitan District, Tabanan Regency, where there were still employees who arrived late and left before the specified time. Apart from unclear reasons, employees often took advantage of the assignments given. During working hours, employees often used work time to play on *their cellphones*, even though there was a prohibition against playing on *cellphones* during working hours. Therefore, it can be seen that employee work discipline is still lacking. The impact of this indiscipline results in tasks that should have been completed more quickly being delayed or even increased. In addition, it will also have an impact on other employees, where other employees will feel that they can do the same. Based on these problems, the author is interested in conducting research with the following objectives: 1) to analyze the influence of leadership style, work motivation and work discipline on employee performance 2) to analyze the influence of leadership style on employee performance at the Kukuh Village office, 3) to analyze work motivation on employee performance at the Kukuh Village office and 4) to analyze the influence of work discipline on employee performance at the Kukuh Village office, Kerambitan District, Tabanan Regency.

METHOD

This study uses a quantitative approach with a causal research design that aims to investigate the causal relationship between independent variables and dependent variables. The variables studied include leadership style (X_1), work motivation (X_2), and work discipline (X_3) as independent variables, and employee performance (Y) as the dependent variable. This study was conducted at the Kukuh Village Office, Kerambitan District, Tabanan Regency, with the research period running from September 2025 to December 2025. The population in this study was all 37 employees of Kukuh Village Office. The sampling technique used was the census method, where all members of the population were used as research samples. The operational definitions of the variables include: leadership style measured through indicators of decision-making ability, motivation ability, communication ability, ability to control subordinates, responsibility, and emotional control ability; work motivation measured through indicators of salary, supervision, work relationships, recognition or rewards, and success; work discipline measured through indicators of goals and abilities, leadership examples, rewards, fairness, goodwill, punishment sanctions, assertiveness, and human relations; and employee performance measured through indicators of work quality, work quantity, responsibility, cooperation, and initiative. Data collection techniques were carried out through observation and questionnaires. The questionnaire was compiled based on a Likert scale with five answer options: Strongly Agree (score 5), Agree (score 4), Quite Agree (score 3), Disagree (score 2), and Strongly Disagree (score 1). Before use, the research instrument was tested for validity and reliability. The validity test was carried out by comparing the correlation significance value, where the item was declared valid if the p -value < 0.05 . The reliability test used the Cronbach's Alpha value with the criteria for a reliable instrument if the α value > 0.60 .

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The data analysis method in this study consists of classical assumption tests (normality, multicollinearity, and heteroscedasticity) and multiple linear regression analysis to determine the effect of independent variables on the dependent variable. Hypothesis testing is carried out using a simultaneous test (F test) to see the joint effect, a partial test (t test) to see the effect of each variable, and a coefficient of determination (R^2) test to measure the ability of the independent variables to explain the dependent variable. All data processing is assisted by using the SPSS program version 30.0 for Windows.

DISCUSSION

This study involved 37 respondents who were all employees of Kukuh Village Office, Kerambitan District, Tabanan Regency. Based on gender, 15 respondents were male (40.5%) and 22 respondents were female (59.5%). Based on age, respondents were dominated by the 31-40 age group (15 people (40.5%)), followed by 41-50 age group (10 people (27.0%)), 20-30 age group (7 people (18.9%)), and 5 people over 50 years old (13.5%). Based on the last education, the majority of respondents had a Diploma (17 people (45.9%)), followed by 12 high school/vocational high school (32.4%), and 8 undergraduate (21.6%). Based on length of service, employees with 4-5 years of service dominate with 19 people (51.3%), followed by 8 people with 2-3 years of service (21.6%), 6 people with more than 5 years of service (16.2%), and 4 people with less than 2 years of service (10.8%). The validity test results show that all indicators of the four research variables are declared valid, with a correlation significance value of each indicator ≤ 0.30 . For the leadership style variable, the correlation value ranges from 0.620 to 0.773. The work motivation variable has a correlation value between 0.633 to 0.807. The work discipline variable has a correlation value between 0.498 to 0.758. The employee performance variable has a correlation value between 0.617 to 0.775. The reliability test results show that all research instruments are reliable with Cronbach's Alpha values: leadership style (0.722), work motivation (0.765), work discipline (0.786), and employee performance (0.719), all of which are above the minimum limit of 0.60.

Based on the results of the descriptive analysis, the leadership style variable obtained a total average score of 3.45 which is included in the good category. The highest indicator is "the leader carries out his duties and obligations with full responsibility" (3.73), while the lowest indicator is "the leader is willing to listen to opinions or suggestions from employees" (3.19) which is included in the fairly good category. The work motivation variable obtained a total average score of 3.34 which is included in the fairly good category. The highest indicator is "I have the opportunity to achieve work achievements" (3.59), while the lowest indicator is "the superior provides guidance when experiencing work difficulties" (2.97). The work discipline variable obtained a total average score of 3.51 which is included in the good category. The highest indicator is "supervision carried out by the leader helps improve work discipline" (3.92), while the lowest indicator is "the leader treats employees with mutual respect" (3.03). The employee performance variable obtained a total average score of 3.40 which is included in the fairly good category. The highest indicator is "completing work according to tasks and responsibilities" (3.54), while the lowest indicator is "trying to produce work of the best quality" (3.32).

The normality test with One-Sample Kolmogorov-Smirnov showed a significance value of 0.200 (>0.05), which means the data is normally distributed. The multicollinearity test showed that all independent variables have a Tolerance value >0.10 (leadership style 0.221, work motivation 0.336, work discipline 0.341) and a VIF value <10 (4.528, 2.977, 2.097), so there is no multicollinearity. The heteroscedasticity test through a scatterplot shows that the points are spread randomly without a specific pattern, so the regression model is free from heteroscedasticity. Based on the results of multiple linear regression analysis, the equation obtained is: $Y = 7.910 + 0.473X_1 + 0.600X_2 + 0.382X_3$. The results of the simultaneous test (F test) show an F-count value of 8.286 which is greater than the F-table of 2.89 with a significance of 0.000 (<0.05), which means that leadership style, work motivation, and work discipline together have a positive and significant effect on employee performance. The results of the partial test (t test) show that leadership style (t-count 2.081 $>$ t-table 1.692; sig. 0.015), work motivation (t-count 3.055 $>$ 1.692; sig. 0.004), and work discipline (t-count 2.742 $>$ 1.692; sig. 0.021) each have a positive and significant effect on employee performance. The coefficient of determination (R^2) value of 0.680 means that 68.0% of the variation in employee performance can be explained by the variables of leadership style, work motivation, and work discipline, while the remaining 32.0% is explained by other variables that were not studied.

1) The Influence of Leadership Style, Work Motivation and Work Discipline on Employee Performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency.

The results of the study stated that leadership style, work motivation and work discipline have a positive and significant effect on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. This can be seen from the F-test with the calculated F value of 8.286 greater than the F-table of 2.89 in the rejection area of H_0 , so H_0 is rejected or H_1 is accepted, meaning that there is indeed a significant influence between leadership style, work motivation and work discipline simultaneously on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. Changes in these three variables will have a direct and significant impact on the level of employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. One important factor influencing performance is leadership style. Leaders who are able to provide direction, guidance, and good role models will encourage employees to work more effectively and responsibly in their duties. The right leadership style can create a conducive work environment, thereby increasing employee morale and productivity. Furthermore, work motivation is also a key driver in determining high or low performance. Highly motivated employees strive to achieve targets and demonstrate dedication to their work. Motivation, both intrinsic and extrinsic, plays a crucial role in fostering a positive work attitude. Meanwhile, work discipline reflects employee compliance with regulations and assigned responsibilities. Disciplined employees tend to have a strong work ethic, adhere to work hours, and complete tasks on time. Good discipline will support optimal performance. This is in line with research conducted by Amin (2023) which states that leadership style, work motivation and work discipline simultaneously influence employee performance.

2) The Influence of Leadership Style on Employee Performance at Kukuh Village Office, Kerambitan District, Tabanan Regency.

The results of the study stated that leadership style has a positive and significant partial effect on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. This can be seen from the results of the t-test, which obtained t-count t_1 is 2.081, greater than t-table (1.692) which is in the rejection area of H_0 , so that leadership style (X_1) has a positive and significant effect on employee performance (Y). This means that if the leadership style increases, it will be followed by an increase in employee performance. Leadership style is a way for leaders to influence their subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. Leadership is one of the most easily observed phenomena, but the most difficult to understand. As an important factor that drives, directs, and coordinates various other factors in an organization, leadership has been defined in relation to individual characteristics, behavior, influence on others, interaction patterns, role relationships, its place in an administrative position and other people's perceptions of the legitimacy of influence. Leadership cannot replace the role of management, but is placed as an additional management function. Management without leadership will only make an organization mechanistic and rigid. Leadership without management will make an organization ineffective and lose its direction, both of which are complementary. This aligns with research conducted by Salwa (2024) and Sri Maria (2024), which showed that leadership style has a positive and significant impact on employee performance.

3) The Influence of Work Motivation on Employee Performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency

The results of the study stated that work motivation had a positive and significant influence on employee performance at the Kukuh Village Office. Testing with the t-test obtained a calculated t of 2.742 which was greater than the t-table (1.692) which was in the H_0 rejection area, so work motivation (X_2) had a positive and significant influence on employee performance (Y). This shows that the better the work motivation provided by the leadership, the more employee performance will improve. Motivated employees can lead to increased productivity and enable organizations to achieve higher levels of results. If an employee is unmotivated at work, they may spend their time surfing the internet for personal enjoyment or even looking for other jobs, thus wasting company time and resources. Therefore, motivated employees generally work harder, arrive on time, and focus on daily tasks. This can increase productivity levels and improve overall business results, impacting the performance of each employee. This aligns with research conducted by Widiantari (2024) and Uleng (2023), which states that work motivation has a positive and significant impact on employee performance.

4) The Influence of Work Discipline on Employee Performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency

The results of the study stated that work discipline had a positive and significant effect on employee performance at the Kukuh Village Office. Testing with the t-test obtained a calculated t of 2.742 which was greater than the t-table (1.692) which was in the H_0 rejection area, so work discipline (X_3) had a positive and significant effect on employee performance (Y). Work discipline is a crucial factor influencing employee performance within an organization. Discipline reflects an employee's attitude, awareness, and responsibility towards workplace regulations and norms. Highly disciplined employees carry out their duties responsibly, on time, and in accordance with established procedures. This positively impacts the quality and quantity of work achieved. This aligns with research conducted by Ristiyani (2024), Usmiar (2024), and Vera (2023), which found that work discipline has a positive and significant impact on employee performance.

CONCLUSION

Based on the results of data analysis and discussion regarding the influence of leadership style, work motivation and work discipline on employee performance, the following conclusions can be drawn:

1. Leadership style, work motivation, and work discipline have a positive and significant impact on employee performance at the Kukuh Village Office, Keerambitan District, Tabanan Regency. This means that when the leadership style is better, work motivation is better, and work discipline is better, employee performance will improve.
2. Leadership style has a positive and significant impact on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. This means that the better the leadership style implemented by the leader, the better employee performance will be.
3. Work motivation has a positive and significant impact on employee performance at the Kukuh Village Office, Kerambitan District, Tabanan Regency. This means that the better the work motivation provided by management, the higher employee performance.

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