

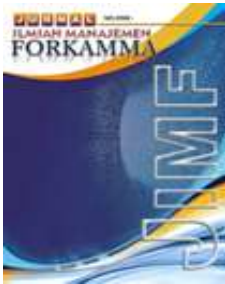
The Influence of Leadership Style and Work Discipline on Employee Performance at PT Karya Multi Solusi Bumi Serpong Damai Tangerang

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ARTICLES INFORMATION

ABSTRACT



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The research aims to determine the effects of work discipline and leadership style on employee performance. The sample in this research are 112 respondents. The data was collected using questionnaires method. Data analysis used linear regression by SPSS 24. The result shows that leadership style and work discipline have a significant impact on employee performance with the multiple linear regression value $Y = 13,465 + 0,569 X1 + 0,447 X2$ and Fvalue of $11.065 > Ftable 3.08$ and a significant value of $0.000 < 0.05$.

Keyword : *Work discipline; employee performance; leadership style*

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A. PRELIMINARY

Human resources, in the face of modern globalization, play a very important role in carrying out firm activities. The ability of the company's human resources or personnel determines whether it succeeds or fails in meeting its previously defined goals. Employees are the most crucial assets in accomplishing organizational goals, since they are capable of producing high levels of performance and may make a significant contribution to the organization's activities. An organization need a leader and effective communication to improve employee effectiveness. As a result, in order to achieve this aim, all available resources within the organization must be fully utilized, with human resources being the most important aspect. Hasibuan claims that (2017:170)

The problem with leadership implementation at PT Karya Multi Solusi BSD Tangerang is that there is a lack of communication between superiors and subordinates due to a lack of information provided by superiors to subordinates, causing subordinates to unable to comprehend the tasks assigned, resulting in ineffective work, and this demonstrates that individual attention between leaders and employees is lacking. Leaders are slow to respond to difficulties or issues that arise in the workplace, and they lack the charm or authority to inspire and drive their people to be more productive. This is one of the main areas of our investigation.

Work discipline is an attitude of willingness and willingness of a person to accept and observe the standards of the regulations that apply around him," said Singodimejo in (Mulyadi, 2015). Employees need to be disciplined at work in order to perform their jobs to their full potential. Workplace discipline is critical for an organization's development and the development of disciplined human resources. Therefore, the business must establish written policies that is able to maintain disciplinary among employees as a reference for workers as they carry out their duties and that the firm can use to keep encouraging individuals to practice self-discipline in their job, both in groups and individually. The results of our data gathering before the survey are as follows:

Table 1 Attendance Record of PT Karya Mukti Solution Works

Category	2018		2019		2020	
Total Employees	172	%	145	%	112	%
Employees who are always late	38	22%	52	36%	69	62%
Employees who are always on time	134	78%	93	64%	43	38%

Source: Primary data processed by PT. Multi-Solution Works, 2021

The data in the table above indicates that employee work behavior appears to be deteriorating on yearly basis, as seen from the percentage of attendance recorded by the HRD Department of PT Karya Multi Solusi BSD Tangerang. Even though most office work was shifted to WFH during the pandemic, PT Karya Multi Solusi BSD Tangerang had 172 employees in 2018, with a percentage of 22 percent who were always late to work. In 2019, the rate of being late to work increased to 36 percent, despite the fact that most office work was shifted to WFH

during the pandemic. The office, on the other hand, nevertheless requires all employees to be present. Furthermore, the percentage of employees who are late has risen to 62 percent by 2020. This is clearly an issue that the corporation needs to address.

In order to express the extent to which an activity, program, or policy has been implemented in order to realize the organization's goals, objectives, vision, and mission as specified through strategic planning, the term "performance" or "performance" is used (Moeheriono, 2014:95). The availability of a performance appraisal from each employee will offer incentive for each employee and provide good feedback, allowing each employee to work more effectively. Performance is also a set of activities that describe the amount to which a person has accomplished outcomes in carrying out his or her obligations and responsibilities in the form of public accountability, both in terms of successes and failures.

The rate of development in the region is increasing from year to year. Similarly, both the government and the business sector are developing amenities and infrastructure. Since 2015, PT. Karya Multi Solusi has been involved in physical building and other procurement focusing on quality. Who would have guessed that a close examination of the firm's performance successes would reveal that many of them were subpar, beginning with authoritarian company leaders making people uncomfortable, leading to a cascade of additional issues? Coupled with the unprofessional action from the employees doing high late to work percentage, this adds to the list of under-utilized performance successes.

B. LITERATURE REVIEW

Leadership Style

Leadership style is a set of characteristics used by leaders to persuade followers to work toward organizational objectives. It may also be described as a preferred and common pattern of behavior and tactics. Rivais Rivais Rivais Riv (2014: 42)

A leadership style that demonstrates a leader's faith in his subordinates' skills, either directly or indirectly. A leader's leadership style is a collection of philosophies, talents, attributes, and attitudes that he uses to affect the performance of his subordinates. Learning, in this view, is a process, an activity, rather than an outcome or a goal. Learning entails more than just remembering facts; it also entails experiencing them.

Types of Leadership Style

Attempts to study leadership were first made in 1930 by Ronald Lippitt and Ralph K. White at the University of Iowa, under the direction of Kurt Lewin (Manawi and Martini, 2008:94), and were categorized into three categories of leadership styles: Authoritarian

In this authoritarian style, it shows that the leader can determine anything in all his decisions without holding discussions with his employees first, usually given certain assignments for group members

Democratic

In this democratic style, it shows that the leader in deciding something will involve his employees by accepting suggestions, discussions and advice through deliberation. In this case the leader only encourages because the policy is carried out by deliberation and the result of decisions from employees.

Free Control (Laissez Faire)

In this free control style, it shows that the leader does not participate fully, at least so that employees are given full freedom to make a decision so that in the discussion it rarely causes spontaneous comments.

a. Leadership Style Indicator

Indicators of leadership style according to Rivai (2014: 205):

- Responsibility

It is the impulse within him which is also called the calling of the soul.

- Firmness

It is the ability to deal with other people without causing humiliation.

- Confidence

Is one aspect of personality that is very important in human life.

- Communication Ability

It is the ability of a leader to convey direction and input to his employees.

- Decision Making Ability

It is the ability of a leader to make decisions for the betterment and advancement of the company and its employees.

Work Discipline

Good discipline is self-discipline," writes Priyono (2016). Many people are aware that greater laziness could be lurking beneath self-discipline. Employees' high performance will also enhance if they are aware of how to apply company or agency rules that are reflected in their work of discipline.

According to Hasibuan (2017), signs of work discipline include goals and abilities, exemplary leaders, retribution, justice, waskat, punishment sanctions, firmness, and human relations. Workplace Discipline Index

Discipline is an attitude of willingness and willingness of a person to obey and observe the standards of the regulations that apply around him," writes Singodimedjo in Sutrisno (2017: 86). In general, a number of factors influence the level of discipline among an organization's personnel. Work discipline, according to Edy Sutrisno (2017: 86), is separated into four dimensions:

- Follow the clock's rules.
In compliance with the company's requirements, based on working hours, leaving home time, and adequate rest time.
- Obey all company rules and regulations.
Basic guidelines about how to dress and act at work.
- Follow the workplace norms of behaviour.
Ways of executing jobs in line with the position, duties, and obligations, as well as how to interact with other work units, are all demonstrated.
- Follow the law's norms and rules.
Rules governing civility and observance of applicable legislation
- Follow all other rules.
Employees are bound by rules that govern what they can and cannot do in the workplace.

Employee performance

Performance, according to Priansa (2017: 48), is the result of an employee's efforts in carrying out duties and jobs that are assigned by the employer. Performance can also be the manifestation of ability through actual labor.

Employee Performance Indicator There are three characteristics or dimensions of employee performance standards, according to Umar (in Mangkunegara, 2014: 18), which are then evolved into many indicators, including:

- The total amount of work produced, including routine and non-routine or supplementary output. An organization or company's capacity to reach specified targets demonstrates its ability to manage resources in order to achieve its objectives.

- Work quality, which includes thoroughness, skill, and cleanliness. To thrive in many forms of competition, an organization or firm must provide high-quality products and services.
- Punctuality, defined as the ability of the organization to determine the most efficient and effective working time at all levels of management. Aspects or aspects of employee performance requirements, which are subsequently transformed into a variety of indicators, such as:

C. RESEARCH METHODOLOGY

According to Sugiyono, quantitative research is "a research method based on the positivist philosophy, used to analyze specific populations or samples, data collecting using research tools, data analysis is quantitative or statistical, with the aim of testing the established hypothesis" (2017:8). This study's goal is to explore the idea that a leader's work habits and management style affect the performance of their employee/subordinate. A part of the research strategy that shows if the proposed study is ethical both internally and externally is the research design. Causal research is the methodology employed in this research. The independent variable and the dependent variable are the two variables used in causal research, which is causal in nature.

D. RESULTS AND DISCUSSION

Validity test

The comes about of the legitimacy test through the SPSS 24. for windows program by comparing the Pearson Relationship (item minute relationship) esteem with the rtable esteem employing a 95% certainty level, = 5% and df = n-2 or 112-2 = 110, the comes about gotten for rtable of 0.1857. The results of the legitimacy test can be seen in the following table for more delicate

Table 2 Validity Test Results

Variable	Items	Correlation Value (rcount)	rtable (0.1857)	Test	Note.
Leadership style (X1)	R.1	0.728	0.1857	rcount > rtable	Valid
	R.2	0.803			Valid
	R.3	0.733			Valid
	R.4	0.799			Valid
	R.5	0.774			Valid
	R.6	0.699			Valid
	R.7	0.759			Valid
	R.8	0.710			Valid
	R.9	0.588			Valid
	R.10	0.710			Valid
Work discipline (X2)	PL.1	0.419	0.1857	rcount > rtable	Valid
	PL.2	0.358			Valid
	PL.3	0.450			Valid
	PL.4	0.250			Valid
	PL.5	0.377			Valid
	PL.6	0.396			Valid
	PL.7	0.542			Valid
	PL.8	0.448			Valid
	PL.9	0.376			Valid
Employee performance (Y)	TI.1	0.703	0.1857	rcount > rtable	Valid
	TI.2	0.513			Valid
	TI.3	0.659			Valid
	TI.4	0.444			Valid
	TI.5	0.699			Valid
	TI.6	0.817			Valid
	TI.7	0.745			Valid
	TI.8	0.846			Valid
	TI.9	0.719			Valid

The majority of the statement items in this study are valid, as shown by the value of each statement item having a positive Pearson Correlation value and greater than the rtable value, which can be inferred from the table of validity test findings above (0.1857). As a result, it may be said that the questionnaire's assertions and questions were accurate and appropriate for use in further study.

Reliability Test

The reliability test employs the Cronbach's Alpha method, and the instrument is deemed reliable if the Cronbach Alpha value is at least 0.60. (Nurgiyantoro, 2000). To the dependability test, J. Supranto and Andan Limakrisna have added (2013:149). The table below provides a summary of the reliability test findings.

Table 3 Reliability Test Results

Reliability Statistics			
Variable	Cronbach's Alpha	standard	Information
Leadership Style (X1)	0.901	0.60	Reliable
Work Discipline (X2)	0.878	0.60	Reliable
Employee performance (Y)	0.866	0.60	Reliable

Source: Primary data processed by SPSS Version 24, 2022

The reliability test results in the table above show that the instrument used is reliable because the dependability value attained for each variable is more than 0.60. The standard hypothesis test The standard normality, multicollinearity, and autocorrelation assumption tests were run prior to evaluating the hypothesis.

Test for normality.

To determine if the data from the research variable was regularly distributed, the normality test was utilized. The normality test is calculated using the SPSS21 for Windows program using the Kolmogorov-Smirnov analytic method. The results of the normality test for the study's variables are displayed below.

Table 4 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		112
Normal Parameters, b	mean	.0000000
	Std. Deviation	3.31054289
Most Extreme Differences	Absolute	.174
	Positive	.088
	negative	-.174
Kolmogorov-Smirnov Z		1.166
asymp. Sig. (2-tailed)		.432
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Primary data processed by SPSS Version 24, 2022

All study variables have a significance value greater than 0.05 ($0.432 > 0.05$), as can be seen from the normality test findings above, indicating that the research data are normally distributed

Test for Multicollinearity

In this study, the multicollinearity test was used to determine how much the independent variables were correlated with one another. When there is a multicollinearity

problem, there is a correlation. The presence or absence of multicollinearity can be determined using tolerance and variance inflating factor values (VIF). There is no multicollinearity if the tolerance value is higher than 0.1 and the VIF value is lower than 10. The following table shows the outcomes of the multicollinearity test for the regression model used in this study:

Table 5 Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF	
1	(Constant)	13.465	2,606				
	Leadership Style (X1)	.569	.088	.494	.570	1,754	
	Work Discipline (X2)	.447	.076	.452	.570	1,754	

Source: Primary data processed by SPSS Version 24, 2022

According to the table above, every variable has a tolerance value more than 0.1 and a VIF value lower than 10. The tolerance and VIF values for leadership style and work discipline are 0.570 and 1.754, respectively. This means that the multicollinearity of the regression model utilized in this investigation is not present.

Test of Autocorrelation

In a linear regression model, the autocorrelation test is used to determine whether there is a connection between the confounding error in period t and the confounding error in period t-1 (previous). A requirement that must be satisfied is the absence of autocorrelation in the regression model. A frequently used test method is the Durbin-Watson Test (DW Test). No autocorrelation exists if the Durbin-Watson value is 0.

Table 6 Autocorelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.861 ^a	.742	.735	2.217	1.487
a. Predictors: (Constant), Work Discipline (X2), Leadership Style(X1)					
b. Dependent Variable: Employee Performance (Y)					

Source: Data processed by SPSS VERSION 22, 2022.

According to table 4.12, Durbin Watson's value is 1.487, indicating that it is neither one nor three. This study's regression model deduces that autocorrelation does not exist

Test for Correlation Coefficient (R)

When calculating the correlation coefficient, how closely two or more variables are related, as well as the direction of that relationship.

Table 7 Correlation Test Results

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.861 ^a	.742	.735	2.217
Predictors: (Constant), Work discipline (X2), Leadership style(X1)				
Dependent Variable: Employee performance (Y)				

Source: Primary data processed by SPSS Version 24, 2022.

Table above shows the value of (R) to be 0.861. This indicates the significant impact that leadership style and work ethics have on the productivity of the staff at PT KMS Serpong.

- Determination Coefficient Perform a test (r2)
- The percentage contribution of the independent variables' influence on the dependent variable when they are all present at once is determined using the coefficient of determination (r2).
- The following are the test criteria:

The effect of the independent variable on the dependent variable is not there when $r^2 = 0$. If $r^2 = 1$, then the independent variable's variance in the model completely accounts for the independent variable's influence on the dependent variable.

Table 8 Detemination Test results

Model Summary				
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.861a	.742	.735	2.217
Predictors: (Constant), Work discipline (X2), Leadership style(X1)				
Dependent Variable: Employee performance (Y)				

Source: Primary data processed by SPSS Version 24, 2022.

According to Table above at PT KMS Serpong, the independent variables (leadership style and work discipline) have a 74.2 percent influence on the dependent variable (employee performance), whereas other variables that are not part of the model have a 25.8 percent influence or explanation. this research Linear Regression Test (Simple).

Test of Multiple Linear Regression

In a multiple linear regression analysis, the dependent variable and two or more independent variables (X_1, X_2, \dots, X_n) have a linear relationship (Y). In order to test hypotheses 1 and 2, as well as to forecast the value of the dependent variable in the event that the independent variable's value rises or falls, and to establish the direction of the relationship between the independent variable and the dependent variable in the event that each independent variable is related, this study employs multiple linear regression analysis. The study's hypotheses are as follows:

H1: Leadership style affects employee performance (X_1) (Y).

H2: Work discipline affects employee performance (X_2) (Y)

Table 9 Multiple Linear Regression Tes Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.465	2,606		5.168	.000
	Leadership Style(X1)	.569	.088	.494	6.442	.000
	Work Discipline (X2)	.447	.076	.452	5.890	.012
a. Dependent Variable: Employee performance (Y)						

Source: Primary data processed by SPSS Version 24, 2022.

Based on table 4.17 above, it produces an equation of the multiple linear regression model as follows:

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

$$Y = 13,465 + 0,569 X_1 + 0,447 X_2 + e$$

Y = Employee performance

a = Constant

b₁, b₂ = Regression Coefficient

X₁ = Leadership Style

X₂ = Work discipline

e = Error

The following conclusions can be drawn from the regression model above:

Employee performance value is 13,465 if both work discipline (X₂) and leadership style (X₁) are 0.

A unidirectional association between employee performance and work discipline is indicated by the work discipline variable (X₂), which has a positive regression coefficient of 0.447. If the value of the work discipline variable is not as predicted, the employee performance variable will suffer. Therefore, if the employee's expectations and the value of the work discipline variable differ by one unit, the employee's performance value increases by one unit. 0.447.

Test Statistics t (Partial)

The t statistic test was used to determine whether the independent variable in the regression model had a marginally significant impact on the dependent variable. The degree of freedom (df = 112) is determined using the formula $df = (n - k - 1)$, where n is the number of respondents and k is the number of variables. A significance threshold of 0.05 is used to determine if each independent variable being tested has an effect. dependent. In this test, the number of subjects is 112, yielding a two-sided t-table of 1.662 from ($df = 112-2-1 = 109$) and the test conditions are that H₀ is accepted and H_a is refused if $t_{count} > t_{table}$ and vice versa if $t_{count} < t_{table}$.

Table 10 t Statistic Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.465	2,606		5.168	.000
	Leadership Style(X ₁)	.569	.088	.494	6.442	.000
	Work Discipline(X ₂)	.447	.076	.452	5.890	.012

a. Dependent Variable: Employee performance (Y)

Source: Primary data processed by SPSS Version 24, 2022.

The Inluence Of Leadership Style On Employee Performance

As shown in table 4.18 above, the leadership style variable has a t value of 6.442 > t table of 1.662. Significant results are attained with a value of 0.000 < 0.05, showing that leadership style has a significant impact on employee performance. This denotes that leadership style has a partially positive and substantial effect on employee performance. This shows that H₀₁ is disproved and H_{a1} is accepted, proving that the leadership style characteristic that affects employees' performance is not what is anticipated to have a partial influence on it. Employee performance will therefore improve if the value of the leadership style variable is not well regarded by employees..

The Influence of Work Discipline on Employee Performance.

According to table 4.18, the work discipline variable has a t value of 5.890 > t table of 1.662 and a significant value of 0.012 > 0.05. Inferring that the expected proper work discipline variable has a negligible and insignificant effect on employee performance, H02 is rejected and Ha2 is allowed. As a result, the employee's performance improves if the value of the work discipline variable that deviates from the expected employee rises.

F Statistic Test (simultaneous)

The F statistic test was used to simultaneously measure the impact of all independent variables in the regression model on the dependent variable at a significance level of 0.05 and a degree of freedom (df = 112). (simultaneously).

Test Criteria:

Ho is rejected if Fcount < Ftable and p-value > a

Ha is accepted if Fcount > Ftable and p-value < a

Table 12 F statistic Test Results

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	254,085	2	127.042	11.065	.000b
	Residual	482.227	109	11.482		
	Total	736,311	111			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work discipline (X2), Leadership style (X1)						

Source: Primary data processed by SPSS Version 24, 2022

Because the F-count value is 11.065 > F-table 3.08 and the significant value is 0.000 < 0.05, it is clear from above table that Ho is rejected and Ha is approved. This indicates that both the leadership style and work discipline factors had the predicted effects on employee performance at the same time.

Leadership Style on Employee Performance

According to the results of the descriptive test, 53.3 percent of respondents indicated that they "agree" with the statement made in the context of the leadership style variable. Using the t statistical test, it was shown that the leadership style variable had a t-count value of 6.442 > t-table 1.662. Significant results are attained with a value of 0.000 < 0.05, showing that leadership style has a significant impact on employee performance. This denotes that leadership style has a partially positive and substantial effect on employee performance. By showing that H01 is disproven and Ha1 is accepted, it can be concluded that the leadership style variable that affects employees' performance is not what is anticipated to have a partial impact on it. the outcome

Employee performance is influenced by work discipline.

The majority of respondents responded "agree" to the work discipline statement 54.7 percent of the time, according to the descriptive test results for the work discipline variable. The t statistical test shows that the work discipline variable has a t value of 5.890 > t table 1.662 with a significant value of 0.012 < 0.05.

This reveals that H02 is rejected whereas Ha2 is accepted, indicating that the impact of a variable work environment that differs from what employees expect is minimal and insignificant. As a result, if the value of the work discipline variable exceeds what the employee anticipates, the employee's performance will also increase. The results of this study support what has already been found. The problem, which is that employees are

performing below expectations because they have no control over where they are in the department, is supported by the study's findings.

The Influence of Leadership Style and Work Discipline on Employee Performance

According to the descriptive test, 54.3 percent of respondents chose "agree" when responding to the respondent's employee performance variable. H_0 is rejected and H_a is accepted based on the F statistical test (simultaneous), which shows that the F-count value is $11.065 > F\text{-table } 3.08$ and the significant value is $0.000 < 0.05$. This means that the variables of leadership style and work discipline, which are well-liked by employees and are in line with expectations, have a significant effect on employee performance simultaneously.

E. CONCLUSION

This study aims to determine how work discipline and leadership style impact employee performance. 112 samples total from the participants in this study were collected at PT Karya Multi Solusi Bumi Serpong Damai as follows:

Respondents' agreement with the statement in the leadership style variable was 53.3 percent. The results of the t statistical test shows that the Leadership Style variable has a t count value of $6.442 > t\text{ table } 1.662$. Significant results are attained with a value of $0.000 < 0.05$, showing that leadership style has a significant impact on employee performance. This denotes that leadership style has a partially positive and substantial effect on employee performance.

This shows that H_{01} is disregarded whereas H_{a1} is accepted, showing that employees' judgments of leadership style are less in line with what is expected to have a limited impact on employee performance. Employee performance will decrease if employees respond badly to the Leadership Style variable's value 54.7 percent of respondents said they "agree" with the statement about work discipline. The t statistical test shows that the work discipline variable has a t value of $5.890 > t\text{ table } 1.662$ and a significant value of $0.012 < 0.05$. By showing that H_{02} is disregarded and H_{a2} is accepted, it can be concluded that the Discipline variable that falls short of an employee's expectations has a negligible effect on that employee's performance. The employee's performance will suffer as a result if the value of the work discipline variable is different from what the employee anticipates.

In response to the staff performance variable, 54.3 percent of respondents selected "agree." It can be concluded that H_0 is rejected and H_a is accepted based on the F statistical test (simultaneous), where the F-count value is $11.065 > F\text{-table } 3.08$ and the significant value is $0.000 < 0.05$. This result indicates that the variables of leadership style and work discipline responded by the employee are not good and not as they expected, simultaneously has a significant effect on employee performance.

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