



(MUDIMA)



The Influence of Transformational Leadership Style, Work Discipline and Work Motivation on Employee Performance at PT. Putra File Indah

Tri Wahyu Wirjawan^{1*}, Charmila Simanjuntak²

Universitas Pelita Bangsa

Corresponding Author: Tri Wahyu Wirjawan triwahjuwirjawan@pelitabangsa.ac.id

ARTICLE INFO

Keywords: Transformational Leadership Style, Work Discipline, Work Motivation and Employee Performance

Received : 2 February

Revised : 18 February

Accepted : 18 March

©2023 Wirjawan, Simanjuntak: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze and examine the effect of transformational leadership style, work discipline, and work motivation on the performance of employees of PT. PUTRA FILE INDAH Son. The method of determining the sample using saturated sampling, so that all the population is used as a sample of 90. Data collection using a questionnaire. The data test technique uses Data Feasibility Test, Classical Assumption Test, influence test, hypothesis test, and coefficient of determination test which will be analyzed using SPSS version 23.0 program. The results showed that transformational leadership style had a positive and significant effect on employee performance by 45.5%, work discipline had a significant effect on employee performance by 56.4%, and work motivation had a positive and significant effect on employee performance by 109.5%

INTRODUCTION

The industrial world is getting stronger. The number of businessmen in Indonesia is mutual healthy competition in improving and producing quality products highly competitive. Human resources are the most important factor in achieve this goal. According to Hillebrandt et al. (2017), resource management Humans have a great impact on the achievement of the final goal the company they work for, that is, the company can do an assessment regularly once a month to see if employees work according to work procedures, which will certainly not harm the company.

Humans are a strategic factor in all organizational activities, because humans have business ideas and plans, and humans will too make it happen. Human resources are one of the driving and determining factors the course of an organization to achieve organizational success or goals. Every organization will always expect resources that can work effectively and efficiently in order to facilitate the goals of the organization can be achieved according to what is expected. Human resources are all capabilities that have the possibility to be developed or possessed by humans that can be donated/given to society for produce goods/services (Sedarmayanti, 2017). A company said forward and succeed not only in terms of the amount of profit earned by company, but one of the supporting factors is the quality of resources human owned by the company. What is meant by resources the human being itself is an employee who tries hard to make it happen expectations from the company.

Success in achieving the company's goals can be seen from performance that has been achieved by its employees. Employee performance is level of success in carrying out duties and responsibilities contribution to company. Improving employee performance will bring progress to the company to survive in a competitive business. Employee performance improvement can This is due to several factors, including style transformational leadership, work discipline, and work motivation.

The existence of human resources in a company holds very important role. The workforce has great potential for carry out company activities. The potential of every existing human resource in the company must be utilized as well as possible, so as to be able give maximum results.

Companies and employees are two things that need each other. If employees succeed in bringing progress to the company, the profits are obtained will be picked by both parties. For employees success is the actualization of self-potential as well as opportunities to meet needs his life. As for the company, success is a means to company growth and development. Human resources are the only one who has sense, will, knowledge, drive, the power and work of an employee is the most valuable investment in organization which is a key asset that is valuable and must be recognized its existence as the main key is even a determining factor for the top the success of an organization in carrying out its vision, mission and goals organization. That is why the role of humans is very influential as a driving force and as an agent of change (Agent Of changes).

Development of existing human resources within the scope of the organization is a process of improving the quality or ability of humans in in order to achieve the company's goals. Organizational goals can be achieved as much as possible if supported by good performance from the employee. To get good performance from employees it must a structured and effective direction is sought. Company on the way Motivate employees to want to work more productively with established company goals.

Motivation can be seen as a change in energy within a person which is marked by the appearance of a feeling, and preceded by a response for a purpose. Motivation is the basic drive that moves someone or the desire to devote all energy because of something aim. As stated by Mangkunegara (2009:61) motivation is a condition or energy that drives self-directed employees or directed to achieve organizational goals of the company. Employee mentality The positive attitude towards the work situation strengthens the motivation to work to achieve maximum performance. Three elements which are the key to motivation, namely effort, organizational goals, and needs. So motivation in terms of it is actually a response to an action. Motivation comes from within human self because of encouragement by the existence of an element of a goal. this goal Regarding the matter of needs it can be said that there will be no motivation if you don't feel a need.

In this case humans have a tendency like that disclosed by Mc. Gregor in Gomes (2003:192) that

humans are like theory X and theory Y. Theory X which basically states that humans tends to behave negatively, whereas theory Y is basically human tend to behave positively, it is necessary to motivate employees. From this opinion it can be concluded that managers must be able to understand the characteristics of its employees before giving motivation to the employees his employees. Thus managers can motivate their employees with look at the characteristics of one employee with another in a different way motivated him. Therefore, it is to achieve the expected performance companies need motivation in employees. With motivation and performance appraisal, organizational goals can be achieved and also chieved goals personal. Giving motivation to someone is a link in the chain starting from needs, generating desires, causing actions, and come up with a decision. Of the various stages of giving motivation, the main factor namely the need and the direction of behavior. Giving motivation must be directed for achieving organizational goals. Only with clarity of purpose then all personel involved in the organization can easily understand and carry it out.

METHODS

To obtain the data needed to support research, data collection techniques used in this study are as follows:

Observation: Observations were made by researchers by means of observation and recording of the performance of employees of PT. Putra File Indah

Literature study: Literature study in this research the writer collects own data from the theoretical basis and related journals.

Questionnaire: This questionnaire was distributed to employees of PT. Putra File Indah uses a list of submitted statements to respondents to provide answers regarding statements about leadership style transformational, work discipline, work motivation and performance employee.

Analysis Method

Data analysis in this study is an interpretation for research used to answer the questions to reveal phenomenon in this research.

The analytical method used to interpret as well analyze the data according to the model developed in this study is multiple linear regression. This research

uses several steps in conducting data analysis, namely:

Validity test

In general, the validity test works to see if the item the statement used is able to measure what you want to measure. A questionnaire is declared valid if the statement on the questionnaire being able to express something to be measured by the questionnaire (Ghozali, 2018). According to Ghozali measure validity can be done by doing a correlation between statement item scores with the total score of constructs or variables. That is done by comparing the calculated r value (corrected value Item – Total Correlation on Cronbach Alpha output) with value r table for degree off reddom (df) = n-2. Analysis is done by correlating the item score with the total item score by calculating the PearPutra Product Moment Correlation. In this is the correlation coefficient which has a significant value of less than 0.05 means that these items are valid as constituents indicator. To find out the score of each statement item valid or not, then the statistical criteria are set as follows.

If $r_{count} > r_{table}$ and is positive, then variable it is valid

If $r_{count} < r_{table}$ and is negative, then the variable it is not valid.

Reliability Test

Reliability test is used to measure the questionnaire is an indicator variable. The questionnaire is said to be reliable or reliable if each statement is answered by the respondent consistent or stable over time. A questionnaire said reliable if the Cronbach Alpha value is greater than 0.7 (Ghozali, 2018).

The reliability test in this study was carried out by measurement just once or the one shot method which is a measurement that done only once and then the results will be in compare with other statements or measure the correlation between answer. Measuring reliability with the Cronbach Alpha statistical test (α).

Normality test

The normality test aims to find out whether the regression models, confounding variables or residuals have a distribution normal or not. As it is known that for the t test and f test assumes that the residual values follow a normal distribution. Test normality is usually tested based on histograms, plots, and one sample kolmogorof-smirnov, but researchers only use analysis the one sample

Kolmogorof-Smirnov test using a level significance 0.05. The data is declared normally distributed if significance greater than 5% or 0.05.

Multicollinearity Test

According to Ghozali (2018) on this multicollinearity test aims to find out whether the regression model is found correlation between independent variables or independent variables. For find out whether or not multicollinearity exists in the regression model can be known from the tolerance value and the value of the variance inflation factor (VIF). The tolerance value measures the variability of the independent variables selected that cannot be explained by other independent variables. so a low tolerance value is the same as a high VIF value, due to $VIF = 1/\text{tolerance}$, and shows that there is high collinearity. The cut off value used is for a tolerance value of 0.10 or VIF value above 10.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether it is in the model regression occurs variance inequality of the residual one observation to another observation. If the variance of the residual one observation to other fixed observations, it is called homoscedasticity and if different is called heteroscedasticity. The method used for detect the presence or absence of heteroscedasticity in this study, by looking at the plot graph between the predicted values of the dependent variable (dependent) namely ZPRED with the residual namely SRESID. Detection whether there is heteroscedasticity can be done by looking whether there is a certain pattern on the scatterplot graph between SRESID and ZPRED where the Y axis is predicted and the X axis is studentized residual (Y predicted - Y real). Basic analysis used to detect heteroscedasticity are as follows

a. If there is a certain pattern, such as the dots that form a pattern certain regular (wavy, widened then narrowed), then indicates there has been heteroscedasticity, so that the model is not suitable for use.

b. If there is no clear pattern, the dots spread over and below the number 0 on the Y axis, then it doesn't happen heteroscedasticity so that the model is feasible to use.

Multiple Linear Test

Multiple linear regression analysis was used for measure the effect of more than one independent variable on dependent variable. In the journal

Marsoit et al (2017) to find out that the multiple linear regression model in this study can called a good model. Then this model should be tested with tests for normality, multicollinearity, and heteroscedasticity, in order it can be seen whether the multiple linear regression model is deep This research has been freed from the assumptions of classical statistics. Multiple regression analysis is used to find out influence between two or more independent variables with one the dependent variable is displayed in the form of an equation regression (Priyatno, 2016:92).

The multiple regression equation formula is as follows:

information:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = The dependent variable studied.

a = Constant.

b = Regression Coefficient.

X = Independent Variable examined.

T test

The t statistical test is basically used for testing one direction and intended to determine the relationship between the independent variables (X) to the dependent variable (Y) partially. Testing by following the t distribution for degrees of freedom n-5 (fiani and Japariato. 2012).

The t table value is calculated by the formula:

$(df) = N - K$, N is the number of samples and K is the number of dependent or independent variables added with independent or independent variables, so you get degrees freedom $(df) = 90 - 4 = 86$, so we get t table = 1.66277 to find out whether each variable is independent has a significant effect on the dependent variable partially with $\alpha = 0.05$.

The t test criteria are as follows

a. Ho is accepted and Ha is rejected if the value of $t_{count} < t_{table}$ or if sig value > 0.05 .

b. Ho is rejected and Ha is accepted if the $t_{count} > t_{table}$ or if the sig value < 0.05 .

Determination Coefficient Test (R²)

The coefficient of determination is the value used for measure the magnitude of the contribution of the independent variable (X) to variation (increase/decrease) the dependent variable (Y) (Imron 2019). In other words, variable Y can be explained by variable X of r²% and the rest explained by other variables.

With the following conditions:

1. If the results are closer to 0, it means that the ability of the independent variables to explain the variable variation is very high limited.

2. If the results are close to 1, it means the independent variables provides almost all the information needed to predict the variation of the dependent variable.

In general, the coefficient of determination for cross data is relatively low

Due to the large variation between each observation, whereas for time series data usually has a coefficient value

high determination.

Validity Test Results

Validity test is used to measure valid or whether or not a measuring instrument used in a study. The questionnaire is said to be feasible if it contains each item question or statement able to reveal something conditions felt or experienced by respondents who be a sample in research. In this study test validity conducted by researchers to determine relevance questionnaire which is a research measuring tool, feasible or not for use in collecting data from respondents or employees of PT. Putra File Indah. In doing the test the validity of the requirements of this instrument researchers first distributing 90 questionnaire data to respondents, this is done to minimize the results of the validity of the data from tests conducted on each variable independent namely Transformational Leadership Style (X1), Work Discipline (X2), and Work Motivation (X3) and variables dependent, namely Employee Performance (Y). Data validity test results This has been done by researchers using assistance SPSS version 23.0. Can be seen in the tables below:

Results of the Validity Test of Transformational Leadership Style (X1)

Based on the data in the calculation performed, namely the results test the validity of the data related to the Transformational Leadership Style variable (X1), the results of the tests carried out by the researchers obtained the results of all rcount values greater than rtable values (0.207) and significantly less values than alpha values (0.05). It can be concluded that the data obtained from the respondent's answer questionnaire are related.

Work Discipline Validity Test Results (X2)Based on the calculation performed are the results test the validity of the data related to the Work Discipline variable (X2), the results of the tests conducted by the researchers obtained the results of all rcount values greater than rtable values (0.207) and significantly less values than alpha values (0.05). It can be concluded that the data obtained from the respondent's answer questionnaire related to factors regarding the Work Discipline variable (X2), that all of the statement items are said to be valid and appropriate to be used for data collection in this study.

Work Motivation Validity Test Results (X3)

Based on the data in the calculation performed are the results test the validity of the data related to the variable Work Motivation (X3), the results of tests conducted by researchers obtained the results of all rcount values greater than rtable values (0.207) and significantly less than alpha values (0.05). It can be concluded that the data obtained from the respondent's answer questionnaire relating to the factors regarding the Work Motivation variable (X3), that all of the statement items are said to be valid and feasible to used for data collection in this study.

Based on the calculation performed, the results of the data validity test related to the Employee Performance variable (Y), the results of the tests conducted by the researcher obtained the results of all rcount values greater than rtable values (0.207) and significantly smaller values than alpha values (0.05). It can be concluded that the data obtained from the respondent's answer questionnaire related to factors regarding the Employee Performance variable (Y), that all of the statement items are said to be valid and feasible to be used for data collection in this study.

Reliability Test

The reliability test was used to determine a questionnaire using the SPSS program version 23.0 showing that all variables have a Cronbach's alpha value > 0.7 , so that it can be said that each respondent's answers to the statement items are consistent (reliable). The following is a table of results from the questionnaire by research as follows:

Transformational Leadership Style Reliability Test Results (X1)

Based on the calculation performed, the Cronbach Alpha value of the reliability test calculation is $0.740 > 0.70$, the research instrument for the Transformational Leadership Style variable (X1) is declared reliable so that it can be used for data collection in measuring the transformational leadership style variable.

Work Discipline Reliability Test Results (X2)

Based on the calculation performed the alpha calculation cronbach value reliability test of $0.930 > 0.70$, then the research instrument is variable Work Discipline (X2) is declared reliable so that it can be used for data collection in measuring work discipline variables.

Work Motivation Reliability Test Results (X3)
Based on the calculation performed, the Cronbach alpha value for the reliability test calculation is $0.862 > 0.70$, so the research instrument variable Work Motivation (X3) is declared reliable so that it can be used to collect data in measuring Work Motivation variables.

Employee Performance Reliability Test Results (Y)

Based on the calculation performed, the Cronbach alpha value for calculating the reliability test is $0.936 > 0.70$, so the research instrument for the Employee Performance variable (Y) is stated to be reliable so that it can be used for data collection in measuring employee performance variables

Normality Test

This normality test was carried out using One Sample Kolmogorof-Smirnov Test. The data test is normally distributed if the resulting AsympSig (2-tailed) value is greater than the alpha value, which is 0.05 (5%).

Normality Test Results

Based on the data the calculation performed, the results of the normality test are known to have a significance value of $0.06 > 0.05$, it can be concluded that the residual values are normally distributed.

Multicollinearity Test Results

This test should not have multicollinearity between variables or a high relationship between some or all of the explanatory variables. In addition to these methods, multicollinearity symptoms can also be identified by using VIF (Variance Inflation Factor) values. If the VIF value is more than 10 then there are symptoms of multicollinearity, while the element $(1-R^2)$ is called Collinierty Tolerance,

meaning that if the collinearty tolerance value is below 0.1 then there are symptoms of multicollinearity. Based on the data testing carried out, the results are as shown in the table below

Multicollinearity Test Results

Based on the calculation performed, it is known that the tolerance value for Transformational Leadership Style, Work Discipline, and Motivation > 0.10 and the VIF value < 10 and then the data does not have multicollinearity.

Heteroscedasticity Test Results

Heteroscedasticity is used to test whether in the regression model, there is an inequality of variance or residual of another observation. If the residual variation from one observation to another observation remains, then it is called homoscedasticity, and if the variance is different it is called heteroscedasticity. A good model is that there is no heteroscedasticity.

Basis of taking the decision is that if a certain pattern, such as the existing dots form a certain regular pattern, then heteroscedasticity occurs. If there is no clear pattern, and the points spread below and above the number 0 on the Y axis, then "heteroscedasticity does not occur" in the regression model

Based on the data calculation performed, it shows that the dots spread randomly, do not form a clear/regular pattern, and are spread both above and below the number 0 on the Y axis. Thus, this research data is free from heteroscedasticity.

Multiple Linear Regression Test

Multiple linear regression analysis is used to measure the effect of more than one independent variable on the dependent variable.

Multiple Linear Regression Test Results

From the the calculation performed, a multiple linear regression equation model can be compiled based on column B. The multiple linear regression model of the research results is as follows:

$$\hat{Y} = 4,390 + 0.155X1 + 0.456X2 + 0.672X3$$

The multiple linear regression equation model of the results of the analysis can be interpreted as follows:

1. A constant value of 4.390 means that if the variables of transformational leadership style, work discipline and work motivation are zero, then work discipline is 4.390.
2. The value of the beta coefficient on the transformational leadership style variable is 0.155 which means that any change in the transformational

leadership style variable (X1) of one unit will result in a change in performance (Y) of 0.155 units. Conversely, a one-unit decrease in performance (Y) will decrease the transformational leadership style by 0.155 with other assumptions being the same.

3. The value of the beta coefficient on the work discipline variable is 0.356 which means that any change in the work discipline variable (X2) of one unit will result in a change in performance (Y) of 0.356 units. Conversely, a decrease in one unit of performance (Y) will reduce work discipline by 0.356 with other assumptions being the same.

4. The value of the beta coefficient on the work motivation variable is 0.672 which means that any change in the work motivation variable (X3) of one unit will result in a change in performance (Y) of 0.672 units. Conversely, a decrease in one unit of performance (Y) will reduce work motivation by 0.672 with other assumptions being the same.

T test results

In the results of data analysis using SPSS version 23, several results were obtained to find out whether the independent and dependent variables had a normal distribution or not, test the regression analysis to find out how much influence the independent variables had on the dependent variable, test the hypothesis to find out the truth of the hypothesis in this study by means of comparing t count with t table, the following results of the analysis include: $\alpha = 0.05$, $dk = n - k - 1 = 90 - 3 - 1 = 86$ so t table = 1.987.

Test Results T Test Results (Partial)

1. Hypothesis test of transformational leadership style on employee performance

The results of the t-test statistics for the variable obtained a t-value of 4.390. With a total of 90 data, where t table at $\alpha = 10\% : 2 = 5\%$ with degrees of freedom (df) $n - k - 1 = 86$, then we get t table = 1.987. The results show that t count is greater than t table ($4,390 > 1.987$), with a significant value of 0.072 less than 0.05 ($0.072 < 0.05$), and the regression coefficient has a positive value of 0.155, the hypothesis which states that transformational leadership style significant effect on employee performance can be accepted. These results also prove the first hypothesis "that transformational leadership style influences employee performance.

2. Test the work discipline hypothesis on employee performance

The statistical results of the t test for the discipline variable obtained a t value of 3.536. With a total of 90 data, where t table at $\alpha = 10\% : 2 = 5\%$ with degrees of freedom (df) $n - k - 1 = 86$ then obtained t table = 1.987. The results show that t count is greater than t table ($3.536 > 1.993$), with a significant value of 0.001 less than 0.05 ($0.001 < 0.05$), and the regression coefficient has a positive value equal to 0.356, the hypothesis which states that work discipline has a significant effect on employee performance is acceptable. These results also prove the first hypothesis "that work discipline affects employee performance.

3. Hypothesis Test Work motivation on employee performance.

The statistical results of the t-test for the variable Work Motivation are obtained t count value of 4.145. with a total of 75 data, where t table at $\alpha = 10\% : 2 = 5\%$ with degrees of freedom (df) $n - k - 1 = 86$ then obtained t table = 1.987. The results show that t count is greater than t table ($4.145 > 1.993$), with a significant value of 0.000 less than 0.05 ($0.042 < 0.05$), and the regression coefficient has a positive value of 0.672 so the hypothesis states that work motivation has an effect significant effect on employee performance is acceptable. These results also prove the first hypothesis "that work motivation influences employee performance.

Test of the Coefficient of Determination (R2)

The coefficient of determination aims to measure how far the model's ability to explain the dependent variable. Based on the results of the calculation of the coefficient of determination test (R2) using the SPSS v 23.0 program, it can be seen in the following table:

Test Results for the Coefficient of Determination (R2)

Based on the results of the calculation performed, it can be seen that the coefficient of determination (r square) is 0.748, so the contribution of the influence of the independent variables transformational leadership style (X1), work discipline (X2), and work motivation (X3) on employee performance (Y) is 74.9% while the remaining 26.1% is influenced by other factors not examined in the study.

RESULTS AND DISCUSSION

The discussion the influences between variables, namely the effect of transformational leadership style on employee performance, the influence of work discipline on employee performance and the effect of work motivation on employee performance

The Influence of Transformational Leadership Style on Employee Performance

The results of the influence test using a simple linear regression test show that there is a positive influence between the transformational leadership style on the performance of employees of PT. Putra File Indah. Then the results of testing the hypothesis using the t test of this study produce tcount values greater than ttable. In this case it can be concluded that the transformational leadership style at PT. Putra File Indah has an effect on employee performance.

Effect of Work Discipline on Employee Performance

The results of research conducted by researchers regarding the work discipline variable on employee performance through a simple linear regression test get results if work discipline affects performance, while the results in the t test show that the tcount value is greater than the ttable value which can be interpreted as having a significant influence on employee performance . It can be concluded that work discipline has a positive and significant influence on the performance of employees of PT. Putra File Indah.

The Effect of Work Motivation on Employee Performance

The results of the influence test using a simple linear regression test which shows that there is a positive influence between work motivation on the performance of employees of PT. Putra File Indah. Then on the results of hypothesis testing using this research test the tcount value is greater than ttable. It can be concluded that work motivation at PT. Putra File Indah has an effect on employee performance

CONCLUSION

Based on the results of the analysis and discussion above and the purpose of this study, namely to determine the influence of Transformational Leadership Style, Work Discipline and Work Motivation on Employee Performance at PT. Putra File Indah will then be concluded as follows:

Transformational Leadership Style influences the performance of employees of PT. Putra File Indah, where these results are supported from the results of hypothesis testing that there is an influence between transformational leadership style on the performance of employees of PT. Putra File Indah.

Work discipline has a positive and significant effect on employee performance in accordance with the results of the hypothesis test, namely the t test that there is a positive and significant influence on the performance of employees of PT. Putra File Indah.

Work motivation has a positive and significant effect on employee performance in accordance with the results of the hypothesis test, namely the t test that there is a positive and significant effect on the performance of employees of PT. Putra File Indah

REFERENCES

- Ardana Dkk, I Komang, (2012). *Manajemen Sumber Daya Manusia*. Graha Ilmu: Yogyakarta.
- Chandra, T. (2016). The Influence Of Leadership Styles, Work Environment And Job Satisfaction Of Employee Performance--Studies In The School Of Smpn 10 Surabaya. *International Education Studies*, 9(1), 131-140.
- Arianto, D. A. N. (2013). Pengaruh Kedisiplinan, Lingkungan Kerja Dan Budaya Kerja Terhadap Kinerja Tenaga Pengajar. *Jurnal Economia*, 9(2), 191-200.
- Bartam & Erianjoni (2020). The Influence Of Organizational Culture, Compensation, And Work Environment On Employee Performance In Class Iib Bangko Correctional Institutions. *Jurnal Ilmiah Ilmu*

- Administrasi Publik : Jurnal Pemikiran Dan Penelitian Administrasi Publik Vol, 10 No 2, Juli-Desember 2020
- Edison, Emron., Dkk. (2016) Manajemen Sumber Daya Manusia. Alfabeta. Bandung.
- Fachrezi, H., & Khair, H. (2020). Pengaruh Komunikasi, Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Angkasa Pura Ii (Persero) Kantor Cabang Kualanamu. Maneggio: Jurnal Ilmiah Magister Manajemen, 3(1), 107- 119.
- Farisi, S., Irnawati, J., & Fahmi, M. (2020). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum, 4(1), 15-33.
- Feel, N. H., Herlambang, T., & Rozzaid, Y. (2018). Pengaruh Disiplin Kerja, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai. Penelitian Ipteks, 3(2), 176–185.
- Ghozali, Imam. 2018. Aplikasi Analisis Multivariate Dengan Program Spss Edisi Kesembilan. Semarang: Badan Penerbit Universitas Diponegoro.
- Hersona, S., & Sidharta, I. (2017). Influence Of Leadership Function, Motivation And Work Discipline On Employees'performance. Jurnal Aplikasi Manajemen, 15(3), 528-537.
- Hildebrandt, L. K., Mccall, C., & Singer, T. (2017). Differential Effects Of Attention-, Compassion-, And Socio-Cognitively Based Mental Practices On Self-Reports Of Mindfulness And Compassion. Mindfulness, 8(6), 1488-1512.
- Husain, B. A. (2018). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan (Pada Pt. Bank Danamon Tbk Cabang Bintaro). Jurnal Disrupsi Bisnis: Jurnal Ilmiah Prodi Manajemen, Fakultas Ekonomi, Universitas Pamulang, 1(1).
- Imron, I. (2019). Analisa Pengaruh Kualitas Produk Terhadap Kepuasan Konsumen Menggunakan Metode Kuantitatif Pada Cv. Meubele Berkah Tangerang. Indonesian Journal On Software Engineering (Ijse), 5(1), 19-28.
- Jayanti, K.T., & Wati, L.N. 2019. Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Dan Dampaknya Terhadap Loyalitas Karyawan. Jurnal Ekobis: Ekonomi, Bisnis Dan Manajemen. Vol. 9 No. 2. Kurniawan
- Kurniawan, I., & Santoso, A. (2012). Analisis Pengaruh Kepemimpinan, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kinerja Karyawan Pt Prima Zirang Utama Semarang. Skripsi. Semarang: Fakultas Ekonomi, Universitas Semarang.
- Langi, S. (2015). The Impact Of Leadership Style, Work Motivation, And Job Satisfaction On Employee Performance (Bank Bni Kawangkoan Branch). Jurnal Berkala Ilmiah Efisiensi, 15(5).
- Lomanjaya, J., & Laudi, M. (2014). Analisis Pengaruh Gaya Kepemimpinan Transformasional Dan Transaksional Terhadap Kinerja Karyawan Pt. Iss Indonesia Cabang Surabaya Di Rumah Sakit Katolik St. Vincentius A. Paulo. Jurnal Hospitality Dan Manajemen Jasa, 2(1), 55-66.
- Mangkunegara, Anwar Prabu. 2013. Manajemen Sumber Daya Manusia Perusahaan. Bandung: Pt Remaja Rosdakary
- Nisyak, I. R., & Triyonowati, T. (2016). Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. Jurnal Ilmu Dan Riset Manajemen (Jirm), 5(4).

- Novitasari, D., & Asbari, M. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan: Peran Kesiapan Untuk Berubah Sebagai Mediator. *Jurnal Manajemen*, 10(2), 84-99.
- Nugrahaningsih, H., & Julaela, J. (2017). Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Tempuran Mas. *Media Manajemen Jasa*, 4(1).
- Nurdin, A., Djaelani, A. Q., & Priyono, A. A. (2017). Pengaruh Gaya Kepemimpinan, Pengembangan Karir Dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Perusahaan Daerah Air Minum Kota Malang). *Jurnal Ilmiah Riset Manajemen*, 6(2).
- Panca Konstruksi Di Kabupaten Banjar. *Jurnal Ilmiah Ekonomi Bisnis*, 3(3). Yohana, C. (2017). 1935-Article Text-2854-2-10-20170831. 5, 73-88.
- Panuluh, T. B. D., & Gilang, A. (2019). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt Asuransi Ramayana Bandung. *Eproceedings Of Management*, 6(3).
- Pawirosumarto, Sarjana & Gunawan (2017). The Effect Of Work Environment, Leadership Style, And Organizational Culture Towards Job Satisfaction And Its Implication Towards Employee Performance In Parador Hotels And Resorts, Indonesia. *International Journal Of Law And Management Vol. 59 No. 6*, 2017.
- Permanasari, R. (2013). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Pt. Augrah Raharjo Semarang. *Management Analysis Journal*, 2(2).
- Pradana, M. A. (2013). Pengaruh Gaya Kepemimpinan Transformasional Dan Transaksional Terhadap Kinerja Karyawan (Studi Pada Karyawan Tetap Pt. Mustika Bahana Jaya, Lumajang). *Jurnal Administrasi Bisnis*, 4(1).
- Prastyo, E., Hasiholan, L. B., & Warso, M. M. (2016). Pengaruh Motivasi, Kepuasan, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Honorer Dinas Bina Marga Pengairan Dan Esdm Kabupaten Jepara. *Journal Of Management*, 2(2).
- Prayudi, A. (2020). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Pd. Pembangunan Kota Binjai). *Jurnal Manajemen*, 1(2), 63- 72.
- Rosalina, M., & Wati, L. N. (2020). Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Dan Dampaknya Terhadap Kinerja Karyawan. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 10(1), 18-32.
- Sedarmayanti, S., & Haryanto, H. (2017). Pengaruh Motivasi Kerja Terhadap Kinerja Tenaga Kependidikan Fakultas Kedokteran Universitas Padjadjaran. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 14(1), 96-112.
- Sihaloho, R. D., & Siregar, H. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Super Setia Sagita Medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273-281.
- Simanjuntak, B., & Hamali, A. Y. (2016). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Pada Pt. Bank Bni 1946 (Persero) Tbk. Kantor Cabang Asia Afrika Bandung.
- Sondang P, Siagian. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara

Sugiyono,2012,Metode Penelitian Kuantitatif, Andi, Yogyakarta. Susana Hani,2007,Analisis Pengaruh.

Suhakim, A. I., & Badrianto, Y. (2021). Pengaruh Gaya Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma)*, 1(2), 137-146.

Suhardi, S. (2019). Pengaruh Motivasi Kerja, Kompetensi, Lingkungan Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pt. Asuransi Jiwa Di Kota Batam Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening. *Jurnal Benefita*, 4(2), 296-315.

Sujarweni, V. W. (2015). Metodologi Penelitian Bisnis Dan Ekonomi.

Sutrisno, H. E. (2019). Budaya Organisasi. Prenada Media.

Sutrisno, S., & Sunarsi, D. (2019). The Effect Of Work Motivation And Discipline On Employee Productivity At Pt. Anugerah Agung In Jakarta.*Jurnal Ad'ministrare*, 6(2), 187-196.

Syarkani, S. (2017). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt.