Jurnal Ilmiah, Manajemen Sumber Daya Manusia
JENIUS
p-ISSN: 2581-2769
e-ISSN: 2598-9502

The Influence of Motivation, Leadership Style, and Work Discipline on PT HSJI Employee Performance During the Covid-19 Pandemic

[1]May Rian Eka Saputra, [2]Iman Basriman, [3]Derinta Entas, [4]Tatan Sukwika*
Sahid University, Jakarta, Indonesia
Email : [4]tatan.swk@gmail.com*

(Accepted: October 2023; Revised: October 2023; Published: January 2024)

ABSTRACT

This research analyzes the influence of motivation factors, leadership style, and work discipline on employee performance during the COVID-19 pandemic. This quantitative research uses primary data, namely through interviews and filling out questionnaires. The sample was determined using a purposive method with saturated sampling—Structural Equation Model (SEM) data analysis using SmartPLS (Partial Least Square). This research shows that motivation factors and leadership style can influence work discipline factors, with a moderate accuracy value of 28.7%. At the same time, motivation, leadership style, and work discipline have a high accuracy value on employee performance, namely 78.2%. In this research, motivation and work discipline partially influence employee performance, while leadership style does not influence work discipline and employee performance. Then, motivation and leadership styles intervening through work discipline do not affect employee performance. The conclusion is that during the COVID-19 pandemic, the performance of PT HSJI employees was influenced by motivation and work discipline factors, while leadership style did not affect performance. It shows that the higher the motivation and the better the work discipline, the employee performance will also increase. Then, the better and more appropriate the leadership style applied by the leader, the better the employee performance will be.

Keywords: Motivation, Leadership Style, Work Discipline, Employee Performance, SEM-PLS

INTRODUCTION

Human resources are a central aspect of an organization or company, where every company needs people who can think about moving forward, innovate, and have high enthusiasm for working in line with current developments (Siagian, 2015; Agustina & Sukwika, 2021; Gustiranda et al., 2023; Prasetyo et al., 2023). In the current era, where every company faces global competition in developing technology, the world has been shocked by the COVID-19 virus pandemic. Since it was first announced on March 2, 2020, that the government discovered two cases of positive COVID-19 patients in Indonesia and its increasingly massive spread, the government finally took action to suppress the spread of the virus by implementing PSBB (Large-Scale Social Restrictions) regulations, in where every community is required to limit activities and social activities that are indicated to cause crowds. As a result of this pandemic, many companies could not operate, resulting in many people losing their jobs. So, in early June 2020, the government implemented a new standard policy, or what is also called the new normal, which aims to get the wheels of the economy moving.

PT HSJI is one of the pioneers of five-star hotels in Jakarta and is also an icon in the Indonesian property sector, which was formed in 1969. The problem often faced in the COVID-19 pandemic era is that the company needs to be able to operate optimally, which impacts the company's profits. Because employee performance has not been carried out optimally, this can be reflected in the policies in force during the pandemic; the quantity and quality of work have yet to meet the expected target. To support the company's operations and maintain its human resources, the company has implemented a policy for employees by reducing the time employees work. Employees who have reduced working hours will receive a partial salary. This phenomenon can affect employee performance due to reduced motivation regarding wage income or salaries received due to the policy of reducing working time (Gustiranda et al., 2023; Sukamdani et al., 2023). Therefore, reason is needed to maintain employee performance. Leadership in organizations and companies is also vital because it is the backbone and has a strategic role in achieving organizational goals (Robbani et al., 2021). The figure of a leader is needed to influence the performance of employees so that they continue to work well in their functions even though they have to follow the policies implemented during the pandemic. Leaders have their leadership styles, which will influence other people towards achieving specific goals (Anggraini et al., 2022; Sukamdani et al., 2023). In this case, researchers are interested in analyzing the leadership style applied by company leaders and whether this style can affect employee performance so that they continue to want to work well even though policies regarding reduced working time and employee income are not optimal.

Apart from motivation and leadership style, a factor that is no less important is work discipline, where

with disciplinary action at work, every employee has compliance with orders in applicable regulations, both written and unwritten, and can carry them out and does not refuse to accept sanctions if he violates the duties and authority given to him. The higher the work discipline of each employee, supported by skills, wages, or a decent salary, the more it will impact the company. The importance of enforcing work discipline in an organization or company can improve employee performance, which is very much needed during a pandemic like the current one. Therefore, employees must comply with all applicable regulations and policies to support the company's operational activities.

METHODS

This research uses a survey method to obtain information and facts in the field and distributes questionnaires to get the data needed in this research. Determining the sample in this study used a purposive sampling technique with a saturated sampling approach where the population used as the model was 30 respondents (Sukwika, 2023b).

The model and data processing technique used in this research is the Structural Equation Model (SEM) to process data on computer media using SmartPLS (Partial Least Square) software. The advantage of SEM is that it can analyze multivariants simultaneously. At the same time, PLS can explain the relationship between variables and carry out analyses in one test. With SEM modeling, research will be statistically tested simultaneously so that measurement model testing and structural model testing can be carried out (Ghozali, & Latan, 2015; Hair et al., 2017; Sukwika, 2023a).

The measurement model is used to test validity and reliability, while the structural model is used to test causality (testing hypotheses with prediction models) (Sukwika, 2023c). This data is used to see the influence of Motivation, leadership style, and work discipline on employee performance. The test path diagram model can be seen in Figure 1.

RESEARCH RESULT

1. Results Test Instrument

From the test results, it was obtained that all items of the questionnaire variable Rewarding obtained a 2-tailed significance value of 0.000 <0.05, thus the instrument is valid.

From the test results, it was obtained that all work discipline variable questionnaire items obtained a significance value2 tailed is 0.000 <0.05, thus the instrument is valid.

a. From the test results obtained for all work performance variable questionnaire items obtained a significance value of 2 tailed of 0.000 <0.05, thus the instrument is valid.
b. From the results of reliability testing, the following results were obtained:

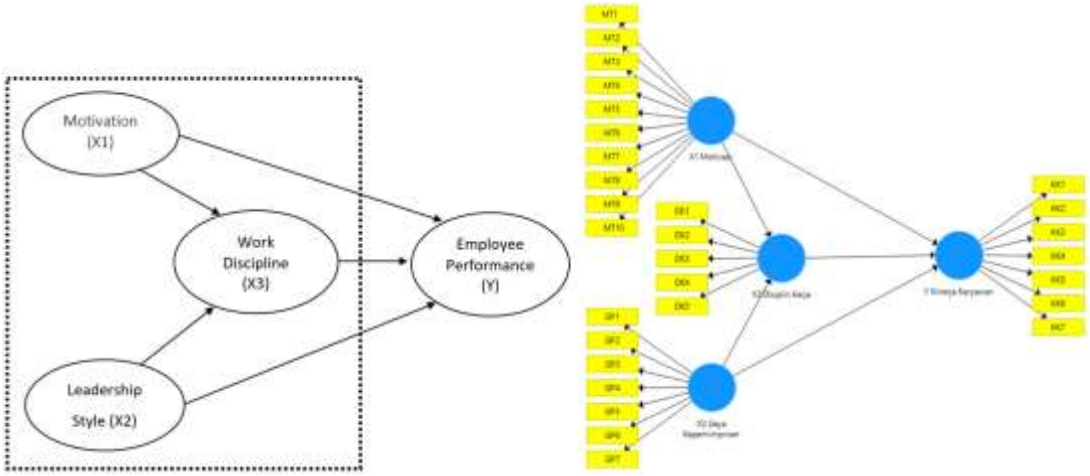

Figure 1. Path Model Framework

RESEARCH RESULT

1. Results Test Instrument

This research consisted of 30 PT HSJI employees who were taken using purposive sampling. From the questionnaire respondents have filled out, characteristic data shows that PT HSJI employees are more dominated by men, namely 18 people or 60%, compared to women, namely 12 people or 40%. In contrast, the age of most of the respondents is 41-55 years, namely as many as 13 people or 43%, followed by respondents aged 20-30 years, as many as 9 people or 30%, and aged 31-40 years as many as 6 people or 20%, while for those aged over 55 years, there are 2 people or 7%. Apart from that, based on the educational level of the respondents, the majority of respondents had a Bachelor's degree, namely 19 people or 63%. It shows that the majority of respondents had a high educational background. Then, on average, respondents who work at PT HSJI have worked or have worked for more than 10 years, namely 14 people or 47%, while the majority of respondents' positions are staff, namely 20 people or 67%. The questionnaire data obtained from respondents was then processed, and carried out several tests so that the results could answer the hypotheses in this research. Some things that will be tested are the coefficient of determination or R-Square (R^2), effect size (f^2), T-Statistics, and indirect effects.

2. Structural Model Measure-ment Testing (Outter Model)

The structural model measurement test (Outter Model) aims to find out how accurately the manifest variables (indicators) can explain latent variables (constructs) (Motivation, Leadership Style, Work Discipline, and Employee Performance). The outer model is obtained from the PLS Algorithm analysis test results. The following Figure 2 shows the results of the Measurement Model analysis.

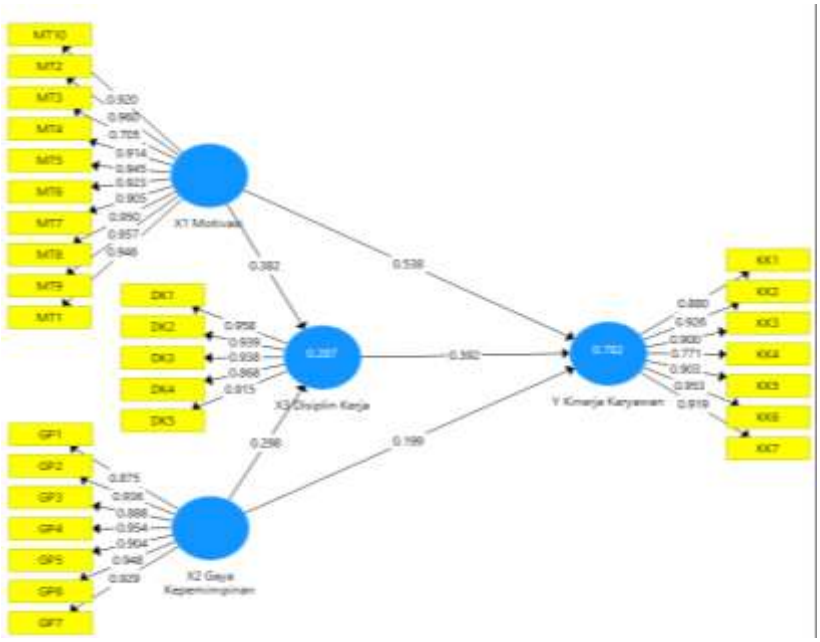

Figure 2. Measurement Model

R-Square analysis (R2) is a test to determine how large the exogenous construct can explain a percentage of the endogenous construct. The coefficient of determination measures the accuracy of predictions (estimates). In general, an R^2 value of 0.75 is considered to have high estimation accuracy, an R^2 of 0.50 has moderate estimation accuracy, and an R^2 value of 0.25 has low estimation accuracy (Ghozali, & Latan, 2015; Hair et al., 2017; Sukwika, 2023a). The results of the R-Square (R^2) test values can be seen in Table 1.

Table 1. R-Square Test Results (R^2)

Construct Variable	*R Square*
X_3 Work Discipline	0.287
Y Employee Performance	0.782

Table 2. Loading Factor Value

	Motivation (X_1)		**Style Leadership (X_2)**		**Discipline Work (X_3)**		**Performance Employee (Y)**
MT1	0.946	GP1	0.875	DK1	0.958	KK1	0.880
MT2	0.960	GP2	0.936	DK2	0.939	KK2	0.926
MT3	0.705	GP3	0.888	DK3	0.938	KK3	0.900
MT4	0.914	GP4	0.954	DK4	0.868	KK4	0.771
MT5	0.945	GP5	0.904	DK5	0.915	KK5	0.903
MT6	0.923	GP6	0.948			KK6	0.953
MT7	0.905	GP7	0.929			KK7	0.919
MT8	0.950						
MT9	0.957						
MT10	0.920						

Based on the results of the R-Square (R^2) test, it is known: (1) The accuracy of the R^2 X_3 Work Discipline model estimation is 0.287; this value has a low accuracy estimate, in other words, 7% while other factors outside the research model influence the remaining 71.3%. (2) The accuracy of the R^2 Y Employee Performance model estimation is 0.782; this value has a high accuracy estimate. In other words, X_1 Motivation, X_2 Leadership Style, and X_3 Work Discipline are 78.2%, while other factors outside the research model influence the remaining 21.8%. The results show that variables X1 motivation and X_2 leadership style on Y Employee Performance do not require intervention through X_3 work discipline because the correlation value is low. Partially, X_3 work discipline can influence Y employee performance.

A variable can be declared valid if it has a loading factor value equal to or greater than 0.7 and has an AVE value equal to or greater than 0.5. The results of calculations using the SmartPLS show the values obtained from the loading factors for each indicator can be seen in Table 2. Table 1 shows that all factor loading values are above 0.7, which means the question variables in the questionnaire can be declared valid so that testing can continue to the next stage (Ghozali, & Latan, 2015; Hair et al., 2017; Sukwika, 2023a).

Table 3. Cross Loading Test

	Motivation (X1)	Style Leadership (X2)	Discipline Work (X3)	Performance Employee (Y)		Motivation (X1)	Style Leadership (X2)	Discipline Work (X3)	Performance Employee (Y)
MT1	**0.946**	0.274	0.416	0.723	DK1	0.522	0.377	**0.958**	0.710
MT2	**0.960**	0.226	0.413	0.745	DK2	0.551	0.363	**0.939**	0.778
MT3	**0.705**	0.144	0.248	0.494	DK3	0.343	0.361	**0.938**	0.625
MT4	**0.914**	0.162	0.382	0.632	DK4	0.205	0.312	**0.868**	0.490
MT5	**0.945**	0.254	0.455	0.688	DK5	0.361	0.361	**0.915**	0.614
MT6	**0.923**	0.192	0.415	0.717	KK1	0.594	0.322	0.559	**0.880**
MT7	**0.905**	0.117	0.376	0.647	KK2	0.683	0.442	0.711	**0.926**
MT8	**0.950**	0.246	0.413	0.811	KK3	0.698	0.460	0.694	**0.900**
MT9	**0.957**	0.323	0.459	0.781	KK4	0.639	0.237	0.440	**0.771**
MT10	**0.920**	0.136	0.504	0.659	KK5	0.670	0.480	0.635	**0.903**
GP1	0.259	**0.875**	0.344	0.411	KK6	0.769	0.473	0.634	**0.953**
GP2	0.188	**0.936**	0.360	0.407	KK7	0.697	0.505	0.733	**0.919**
GP3	0.180	**0.888**	0.385	0.403					
GP4	0.214	**0.954**	0.370	0.489					
GP5	0.267	**0.904**	0.329	0.439					
GP6	0.221	**0.948**	0.334	0.445					
GP7	0.160	**0.929**	0.359	0.455					

Table 4. Cronbach's Alpha and Composite Reliability Values

Laten Variable	*Cronbach's Alpha*	*Composite Reliability*
X_1 Motivation	0.978	0.981
X_2 Leadership Style	0.969	0.975
X_3 Work Discipline	0.958	0.967
Y Employee Performance	0.958	0.966

From the analysis results in Table 2, information is obtained that the correlation of each element in the variable is more important than the correlation of the features in other variables. Therefore, all items are classified according to the practical rules of discriminant validity testing so that the data can be analyzed in the next step (Ghozali, & Latan, 2015; Hair et al., 2017; Sukwika, 2023a).

3. Construct Reliability Test Results

Construct a reliability test measured by composite reliability (CR) and Cronbach's alpha (CA). A variable construct is declared reliable if it has a combined reliability value above 0.70 and Cronbach's alpha above 0.70 (Ghozali, & Latan, 2015; Hair et al., 2017; Sukwika, 2023a). The SmartPLS output results for the reliability test in this research can be seen in Table 4. From Table 4, it can be concluded that the CA and CR values are greater than 0.7. These values indicate that all variables are vital against the criteria. Thus, it can be concluded that all elements and variables from the sample meet the requirements regarding validation and reliability, so they can be analyzed further when evaluating the structural model (Ghozali, & Latan, 2015; Hair et al., 2017; Sukwika, 2023a).

4. Structural Model Analysis

A structural model (Inner Model) is a model that can be validated by the interaction of cause-and-effect relationships related to latent variables. This research evaluates structural patterns using the coefficient of determination test (R^2) and multicollinearity test. Below is a path diagram (path model) using PLS Bootstrapping calculations (Ghozali, & Latan, 2015; Sukwika, 2023a). The results of this test can be seen in Figure 3.

Effect Size Test (f^2) is an effect size test to evaluate the R^2 value of all endogenous variables by using a more specific f^2 for each exogenous variable. In general, 0.02 is considered to have a slight effect size, 0.15 has a medium effect size, and 0.35 has a significant effect size (Ghozali, & Latan, 2015; Hair et al., 2017; Sukwika, 2023a). The results of the f^2 test values can be seen in Table 5. Based on the results of the Effect Size (f^2) test in Table 5, the following information can be seen: (1) The effect size value of X_1 Motivation is 0.193 for X_3 Work Discipline, which is classified as having an estimation value in the medium category. (2) The effect size value of X_2 Leadership Style is 0.118 for X_3 Work Discipline, which is classified as having an

estimation value in the small category. (3) The value of affect size (4) The value of affect size (5) The value of affect size.

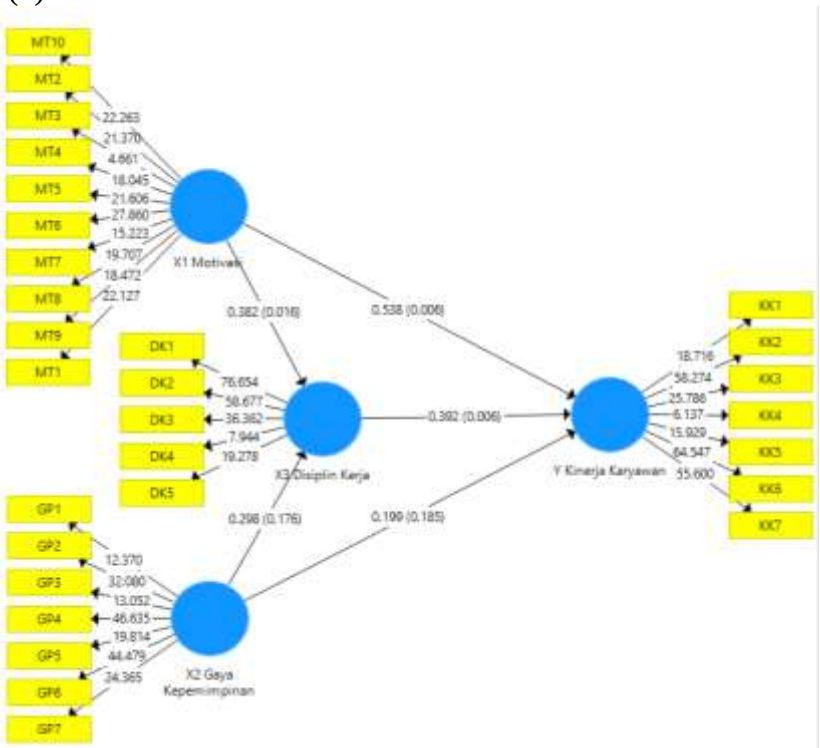

Figure 3. Path Model

Table 5. Effect Size Test Results (f^2)

Construct Variable	X3 Work Discipline	Y Employee Performance
X1 Motivation	0.193	1.053
X2 Leadership Style	0.118	0.155
X3 Work Discipline		0.504

Hypothesis testing is a test to determine which relationships have a significant influence. The hypothesis can be accepted if the T-statistic value is >1.96 and the p-value is <0.05 (Sukwika, 2023c). In this research, there are two research hypothesis testing models, namely the direct influence hypothesis test, which can be reviewed in Table 6, and the indirect influence hypothesis test, which can be studied in Table 7.

Table 6. Hypothesis Test for Direct Influence

Hypothesis	the Effect	*T-Statistics*	*P-Values*	Results
H_1	Motivation -> Work Discipline	2.409	0.016	Accepted
H_2	Leadership Style -> Work Discipline	1.355	0.176	Rejected
H_3	Motivation -> Employee Performance	2.772	0.006	Accepted
H_4	Leadership Style -> Employee Performance	1.328	0.185	Rejected
H_5	Work Discipline -> Employee Performance	2.750	0.006	Accepted

Table 7. Hypothesis Test for Indirect Effects

Hypothesis	The Effect	*T-Statistics*	*P-Values*	Results
H_6	X1 Motivation -> X3 Work Discipline -> Y Employee Performance	1.718	0.086	Rejected
H_7	X2 Leadership Style -> X3 Work Discipline -> Y Employee Performance	1.005	0.315	Rejected

Based on the five hypothesis tests, the direct influence can be seen in the 1st, 3rd, and 5th hypothesis tests, namely the motivation variable. Work discipline has a positive impact on employee performance. Based on the hypothesis test results, the t-statistics value is above 1.96. The p-value is smaller from 0.05 or below 5% according to what has been determined, while in the 2nd and 4th hypothesis tests, the leadership style variable does not influence work discipline or employee performance. It can be seen from the t-statistics value below 1.96 and a p-value greater than 0.05 or above 5%. The following are the results of the direct influence hypothesis test, which can be seen in Table 6.

DISCUSSION OF RESEARCH RESULTS

1. The Influence of Motivation on Work Discipline

From the hypothesis test results, Motivation has a t-statistics value of 2.409, which is a value greater than 1.96, and a p-value of 0.016, which is smaller than 0.05. Based on these values, it is known that there is a positive influence of Motivation on work discipline. It is because of a good relationship between fellow partners who help each other and a comfortable working environment. Maintaining a comfortable work environment requires discipline, including supporting facilities, infrastructure, and work equipment (Agustina & Sukwika, 2021; Gustiranda et al., 2023; Prasetyo et al., 2023). Therefore, despite many changes, PT HSJI employees maintain the Motivation to work and survive despite the policies implemented during the COVID-19 pandemic.

2. The Influence of Leadership Style on Work Discipline

From the hypothesis test results, leadership style has a t-statistics value of 1.355, which is a value smaller than 1.96, and a p-value of 0.176, more significant than 0.05. Based on these values, it is known that leadership style does not affect employee work discipline. The findings in this research show that the dominant leadership style is autocratic, free control, and militaristic, while the paternalistic leadership style is shallow. Even though an authoritarian and aggressive leadership style is needed, namely so that employees remain disciplined in carrying out the regulations that apply during the pandemic, a paternalistic leadership style is still required so that employees can be motivated by the attention of superiors or

leaders (Robbani et al., 2021; Anggraini et al., 2022; Sukamdani et al., 2023). Meanwhile, the free-control leadership style is inappropriate during the Covid-19 pandemic. It means that the better and more appropriate the leadership style applied, the better the work discipline will be carried out by employees.

3. The Effect of Motivation on Employee Performance

From the results of the hypothesis test, Motivation has a t-statistics value of 2.772, which is a value greater than 1.96 and a p-value of 0.006 smaller than 0.05. Based on these values, it is known that there is a positive influence of Motivation on employee performance. The impact of Motivation on employee performance can be seen in the relationship between colleagues who help each other in completing work so that it becomes a solid team and a comfortable work environment (Sukamdani et al., 2023). Then, the appreciation and trust from the company in each employee is also a factor that influences employee performance so that employees at PT HSJI remain motivated to work and can maintain their performance even during a pandemic like now.

4. The Influence of Leadership Style on Employee Performance

From the hypothesis test results, leadership style has a t-statistics value of 1.328, which is a value smaller than 1.96, and a p-value of 0.185, which is greater than 0.05. Based on these values, it is known that leadership style does not affect employee performance. The right attitude or leadership style is one of the factors that can influence employee performance (Hidayat, 2018). Based on the findings in this research, the dominant leadership style is autocratic and free control, while the paternalistic leadership style is shallow. During a pandemic like the current one, authoritarian and militaristic leadership styles are needed in addition to improving work discipline and maintaining employee performance, but paternalistic, semi-democratic, and democratic leadership styles are also no less important and are required to make employees feel protected and cared for by the leadership to encourage employees. To maintain its performance even during a pandemic like today. Meanwhile, a free-hand and charismatic leadership style is not appropriate when applied during a pandemic like the current one. It means that the better and more relevant the leadership style used by the leader, the better the employee performance will also be better (increased) (Robbani et al., 2021; Anggraini et al., 2022).

5. The Influence of Work Discipline on Employee Performance

From the hypothesis test results, work discipline has a t-statistics value of 2,750, which is greater than 1.96, and the p-value of 0.006 is smaller than 0.05. Based on these values, it is known that there is a positive influence of work discipline on employee performance. A high sense of responsibility for work means PT

HSJI employees can work even without supervision and complete work on time (Syarkani, 2017; Agustina & Sukwika, 2021; Prasetyo et al., 2023). PT HSJI employees can also adapt to changes, from changes in work procedures to changes in technology used by the company during the pandemic.Furthermore, in the 6th and 7th hypothesis tests, Motivation on work discipline, which impacts employee performance, has no influence. Likewise, leadership style on work discipline, which affects employee performance, also has no power. Based on the hypothesis test results, the t-statistics value is below 1.96, and the p-value of hypotheses 6 and 7 is more significant than 0.05 or above 5%. The following are the results of the indirect influence hypothesis test, which can be seen in Table 7.

6. The Influence of Motivation on Work discipline and its impact on employee Performance

From the hypothesis test results, Motivation has a t-statistics value of 1.718, which is smaller than 1.96, and the p-value of 0.086 is more significant than 0.05. Based on these values, it is known that Motivation does not influence work discipline, which aims to improve or affect employee performance. Still, partially, motivation and work discipline positively impact employee performance, as in the previous discussion. Therefore, in this study, mediating variables are not needed to influence employee performance because each of the variables, both motivation and work discipline variables, can directly affect employee performance. It means that the higher the employee's Motivation to work, the employee's performance will also increase, and the better the work discipline, the better the employee's performance will be (Gustiranda et al., 2023; Prasetyo et al., 2023; Sukamdani et al., 2023).

The influence of leadership style on work discipline and its impact on employee performance

From the hypothesis test results, the leadership style has a t-statistics value of 1.005, which is smaller than 1.96, and the p-value of 0.086 is more significant than 0.05. Based on these values, it is known that leadership style has no influence on work discipline or employee performance at PT HSJI during the COVID-19 pandemic. Both direct impact between leadership style variables on employee performance and indirect effect, namely through work discipline variables, but on variables Work discipline directly has a positive influence on employee performance at PT HSJI during the Covid-19 pandemic, meaning that the better and more appropriate the leadership style applied by the leader and the higher the work discipline implemented, the employee performance will also increase (Hidayat, 2018; Robbani et al., 2021).

CONCLUSION

Based on the results of the research and discussion, several conclusions can be obtained: (1)

There is a positive influence of Motivation on the work discipline of PT HSJI employees in the era of the COVID-19 pandemic. (2) In this study, leadership style had no influence on the work discipline of PT HSJI employees in the Covid-19 pandemic era. (3) Motivation positively influences PT HSJI employees' performance in the Covid-19 pandemic era. (4) Furthermore, leadership style does not influence the performance of PT HSJI employees in the Covid-19 pandemic era. (5) There is a positive influence of work discipline on the performance of PT HSJI employees in the Covid-19 pandemic era. (6) In this research, Motivation directly influences employee discipline and performance, but indirectly, Motivation does not influence work discipline to improve PT HSJI employee performance during the COVID-19 pandemic. (7) In this research, leadership style did not influence the work discipline or performance of PT HSJI employees in the COVID-19 pandemic era, either directly or indirectly. However, work discipline partially has a positive influence on the performance of PT HSJI employees in the COVID-19 pandemic era.

For HRD in managing human resources, Motivation has been proven to influence work discipline and employee performance. Therefore, every employee must be able to increase their field and performance because if the company progresses and develops, its profits will increase. The company can provide incentives, rewards, and salary increases for employees from the profits. Meanwhile, in the era of the COVID-19 pandemic, improving discipline and maintaining performance is essential to keep employees productive so that company operations continue to run. Leaders and companies should be able to pay attention to and apply the right leadership style. It aims to encourage employees to be more disciplined to maintain employee performance during the COVID-19 pandemic. Companies are also expected to reevaluate the procedures and policies implemented during the Covid-19 pandemic. It aims to determine what targets the company has or has yet to achieve. Then, it would be a good idea for companies to pay more attention to employee rights during the pandemic to ensure that employees remain prosperous and encourage them to remain enthusiastic in their work.

REFERENCES

Agustina, S. S., & Sukwika, T. (2021). Analisis kinerja pegawai pada direktorat sumber daya, ditjen dikti kemendikbud. *Journal of Applied Management Research*, 1(1), 34-44.

Anggraini, W. A., Sukamdani, N. B., & Sukwika, T. (2022). The Role of Leadership and Soft-Skills Competencies of The Performance at The Facility and Construction Unit Indonesian Armed Forces. *Jurnal Pertahanan*, 8(3), 469-479.

Ghozali, & Latan. (2015). *Partial Least Squares (Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0) Untuk Penelitian Empiris*. Semarang: Badan Penerbit Undip.

Gustiranda, T., Sukwika, T., & Hadisumarjo, H. (2023). Relationship Analysis of Employee Human Resources Quality and National Achievement Center Service Performance in the Era of Industrial Revolution 4.0. *Ilomata International Journal of Management*, *4*(2), 233-248.

Hair, J. F., Hult, G. T. M., Sarstedt, M., & Ringle, C. M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (2nd ed.*), California, USA: SAGE Publications, Inc.

Hidayat, A. (2018). Analisa Pengaruh Gaya Kepemimpinan terhadap Kinerja Pegawai pada Suku Dinas Kebersihan Kota Administrasi Jakarta Timur. *Penelitian Ilmu Manajemen*, 1 (1), 141-50.

Prasetyo, G. B., Sukamdani, NB., & Sukwika T. (2023). Employee workload analysis at the financial services authority human resources management directorate with full time equivalent (FTE). *JENIUS (Jurnal llmiah Manajemen Sumber Daya Manusia)*, 6 (3), 649-660

Robbani, G. G., Kholil, K., & Sukwika, T. (2021). Pengaruh kepemimpinan transformasional dan komitmen organisasional terhadap kinerja staf fraksi DPR RI. *Journal of Applied Management Research*, 1(2), 128-137.

Siagian, S. P. (2015). *Manajemen Sumber Daya Manusia, Cetakan ke-23*. Jakarta: Bumi Aksara.

Sukamdani, N. B., Sukwika, T., Panjaitan, H., Sukamdani, H. B., & Sulistyadi, Y. (2023). The impact of leadership style, organizational culture and motivation on personnel performance at the Indonesian Navy supply center depot. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 9 (1) 57-68.

Sukwika, T. (2023a). *Implementasi Software Partial Least Square (PLS). Pengantar Statistika*. Solok: Mafy Media Literasi Indonesia

Sukwika, T. (2023b). *Menentukan Populasi dan Sampling. Metode Penelitian (Dasar Praktik dan Penerapan Berbasis ICT)*. Deli Serdang: Mifandi Mandiri Digital

Sukwika, T. (2023c). *Variabel dan Hipotesis. Metode Penelitian Kuantitatif (Teori dan Panduan Praktis Analisis Data Kuantitatif)*. Deli Serdang: Mifandi Mandiri Digital

Syarkani. (2017). Pengaruh Disiplin Kerja terhadap Kinerja Karyawan pada PT. Panca Konstruksi di Kabupaten Banjar. *Jurnal Ilmiah Ekonomi Bisnis*, 3 (3), 365-374.

Thoha, M. (2015). *Kepemimpinan dalam Manajemen*. Jakarta PT Raja Grafindo Persada.