ASHA PUBLISHING

JPPLG

JOURNAL OF PUBLIC POLICY AND REGIONAL GOVERNMENT



Volume 1, Issue 2, 2024

Journal of Public Policy and Local Government (JPPLG)
https://journal.ashapublishing.co.id/index.php/jpplg/
E-ISSN: 3047-6984
Volume 1, Issue 2, July 2024.
Pages: 70-78

Leadership Style on Employee Discipline at the Office of the Driving Teacher Center of South Sulawesi Province

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ABSTRACT

Employee discipline has a central role in maintaining organizational performance and achieving common goals. This research raises the issue of the influence of leadership style on employee discipline at the Office of the Driving Teacher Center (BBGP) of South Sulawesi Province. This research identifies how leadership style affects employee discipline, organizations can set more effective policies and programs to manage, train, and develop human resources. The research method used is quantitative by involving 62 respondents who are determined randomly through the Proportional Random Sampling Method. Data was collected through documentation and questionnaires and then analyzed using descriptive data analysis and inferential statistical analysis. The results of the study show that the Leadership Style variable (X) has an influence of 74.9% on the Employee Discipline variable (Y). This indicates that 74.9% of Employee Discipline is influenced by the Leadership Style factor. While the remaining 25.1% was influenced by other factors. This research strengthens the understanding of the importance of the role of leadership in shaping employee discipline in government organizations. These findings can be the basis for organizational management to pay more attention to leadership style as one of the key factors to improve employee discipline and overall organizational performance.

Keywords: discipline, leadership, employees

INTRODUCTION

Employee discipline in an organization is an important factor that affects the efficiency, productivity, and success of the organization, (Azmy et al., 2022; Rochman & Aulia, 2019). Respect, appreciation, and obedience to applicable rules, whether written or unwritten, are elements of employee work discipline that an organization enforces, (Simorangkir et al., 2021; Sitopu et al., 2021). An employee's work behavior can help an organization achieve its goals if they are disciplined and motivated to do their best, (Deni, 2018). At the South Sulawesi Province Teacher Driving Center (BBGP) Office, the challenge of maintaining and improving employee discipline is very important. One of the elements that has a key role in the formation of employee discipline is the leadership style implemented by the organization's leaders.

Employee motivation and behavior are significantly influenced by leadership style as a form of interaction between leaders and subordinates, (Aisah, Siti dan Wardani, 2020; Mogot et al., 2019). Employees can be motivated to be more obedient to the rules and values of the organization through an effective leadership style, (Franklin & Pagan, 2006). In this case, the South Sulawesi Provincial BBGP Office as an educational institution has a strategic role in producing quality teachers, and the discipline of employees in the office is an aspect that should not be ignored. A leader is a role model in the organization, responsible for employee development and creating an organizational climate that can increase employee productivity. According to Batubara (2020) A leader's leadership style is defined as his capacity and skills to

DOI: https://doi.org/10.70188/8j2vw046

influence others, especially subordinates, to act and think in a certain way to achieve organizational goals. So, the initiative style is the traits and behaviors that a pioneer applies to his subordinates to direct them in completing their work.

In a very competitive era, organizations that have quality human resources (HR) should be able to achieve unparalleled performance. In addition, achieving the organization's common goals requires effective and strong collaboration. However, to maintain and improve the quality of human resources, the existence of quality leaders is needed. Leaders have a very important role in achieving and maintaining employee discipline, and the influence of their leadership style is key. Good leadership will have an impact on whether the agency's goals are achieved, competent leaders certainly not only make their agency's goals achieved but can also achieve them effectively and efficiently. Each leader has unique characteristics and leadership styles, (Gandolfi & Stone, 2018; Pizzolitto et al., 2023; Singh et al., 2023).

In an organization, leaders need to understand that each employee contributes according to their expertise and role in achieving organizational goals, (Boeske, 2023; Fries et al., 2021). In other words, leadership is about the ability to motivate and influence team members to work in a disciplined and collaborative manner, in accordance with the goals desired by the organization. Effective leadership is one of the main keys to achieving good employee discipline, which will ultimately have a positive impact on organizational performance. In addition to managerial skills, a leader must also exude personal values that can convince his employees. Integrity and trust given by leaders play a very important role in creating a conducive work environment aiming at productive teamwork and strong work discipline.

The Influence of Motivation, Leadership Style and Work Discipline on Employee Performance, research (A. Abbas et al., 2021; Setiawan & Krisnandi, 2023) It shows that leadership style has a positive and significant effect on employee performance. In research (Suwarto, 2020; Usman, 2022) said that there are several factors that can affect employee discipline, including the leadership. According to him, leaders are very influential in upholding discipline because leaders are role models and bright spots for subordinates. Thus, it is necessary to pay more attention to employees who will be more self-disciplined, not only because they are afraid of sanctions/punishments, but more because they feel ashamed or ashamed of their leadership.

METHOD

This study uses a correlational quantitative method, (Ghozali, 2016) as the method of investigation. The research method called correlational research allows researchers to describe the natural relationship or correlation between two variables, (Aziza, 2023; Sugiyono, 2022). The purpose of this study is to determine whether the two variables have a relationship or influence or not. This approach helps researchers to communicate research problems in a more structured manner and allows for more in-depth data analysis.

In this study, there are two variables that are studied. Leadership style is considered an independent variable marked by X, while employee discipline is a dependent variable marked with Y. Leadership style variables use 5 indicators, namely traits, habits, temperament, disposition, and personality. Meanwhile, the variable of employee discipline uses 3 indicators, namely attitude, norms, and responsibilities. To measure these two variables, the study used instruments in the form of questionnaires and likert scales in the form of checklists. The research population is 123 employees of the South Sulawesi Province (SULSEL) Teacher Driving Center (BBGP). To establish the sample, using the Proportional Random Sampling technique, which is a method of random sampling of population members, (Ghozali, 2016). Therefore, the number of samples in the study is 50% of the total population, which is 50/100 x 123 = 61.5, which is rounded

DOI: https://doi.org/10.70188/8j2vw046

to 62 employees.

RESULT AND DISCUSSION

The influence of employee discipline leadership style at the South Sulawesi Province Teacher Driving Center (BBGP) Office can be studied through data analysis. This data analysis was carried out with the statistical formula used by SPSS Version 26, which is considered very relevant for analyzing data.

Descriptive Statistical Analysis of Leadership Style Variables (X)

A leader's leadership style is a combination of skills, philosophies, characteristics, and attitudes that they use to influence the performance of their subordinates. To find out the description of the leadership style at the office of the South Sulawesi Province (SULSEL) Teacher Driving Center (BBGP). The data prepared in this study is data obtained from a research questionnaire that has an involvement with leadership style variables. The measurement of leadership style in the study uses several indicators, namely: traits, habits, dispositions, temperament and personality. The following are the results of the descriptive analysis of each indicator on leadership style:

Table 1: Descriptive Analysis Per Idifier of Leadership Style Variables (X)

Indicator	n	N	%	Category
Characteristic	552	620	89,03	(Very Good)
Habit	518	620	83,55	(Very Good)
Temperament	575	620	92,74	(Very Good)
Character	865	930	93,01	(Very Good)
Privacy	581	620	93,71	(Very Good)

Source: SPSS data processing 26, 2023

The results of the descriptive analysis show that each indicator used in measuring how the leadership style is described at the office of the driving teacher center (BBGP) of South Sulawesi province, where in the indicator of category traits is very good with a percentage level of 89.03%, this shows that the employees feel that their leadership qualities are very good. For the habit indicator, it can be concluded that the category is very good by having a percentage rate of 83.55%, this indicates that employees think that their leaders have very positive habits. The temperament indicator is in the very good category with a percentage level of 92.74%, indicating that the leader has a very good temperament. The character category is in the very good category with a percentage rate of 93.01%, indicating that employees think that their leaders have a very good temperament. For the last indicator, namely personality is in the very good category with a percentage rate of 93.71%, in this case it shows that employees say that the leader has a very good personality.

Based on the results of the previous descriptive analysis, the description of the leadership style of the leadership at the BBGP Office of South Sulawesi Province is assessed from the aspect of Traits received a very good assessment with a percentage rate of 89.03%. According to (A. Abbas et al., 2021; Gandolfi & Stone, 2018; Singh et al., 2023) "Trait" means that the success of a leader is determined by the physical and psychological traits he has. Leadership traits that include empathy, honesty, and integrity seem to be qualities that are valued and applied well by leaders at the South Sulawesi Provincial BBGP Office. It can be seen at the time of the research that leaders at BBGP South Sulawesi Province have very positive traits. They are open to the opinions and input of employees.

The leader's habits also received a very good assessment, with the percentage level reaching 83.55%. This shows that employees at BBGP South Sulawesi Province see that leaders have habits that play a positive role in organizational management. Habits play a crucial role in determining

DOI: https://doi.org/10.70188/8j2vw046

leadership styles and directing changes in a leader's behavior, (Azmy et al., 2022; Boeske, 2023). These habits, such as discipline, perseverance, and commitment. Leaders also set an example in maintaining discipline by complying with organizational rules and procedures, (Singh et al., 2023)

The results of the analysis show that the temperament of leaders in the BBGP of South Sulawesi Province is considered very good, with a percentage rate of 92.74%. This shows that employees in the organization consider leaders to have a good attitude and are able to maintain calm in dealing with difficult situations wisely. Leaders with a good temperament tend to be able to handle conflicts in a productive way and maintain stability within the team and the organization. Temperament as the emotional reactivity of an individual's habits. With a good temperament, leaders can play a positive role, (Azmy et al., 2022; Pizzolitto et al., 2023).

The results of the analysis show that the character of leaders is also considered very good, with a percentage rate of 93.01%. Good dispositions, such as integrity, honesty, and courage, seem to be the characteristics of leaders in the BBGP of South Sulawesi Province. Subjective leaders can determine how their superior characteristics are when they want to build their confidence, determination, and courage, (Bakker et al., 2023; Rahman, 2019). The leaders showed good character in carrying out their duties. They always act in accordance with the organization's values, leaders have the courage to take difficult decisions when necessary, and they do not shirk responsibility for the outcome of their decisions. In addition, the leadership held continuous improvement sessions and spoke openly about the changes needed.

The personality of the leader in the BBGP of South Sulawesi Province is considered very good, with a percentage rate of 93.71%. This indicates that leaders in this organization have attractive personalities and can positively influence employees. Personality is a part of the soul that makes the human experience a whole, not a collection of separate functions, (Yusuf et al., 2021). The personality of leaders is also reflected in their ability to communicate well, motivate employees, and create positive and collaborative work.

Descriptive Statistical Analysis of Employee Discipline Variables (Y)

Discipline refers to a person's level of obedience and is their responsibility to uphold values such as always fulfilling commitments and gaining the trust of others. This is because trust from others is an important capital in the world of work. This study aims to provide an overview of the level of employee discipline at the Office of the Driving Teacher Center (BBGP) of South Sulawesi Province. The data used in this study was obtained through filling out a research questionnaire related to employee discipline variables. The measurement of employee discipline in this study involves 3 main indicators, namely: 1) Attitude, 2) Norms, and 3) Responsibility. The results of the descriptive analysis show an overview of the level of employee discipline at the Office of the Driving Teacher Center (BBGP) of South Sulawesi Province.

Table 2: Results of Descriptive Analysis Per Employee Discipline Indicator (Y)

Indicator	n	N	Achievements (%)	Kategori
Attitude	154	240	3,06	(Very high)
Norm	77	30	4,30	(Very High)
Responsibility	83	30	94,95	(Very High)

Source: SPSS 26 data processing results, 2023

The results of the descriptive analysis show that each indicator used in measuring how to discipline employees at the South Sulawesi Provincial Teacher Driving Center (BBGP) office, where the first indicator is attitude is in the very high category with a percentage level of 93.06%. The second indicator is that the norm is in the very high category with a percentage level of

DOI: https://doi.org/10.70188/8j2vw046

94.30%. And the third indicator is that responsibility is in a very high category with a percentage level of 94.95%.

The results of the analysis showed a very high achievement in the assessment of employee attitudes at BBGP South Sulawesi Province, with a percentage level of 93.06%. A positive attitude includes various key aspects in the world of work, such as compliance with company regulations and policies, punctuality in the implementation of tasks, good attendance, and the ability to use work tools correctly. According to Hasibuan, awareness or encouragement to comply with company duties and regulations is the basis for employee attitudes and actions, such as punctuality, attendance at work, and the ability to use tools correctly, (Nurbakti, 2020; Thompson & Vecchio, 2009)

The level of compliance with norms in the work process at BBGP South Sulawesi Province showed very high results, with a percentage rate of 94.30%. This describes the behavior of employees in this organization who tend to be very obedient to the rules, rules, and values that have been set by the company. Standards are standards that a person must uphold in relation to each other or with his current circumstances, (Ibrahim & Daniel, 2019). Employees realize how important it is to follow the rules and regulations that are set. This can improve operational efficiency, maintain service quality, and foster internal and external trust.

Based on the results of the data analysis that has been carried out, we can conclude that the level of responsibility shown by the employees at BBGP South Sulawesi Province is very high, with a percentage rate of 94.95%. This high level of responsibility is closely related to the ability of Employees to carry out their duties and comply with the rules that apply in the company environment. These employees must ensure that they can complete their mandates/duties on time and with full awareness of the responsibilities they are under, (Mirzal & Ninglasari, 2021). In other words, the employees in this organization have a high awareness of their work and are ready to take responsibility for the tasks and actions they take to achieve the organization's goals

The Influence of Leadership Style on Employee Discipline

The data normality test aims to assess whether the data to be used in the analysis is normally distributed or not. This is necessary before conducting further hypothesis testing. In the context of this study, data normality testing was carried out for two variables, namely leadership style (X) and employee discipline (Y), to determine whether both follow the normal distribution or not. The methods used to test for normality were the One-Sample Kolmogrov Smirnov Test, a non-parametric statistical test, and SPSS software version 26. The following is a table of results from the One-Sample Kolmogrov Smirnov Test, namely:

Table 3: Normalitty Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		62
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	1.58221193
Most Extreme Differences	Absolute	0.092
	Positive	0.091
	Negative	-0.092
Test Statistic		0.092
Asymp. Sig. (2-tailed)		.200[c,d]

Source: SPSS data processing 26, 2023

DOI: https://doi.org/10.70188/8j2vw046

Based on the results of the normality test, it can be concluded that the data on the variables of leadership style and employee discipline are considered to be normally distributed. This is stated based on the significance value (Sig 2-tailed) is 0.200 which is greater than 0.05. When the significance value is greater than 0.05, then the assumption that the data follows a normal distribution is acceptable.

Product moment *correlation* is a parametric test that aims to determine the closeness between research variables, in this case the test in question is the relationship between the leadership style variable (X) and the employee discipline variable (Y) at the South Sulawesi Province Teacher Driving Center (BBGP) office. The following are the results of the product moment correlation test analysis using the spss program:

Table 4: Product Moment Correlation Test Results

Correlation			
		Leadership Style	Employee Discipline
Leadership Style	Pearson Correlation	1	.866**
	Sig. (2-tailed)		0.000
	N	62	62
Employee Discipline	Pearson Correlation	.866**	1
	Sig. (2-tailed)	0.000	
	N	62	62

**. Correlation is significant at the 0.01 level (2-tailed).

Source*: SPSS data processing 26, 2023*

From the test results, it can be concluded that the correlation coefficient of 0.866 indicates the relationship between the leadership style variable and employee discipline. The level of this relationship can be categorized as very strong, with correlation values reaching a range between 0.60 to 1,000.

To measure the ability model in applying the Leadership Style variable to Employee Discipline, a determinant coefficient test was carried out using the R-Squared value.

Table 5: Determinant Coefficient

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866[a]	0.749	0.745	1.595

Source*: SPSS 26, 2023.*

Based on these results, the value of the determinant coefficient (RSquare) was obtained of 0.749. In other words, the Leadership Style variable (X) has an influence with a percentage of 74.9% on the Employee Discipline variable (Y). This indicates that 74.9% of Employee Discipline is influenced by the Leadership Style factor. While the remaining 25.1% was influenced by other factors.

The basic relapse test is intended to test speculation in exploration, which in this case is to distinguish the influence of administrative style on representative discipline in the South Sulawesi Region Educators Council (BBGP) Office, using SPSS variant 26 programming. The findings of this data analysis have an important role in determining whether the variable of employee discipline can be predicted or significantly influenced by the variable of leadership style. Here are the results of the data analysis:

DOI: https://doi.org/10.70188/8j2vw046

Table 6: Results of Simple Linear Regression Analysis

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	14.560	2.783		5.233	0.000
	Gaya Kepemimpinan	0.790	0.059	0.866	13.386	0.000

a. Dependent Variable: Employee Discipline

Source: data processing results

Based on the results of a simple regression analysis in table 6. Thus, a constant value of 14.560 was obtained, while the value of the coefficient of the leadership style variable was 0.790. Based on these values, the simple linear regression equation is as follows:

$$Y = 14{,}560 + 0{,}790\ X$$

Based on the multiple linear regression equation above, the results of the study can be interpreted as Berkut, namely 1) The constant value of 14.560 shows that if the independent variable (leadership style) is assumed to be constant, then the discipline of employees at the South Sulawesi Province Teacher Driving Center (BBGP) is 14.560; 2) The (+) sign indicates a unidirectional relationship, meaning that if the veriability of the leadership style increases, then the discipline of the employee will also increase; 3) The regression coefficient value for the leadership style variable was 0.790. This value identifies that for every increase of 1 unit of leadership style, the discipline of employees at the South Sulawesi Province Teacher Driving Center (BBGP) will increase by 0.790.

Based on the results of a simple linear analysis, it can be concluded that there is a positive and significant influence between the two variables. Based on the decision-making criteria in answering the hypothesis submitted previously, the research hypothesis can be accepted. Therefore, it can be concluded that leadership style has a positive and significant effect on employee discipline.

CONCLUSION

Based on the analysis of the data that has been obtained and the formulation of the problem regarding the Influence of Leadership Style on Employee Discipline at the Office of the Teacher Mobilization Center (BBGP) of South Sulawesi Province (SULSEL), it is concluded that: 1. Leadership Style (X) is in the very good category. 2. Employee Discipline (Y) is in the Very High category. 3. Based on the results of the data analysis that has been carried out in chapter IV, it can be concluded that the influence of leadership style on employee discipline at the Office of the Teacher Mobilization Center (BBGP) of South Sulawesi Province with a percentage of 74.9% while the remaining with a percentage of 25.1% is determined on other factors that are not discussed in this study, and there is a positive and significant influence of leadership style on employee discipline at the Office of the Provincial Teacher Mobilization Center (BBGP) South Sulawesi.

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