

The Influence Of Leadership Style, Job Satisfaction, And Work Discipline On Employee Performance At PT. Pelabuhan Indonesia I (Persero) Tbk Medan

Andre Masago Manik*

Master of Management Science, Faculty of Economics and Business, University of North Sumatra, Indonesia

*Corresponden Author: andremanik01@gmail.com

ABSTRACT

This research was conducted with the main objective of testing whether leadership style, job satisfaction and work discipline have an influence on the performance of each of these employees. The employees studied are related to PT Pelabuhan Indonesia Tbk Medan. For this reason, in order to produce relevant research results, this research was compiled on the basis of a descriptive quantitative approach, meaning that the testing process will be carried out with survey results also analyzed using various tests. The test is to be able to answer the formulation of the problem then it is done with multiple regression analysis. The results show that overall has a positive influence. These results are presented in the results of the F test and T test stating that they have a positive and significant influence on employee performance. The influence between variables simultaneously is 55.9% or 44.1% is influenced by other variables. These results explain that the better the process of company leaders will result in job satisfaction which will also have an impact on discipline. For this reason, when a company wants to achieve the best employee performance, a leadership strategy is needed and maximizes discipline and employee job satisfaction.

Keywords: leadership style; job satisfaction; work discipline; employee performanc

INTRODUCTION

The development of the world and various things lead to globalisation making human resources (HR) play a very important role for the progress and setbacks in company activities (Nadhiyah & Alim, 2022). This is because human resources have an important role in planning, implementing and controlling the organisation concerned (Mangkunegara, 2013), therefore, the development and improvement of the quality of human resources is needed in order to have a positive impact on the economic development and quality of the company. When the company is able to show a positive side in the form of good performance, various company successes will be able to be achieved well (Suryanti & Hidayat, 2022). In the future, they will be able to achieve success in production and achieve business targets. This applies to any company when paying attention to performance development, it will be able to achieve success faster and better.

This is in accordance with what was done by PT Pelabuhan Indonesia I (Persero) Tbk Medan. To be able to achieve the best employee performance requires the best possible HR management. This company is one of the companies that continues to strive to improve the quality of its human resources. PT Pelabuhan Indonesia I (Persero) Tbk Medan is one of the state-owned enterprises (BUMN) engaged in port services in Indonesia. The growing economy and its development, this company continues to strive to improve the quality of the company's performance. Maximum results are the expectations expected by them.

Of course this can be realised if the performance of the company's employees is good because performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Dipang, 2013). Employee performance is very beneficial for an organisation because employee performance can increase worker productivity, save resources owned by management and the entire organisation, keep employee performance under control, stable employees and help the organisation survive and adapt to environmental changes.

For this reason, in order for companies to improve employee performance, a good leadership style is also needed. Leadership style, according to Robbins & Judge (2009), is a set of characteristics that leaders use to influence subordinates so that goals are achieved. Leaders in a company must pay attention to a style in conducting their leadership, especially flexible leaders, which means that various things will happen during the company's development process so that the hope is that there will be adjustments and adaptations to the environment of their subordinates (Nienaber, 2010). Because of the various attitudes and styles and behaviour of a leader, it has a very big influence on employee performance in every company (Visba, Hamdani & Lukiastuti, 2016). In accordance with the results of the pre-survey at PT Pelabuhan Indonesia I (Persero) Tbk Medan, the leader always gives orders to his employees and these orders must be followed, where this leadership style can be referred to as an authoritarian style. This needs to be considered and reviewed because for employees who cannot adjust to this style of leadership model can have a bad influence on their various performance at work. Leaders are expected to be able to provide a co-operative and supportive atmosphere for employees.

Through the various stages of cooperative and supportive leadership models, employees will have their own satisfaction at work. Employees who have satisfaction with what they achieve or obtain will have the effect of providing more expected action results so that they will try to continue to improve all their performance. Conversely, when they have low satisfaction at work, they will tend to see their work as boring and less responsible (Mauli & Mukaran, 2016). In

accordance with the results of observations at PT Pelabuhan Indonesia I (Persero) Medan, one of the things that causes low employee job satisfaction is colleagues who are less supportive in carrying out work. Many colleagues who will later show a less friendly attitude and do not show mutual support for each other are also unpleasant so that their influence will affect the enthusiasm achieved by each employee.

In addition, the work discipline factor is also one of the elements that are important in the sustainability of an organisation. Discipline in a company is a communication tool for managers and employees so that managers can assess employees' willingness and habits by increasing employees' awareness and willingness to follow company regulations and social norms (Nienaber, 2010). In accordance with the results of observations that have been made, it shows that there are still many employees with less awareness of time discipline. In addition, many employees have left before the break time and still have not returned after the break time is over to their respective workspaces, and there are still many who come to the office late.

Whereas leadership style, job satisfaction and discipline have an influence on the performance of each employee. That is because according to the research conducted shows that leadership will determine how employees will be directed to various things, the better one's leadership, the performance will also be good (Rasulong, 2019). These results are also conveyed in research that leadership has an influence on the performance of employees in the company (Imron & Suhardi, 2019; Jamaludin, 2017). In addition, their performance is also determined by how much they are satisfied in doing the job. When employees are able to work with satisfaction, it means that they are happy to carry out various activities so that it affects the achievements they make. For this reason, in accordance with previous research, it states that job satisfaction has a positive influence on the performance they show (Nurrohmat & Lestari, 2021). The better the satisfaction, the better the performance will be. Another explanation is also conveyed that performance is also influenced by discipline. This means that those who are able to take responsibility well and are able to maintain the belief that maximising their role in work will greatly affect the performance of each employee. The results show that the more disciplined the employee, the better the performance will be so that both have a positive influence (Safitri et al., 2021).

In accordance with the explanation that has been conveyed, this study will focus on examining the influence shown from the leadership style they develop, satisfaction in doing work and maximising discipline at work will affect the results or performance of each employee. For this reason, this study has the following objectives: 1) to determine whether leadership style has a significant positive effect on employee performance, 2). To explain whether job satisfaction has a positive and significant influence on employee performance, 3) To explain whether work discipline has a positive and significant effect on employee performance, 4) To find out whether leadership style, job satisfaction, and work discipline have a positive and significant effect on employee performance. For this reason, this research is very important for all parties because the information will be able to support every company that wants to advance towards company success and achieve excellence. In addition, it is a material to deepen students in understanding the development of employee performance in the future.

THEORETICAL STUDIES

Employee Performance

In accordance with the explanation from Mangkunegara (2013), it states that a performance is a result that is achieved in quantity and quality so that it is an achievement of the work they do while carrying out their duties and responsibilities. Simply put, employee performance can be said to be the result of how an employee behaves in the company (Phillips, 2009; Visba, Hamdani & Lukiastuti, (2016). According to Robbins & Judge (2009), there are six criteria that can be used as material to assess how the performance of each employee. Some things in performance appraisal are 1) Through the perception of each employee, it can be measured that the quality of their work is of higher quality, so they are declared to have good skills and abilities according to the field of each employee, 2) Measuring the quantity of their work according to the number of activities assigned and carried out along with the results, 3) Measuring the time given with the results achieved by them, 4) measuring how much work effectiveness they do both in terms of utilising resources and in completing tasks according to completion standards, 5) independent ability to solve various problems and work activities, 6) Measuring how much commitment they hold during work activities.

Leadership Style

The set of characteristics that every leader always uses to be utilized in influencing and managing subordinates so that they are able to achieve goals properly is called a leadership style (Robbins & Judge, 2009). In general, leadership style can be measured by looking at how company leaders make various decisions at work, through various attitudinal and behavioural actions they take, and how oriented they are to the company (Terry, 1971). The application of leadership by conducting this assessment is done because a company that has utilised a good management system must prepare to manage and organise their employees according to their work abilities and other abilities. It is intended to be able to succeed in the future. In accordance with the explanation of Terry (1971) states that there are elements that can measure the nature of superior leaders, namely as follows: 1) The strength they have, 2) Able to stabilise their negative emotions and maximise positive emotions, 3) Knowledge of maximising relationships or relationships between people, 4) Prioritising honesty in various matters, 5) Conducting objective assessments in accordance with the real conditions in the field not at the instigation of other parties, 6) Having a strong drive within themselves, 7) Able and skilled in communication, 8) Able to provide understanding and teaching in various matters that employees do not understand, 9) Skills in management and social relations, 10) Skilled in managerial actions.

Job Satisfaction

Work that shows satisfaction conceptually is an emotional action of a person related to positive emotions both pleasantly and loving a job (Hasibuan, 2012). This attitude is reflected by work morale, discipline, and work performance. Furthermore, Mangkunegara (2013) states that job satisfaction is a feeling that supports or does not support the employee's self related to his work and his condition. According to Drucker (2011), there are four factors that affect job satisfaction, which are as follows: 1) Physiological Factors (related to the interests of each individual, their peace of mind during work, their attitude towards work actions, the talents they have, & the skills they have), 2) Social Factors (related to

their co-workers who are more cohesive, leaders who prioritise fairness and wisdom, as well as awards, & reasonable orders), 3) Physical Factors (the type of work done, the timing of work and time in resting, various things related to work equipment, the resulting conditions based on the work room, temperature of the room, lighting used in each building, air exchange or circulation, health conditions in each employee, & their age), 4) Financial Factors (in the form of a system arrangement as well as the amount of their salary, the fulfilment of various social guarantees, the acquisition of various kinds of benefits, various certain facilities, & promotion from their positions).

Work Discipline

An action that manifests in actions and deeds that must be carried out in accordance with applicable rules is called discipline. The rules that we understand can be written or not so that the rules must be understood properly so as not to result in rule violations and sanctions (Phillips, 2009; Putri et al., 2019). Discipline in a company is a communication tool for managers and employees so that managers can assess the willingness and habits of employees by maximising a conscious attitude and enthusiasm to want to do and obey various rules and policies carried out on social norms (Nienaber, 2010). According to Robbins & Judge (2009), there are eight indicators of discipline at work, which are as follows: 1) clarity regarding the goals to be achieved and their capabilities, 2) Leaders who can be used as an example, 3) Replies to every service, 4) a sense and action that is full of justice, 5) supervision that is carried out periodically with details of the action attached, 6) punishment or sanction policy, 7) various things that become assertiveness, 8) relationships made between people.

RESEARCH METHODS

The research discusses testing the effect of leadership style, job satisfaction and discipline of each employee on the performance of each employee. For this reason, a study conducted must lead to one party. The party that entered this activity is PT Pelabuhan Indonesia I (Persero) which is located in Medan. The location of the intended location is Jalan Krakatau Ujung No. 100 Medan. The selection of locations on several bases, namely 1) there are problems related to the performance of employees, 2) the results of observations state that this research is suitable and appropriate. The results of observations state that this research is suitable and in accordance with the conditions in the company, 3) There has never been similar research that examines this. For this reason, on this basis, this location was chosen in this study.

This research is a study that uses a quantitative approach so that later it will use a survey instrument as a basis for data collection and explain the formulation of the problem. The use of quantitative is carried out later using an associative type, meaning that the process carried out later will test the influence and relationship of two or more variables (sugi). For this reason, the associative quantitative approach will be utilised in the implementation of this research. For this reason, a study certainly has variables that will be researched and tested. Variables that fall into the independent category are leadership style (X1), job satisfaction (X2), and work discipline (X3). As for the independent variable, there is employee performance (Y). For this reason, all these variables will be well researched to answer their influence and relationship.

Research conducted usually requires research subjects. For this reason, this determination is very important to do both in terms of population and sample. The population means those who fall into the category of employees in the company. In addition, there are also criteria that must be met, namely employees who have served and worked at the company for one year. After observation, it turned out that there were 111 employees who entered the population criteria for this study. Then through the random sampling technique or determination carried out randomly and simply obtained data as many as 53 people will be maximised as a sample of this study.

A research will be able to run well if it is able to show various data that are useful for this research. Various data will be easy to obtain when it has a clear technique. For this reason, the techniques used are in the form of surveys or questionnaires using questionnaires of various questions and statements, documents both documents during research and documents in the form of literature sources, and making observations or observations during the research. All of these techniques are carried out properly and produce various data that are useful for answering the research conducted. In this study, primary data was obtained through direct activities through observation and questionnaires as well as various other secondary data in the form of articles, newspapers and various other websites.

All data will be tested using various stages. Starting from preparing the research instrument used in taking various data by testing its validity and reliability, after being declared valid and appropriate, it will be used to collect the actual data. The data that has been collected will be tested on the condition of the data through various stages starting from testing the distribution of the data (normality), testing the magnitude of the role of the two research variables (heteroscedasticity), and testing the linear relationship (multicollinearity). After all these tests are completed, the next step is to test them by utilising multiple regression analysis. The implementation is supported by the SPSS application to facilitate the calculation and analysis process. Through this test, it can be analysed in the t test to determine the amount of significance partially, the F test simultaneously, and the results can be used to measure how much influence is produced or the R² coefficient of determination test.

Then so that later the results of this study can be easily analysed and explained, several appropriate hypotheses can be determined. The hypotheses include: H₀ : Leadership style, job satisfaction and work discipline do not have a positive and significant influence on employee performance and H₁: Leadership style, job satisfaction and work discipline have a positive and significant effect on employee performance. For this reason, this preparation will facilitate analysis and decision making.

RESULTS AND DISCUSSION

After the process of collecting information and various data is carried out using questionnaires, we can have various data that can be used to further explain the research. For this reason, various results will be presented in this section. The first result is about the condition of the respondents who provided answers to this research. In general, according to the predetermined sample, some important information was obtained, namely 1) The selected sample turned out to be 56.6% male and 43.4% female respondents; 2) In accordance with the condition of education, it turns out that it varies from diploma as much as 15.9%, undergraduate

respondents as much as 50.94%, and masters as much as 33.96%; 3) In the age group, it turns out that it is also diverse, most of the respondents are still <30 years old, namely as many as 33.96%; and the most recent data regarding the condition of their working period, most of them have worked for 5-10 years with a frequency of 37.74%. In general, the characteristics of respondents are diverse from various points of view and characters. Then next, it will be seen how the results and analyses have been applied by utilising multiple linear regression. The results will be presented in table 1.

Table 1. Multiple Linear Analysis Results

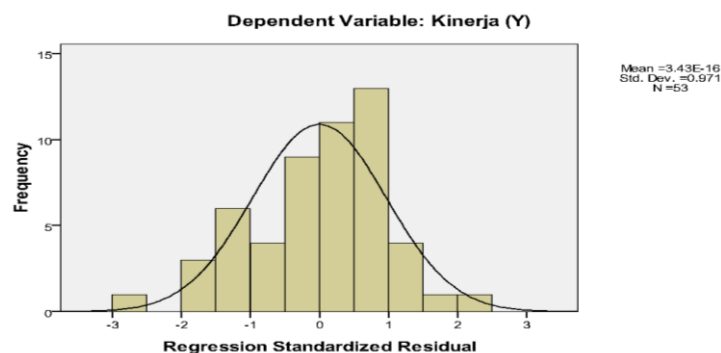
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.448	.386		1.161	.251
Gaya Kepemimpinan (X1)	.309	.106	.326	2.915	.005
Kepuasan (X2)	.265	.131	.274	2.022	.049
Disiplin (X3)	.302	.145	.292	2.083	.042

Sumber: Output Olah Data (2023)

In accordance with table 1, it states that the coefficient value of the leadership style is 0.309 with positive results. This result is then associated with the amount of Sig. $0.005 < 0.05$ so that the rules state that this variable has a significant influence on employee performance. While other results also obtained a t-count value of $2.915 > t\text{-table } 2.008$ strengthening the main conclusion, namely having a significant influence. Other results also in the satisfaction part of each work they do turns out to have a coefficient value of 0.265 including having a positive value. Then the analysis turned out to have a more significant influence on each performance of the employees as indicated by the sig value of $0.049 < 0.05$ and the t-count and t-table values of $2.022 > 2.008$. Other results also state the same that discipline at work has a significant influence on employee performance. This acquisition is shown by the work discipline section with a positive coefficient value of 0.302 with a t-count and t-table value of $2.083 > 2.008$ with the acquisition of Sig $0.000 < 0.05$. These results are important to know because without these decisions, the research results will be difficult to explain further.

Testing of Classical Assumptions

Normality Test Results (Histogram Graph Analysis)



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Figure 1: Histogram Analysis of Normality Test Results

It can be seen that the results of the data normality test with the histogram graph approach actually provide information about the normal distribution patterns of the research data conducted. This is when declared normal, the results show that there is no line that deviates to the left or to the right, so it can be concluded that the distribution of the data submitted has a normal distribution.

Testing for Normality

Table 2. Normality testing results

		Unstandardized Residual
N		53
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.27724077
Most Extreme Differences	Absolute	.101
	Positive	.079
	Negative	-.101
Kolmogorov-Smirnov Z		.736
Asymp. Sig. (2-tailed)		.651

Sumber : Hasil Pengolahan Data (2023)

In accordance with the information submitted, it can be understood that these results contain value information on the probability shown in the results or Asymp. Sig. (2-tailed) which is shown with a result of 0.651. In accordance with these results, the results turned out to be greater and different than the level of significance. For this reason, the assumption is that the data obtained is included in the normality category.

Results of the Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results with Glejser Test

Model	Sig.
1 (Constant)	.643
Gaya Kepemimpinan (X1)	.938
Kepuasan Kerja (X2)	.567
Disiplin Kerja (X3)	.350

Sumber : Output Olah Data (2023)

In accordance with this information, various things can be explained. The explanation can be known from the probability value or Sig. Glejser. In general, the value shows that it does not have a heteroscedastic character. Starting from the leadership style of 0.938. The result of satisfaction is 0.567 and the result of discipline is 0.350. In accordance with the results obtained, it turns out that the probability value is greater than the error rate of 0.05, therefore the conclusion that can be conveyed is that there are no symptoms related to heteroscedasticity.

Multilinearity Test Results

Table 4. Multilinearity Test Results

Model	Hasil	
	Tolerance	VIF
1 (Constant)		
Gaya Kepemimpinan (X1)	.719	1.391
Kepuasan (X2)	.492	2.033
Disiplin (X3)	.457	2.188

Sumber : Output Olah Data (2023)

In accordance with the information in the table, it shows that the test results are seen from the VIF value on all variables. Starting from the leadership style variable is 1.391, satisfaction is 2.003 and discipline is 2.188. Since each variable of this study has a VIF value not greater than the requirement of 10, it can be a general conclusion that this research data does not have severe multicollinearity symptoms.

Simultaneous F Test Results

Table 5. Simultaneous Effect Test Results with F Test

Model	df	F	Sig.
1 Regression	3	20.687	.000 ^a
Residual	49		
Total	52		

Sumber : Output Olah Data (2023)

In accordance with the explanation presented, it can be understood that various information related to this research is mainly related to the simultaneous influence of the variables studied. Through the f test it can be seen how the effect is caused. In accordance with the regression test carried out, it can be analysed that this study has a Sig value. 0.000 with a value of . Then from the results it is compared with the error rate of 0.05 and the results of the F value compared to the F table of 2,793 show that all independent variables in this study have a good effect, namely leadership style, job satisfaction and work discipline they have a positive significant level on their performance. Then the results of the next analysis regarding the t test to explain the effect partially.

Partial t-test Results

Table 6. Partial t-test

Model	t	Sig.
1 (Constant)	1.161	.251
Gaya Kepemimpinan (X1)	2.915	.005
Kepuasan (X2)	2.022	.049
Disiplin (X3)	2.083	.042

Sumber : Output Olah Data (2023)

In accordance with the table that has been presented, we can take that each variable shows a partial significant effect. The results generally have a positive but still significant effect on the results of their employee performance. The result is conveyed in the acquisition of a sig value that is smaller than 0.05. In addition, it can also be seen in testing the value of t table and t count. In accordance with the results of the leadership style variable has a value of $2.915 > 2.008$, job satisfaction has a value of $2.022 > 2.008$, and discipline has a value of $2.083 > t\text{-table } 2.008$. for that in general the t value is greater than the t table so that the final decision has a significant influence as well. Then proceed with an explanation of the general influence of each variable used in this research.

Determination Coefficient Test Results

Table 7. Testing the Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	.559	.532	.285602

Sumber : output pengolahan (2023)

According to the information in the table, it can be explained that the test results show the coefficient of determination or . These results indicate that all independent variables used in this study such as leadership style, job satisfaction and work discipline have a simultaneous influence on the performance variable of 55.9%. While as much as 44.1% is influenced by other factors not conveyed in this study.

DISCUSSION

The research conducted apparently shows that all independent variables have a positive and significant influence on the performance of existing employees. In general, when companies want their employees to have good performance, it is necessary to have a good leadership process, they must also maximise their potential to achieve job satisfaction and improve discipline. All of that if maximised will be able to have a good influence on the performance they do. The results obtained in the study a leadership style turned out to have a positive influence and a significant effect on the performance of employees at PT Pelabuhan Indonesia I (Persero)

Medan. These results are presented in various test results ranging from the results of the regression, t and F tests. Everything conveys the same thing, namely having an influence.

It turns out that this result is true that a company will be able to improve the performance of its employees the main step that must be addressed is the leadership style (Sitepu, 2014). This is because the leader is the central person who plans, organises things, takes real action on each plan and conducts evaluations and corrective steps. This result is in accordance with the research statement that the performance of each employee will be able to succeed if the leader is also able to lead well (Yuniarti & Suprianto, 2014). They must be able to convince everyone to achieve various company goals and must be able to also encourage all employees to show good performance quality. For this reason, a leader with their own style has a positive and significant influence on the performance of each employee.

Other results are also conveyed in employee job satisfaction in general, employees who are satisfied in their work will show positive performance from each employee. That good performance will have different job satisfaction. Results in general have a good influence on various things. For this reason, satisfaction must really be achieved by the company because it will be able to affect service conditions and other consumer satisfaction (Purba et al., 2019). Job satisfaction means that what they do is able to succeed optimally and various targets are achieved well (Martha & Miawan Putra, 2020). Every employee is required to fulfil the performance that has been determined in the regulations if they are able to fulfil the provisions, it means that their work is included in satisfied work, but when the results do not match the target, their work is not satisfied. For this reason, satisfaction is part of the measure of work success. When their success is positive, their performance is also declared positive, while if it is negative, their performance needs to be improved and work improvement is needed.

The results of research conducted on work discipline variables turned out to have positive and significant results on the performance of employees at PT Pelabuhan Indonesia I (Persero) Medan. For this reason, according to the test results that have been carried out, the same results have a positive effect. Discipline is needed in every employee. We know that employees must carry out various things that have been regulated in the rules previously planned by the company. Starting from the time of entry, time of return, work process, work stages, monthly and annual achievements or targets, everything has been well regulated by the company. When they are unable to show good discipline during work, various things will have many problems (Suryanti & Hidayat, 2022). When there are many problems, it will have an impact on the performance they do.

But on the other hand, when the work process they do is able to be more disciplined, comply with various rules and work systems, the results will also show maximum results so that their performance will be in the positive category (Feel et al., 2018). For this reason, this result is in accordance with research that employees who prioritise good discipline will be able to achieve positive employee performance as well, whereas when they do not pay attention to discipline it will affect the achievements and results of each employee (Nisyak, 2016). This is because discipline is a manifestation of the form of responsibility they carry out while carrying out work activities in the company..

CONCLUSIONS

In accordance with the research that has been done, the main conclusions can be drawn, namely 1) The results of the F test show that all variables have a positive and significant effect simultaneously, 2) In accordance with the results of the t test, it explains that all variables have a positive influence and their effect shows partial significance, 3) Based on the R^2 test, it shows that employee performance is influenced by all variables, namely 55.9%, 4) Leadership style is more dominant in influencing the performance of employees than job satisfaction and work discipline. We can see this from the results of the t test where the leadership style value is 0.309 greater than the job satisfaction value of 0.265 and the work discipline value of 0.302.

From the results obtained, the researcher also suggested that the leaders of PT Pelabuhan Indonesia I (Persero) Tbk Medan be better able to take advantage of certain leadership styles that they can apply in supporting company activities, for this step needs to be done because when companies use leadership styles appropriately, success can be done well. Researchers also provide suggestions that companies must be able to improve discipline so that later work patterns and various actions are able to get better and better at completing various jobs, and they are required to provide various counselling, training and other developments regarding work patterns including office hours so that employees of PT Pelabuhan Indonesia I (Persero) Medan are able to achieve their best performance and have good awareness in discipline.

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Pendidikan Terhadap Kinerja Karyawan Pada Direktorat Operasi/Produksi
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