

THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION, WORK ENVIRONMENT, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. CENTRAL BANK ASIA (BCA) RANTAUPRAPAT



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Abstract

This type of research is quantitative, the place of this research is PT. Bank Central Asia (BCA) Rantauprapat. The population in this study was 37 employees of PT. Bank Central Asia (BCA) Rantauprapat. Due to the number of employees of PT. Bank Central Asia (BCA) Rantauprapat has 37 people, so all employees of PT. Bank Central Asia (BCA) Rantauprapat was taken as the object of research. The data collection techniques used in the research were observation, documentation, and questionnaires using a Likert scale. This research uses classical assumption tests which include the data normality test, heteroscedasticity test, and multicollinearity test. Multiple linear regression analysis was tested using partial (t), simultaneous (F), and coefficient of determination tests. The research results stated that leadership style, motivation, work environment, and work discipline simultaneously had a positive and significant effect on employee performance at PT. Bank Central Asia (BCA) Rantauprapat. The R Square value from the coefficient of determination analysis is 0.900, meaning that employee performance can be explained by the variables leadership style, motivation, work environment, and work discipline by 90%, while the rest can be explained by other variables not examined in this research.

Keywords: Service Quality, Products, Promotions, Store Atmosphere, Customer Satisfaction

INTRODUCTION

Every company has human resources who work to achieve the company's goals that have been prepared by the leadership (Manggasa & Tanuwijaya, 2023). The potential of human resources in a company is an important capital and also plays a role in achieving predetermined goals. Human resources are the main asset that has a big influence on the progress of a company (Rinayanti Pelealu, 2023). Generally, many companies have problems and most of these problems are related to human resources when compared to other economic resources. Because managing human resources cannot be equated with other resources. To achieve targets the company needs to improve the performance of its employees (Efendi et al., 2023).

Employee performance is the result of an employee's thoughts and energy regarding the work that has been done which can be tangible, seen, and counted, but in some cases, the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, innovations for a product. goods or services, and the discovery of more efficient work procedures (Ma'arif et al., 2022).

According to Effendy and Fitria (2020), performance is "the work results that can be achieved by a person or group of people in an organization, starting from the initial process to the end as the results are obtained." A good organization is an organization that tries to improve the capabilities of its human resources because this is a key factor in employee performance. Increasing employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving company goals and survival depends on the quality of human resource performance.

Hasibuan (2018) states that leadership style is a way for leaders to influence their subordinates to cooperate and work productively to achieve company goals. Thus, it can be said that leadership style will be directly related to the work environment in the organization which will ultimately increase employee performance to achieve company targets. One of the keys to success in management, especially for employees, is how leadership is used by a

leader (Kartiko et al., 2020, February). Therefore, organizations need leaders who can become a driving force that drives organizational change. The role of leadership is very strategic and important as a determinant of success in achieving the mission, vision, and goals of an organization. Therefore, the challenge in developing a clear organizational strategy lies primarily in the organization on the one hand and depends on leadership. Leaders must be able to provide insight, inspire pride, and foster respect and trust in their subordinates

Sedarmayanti (2015:25) states that "The work environment is the totality of tools and materials that are encountered in the environment where a person works, work methods, and work arrangements both as an individual and as a group". The work environment in a job within an organization is very important for management to pay attention to (Pratama et al., 2023). An important thing is the success of various activities within the company in achieving goals, one of which is a comfortable work environment (Rofifah et al., 2021). Because the comfort of a good working environment is expected to trigger employee performance to be achieved as optimally as possible. Therefore, the work environment provided to employees of PT. Bank Central Asia (BCA) Rantaupratat must be comfortable and safe to increase the effectiveness of employee performance.

Apart from the work environment, work discipline must also be considered in a company. with discipline in work, the company has good-quality employees. Discipline is a force that develops within an employee's body and causes employees to adapt voluntarily to regulatory decisions and high values of work and behavior. Discipline also means an attitude of respect for the company's rules and regulations, which exists within the employee, and causes employees to adapt voluntarily to the company's rules and regulations. Employees who often violate or ignore company regulations mean that the employee has poor work discipline. Employees who comply with company regulations and regulations illustrate the existence of good discipline conditions, Hamali (2018:214) Good discipline reflects the amount of responsibility a person has. Discipline is a management action to encourage organizational members to fulfill the demands of various provisions. Work discipline is attitudes, behavior, and actions that comply with organizational regulations, both written and unwritten, Sutrisno in the journal Ferawati (2017).

REVIEW OF LITERATURE

Leadership Style

According to Kartono (2020), leadership style is the behavior chosen to influence the thoughts, feelings, attitudes, and behavior of subordinate organizational members. The meaning of the opinion above is the leader's activities in influencing his subordinates so that their subordinates want to work together in achieving goals within an agency. According to Nikmat (2022:42), leadership style is a leader's pattern of behavior in influencing his followers, the definition of leadership style is dynamic, and leadership style can change depending on the followers and the situation. Zaharuddin (2021:50) says that leadership style is the behavior or method chosen and used by a leader to influence the thoughts, attitudes, and behavior of subordinate organizational members. The leadership style indicators according to Sari (2019:6) are the ability to make decisions, the ability to motivate, the ability to communicate, the ability to control subordinates, and the ability to control emotions.

Motivation

Wasiman (2018:18) suggests that motivation is a series of attitudes and values that influence individuals to achieve specific things following individual goals. These attitudes and values are invisible things that provide the power to encourage individuals to behave to achieve goals. Darmadi (2018:124) states that motivation is a desire within a person that causes that person to take action. A person takes action to achieve a goal. The motivation indicators according to Gunawan, et al (2020:5) Indicators of work motivation include physical needs, security needs, social needs, the need for appreciation, and the need for self-realization.

Work Environment

According to Indiyati et al., (2018), the work environment is the entire work facilities and infrastructure around employees who are carrying out work can affect the performance of their work. The work environment is a condition that exists around the workplace that will affect employees both directly and indirectly and has a big influence on employee performance (Sunarno, 2021). According to Purnami and Utama (2019), there are

several work environment indicators, including the following: 1) Lighting or lighting in the workplace, 2) Air conditioning in the workplace, 3) Work facilities, 4) Relationships with co-workers, 5) Safety at work.

Work Discipline

According to Agustini (2019:89), work discipline is an attitude of obedience to the rules and norms that apply in a company to increase employee determination in achieving company/organization goals. Farida and Hartono (2016:42) argue that "Discipline is a person's awareness and willingness to obey all agency regulations and applicable social norms". According to Agustini (2019:104) Basically, many indicators influence the level of discipline of employees of an organization. Some indicators of discipline are attendance levels, work procedures, obedience to superiors, work awareness, and responsibility.

Employee Performance

Kuncoro, et al (2022) stated that performance is a condition related to the success of an organization in carrying out its mission which can be measured by the level of productivity, level of service, responsiveness, responsibility and accountability. According to Eka (2021), the definition of performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or goals or criteria that have been determined in advance and have been mutually agreed upon (Erica, et al., 2020). According to Kadir and Efrianti (2019), employee performance indicators can be assessed from several elements, namely work performance, quality, quantity, cooperation, effectiveness and responsibility.

RESEARCH METHOD

This type of research is quantitative, the place of this research is PT. Bank Central Asia (BCA) Rantaupratat. The population in this study was 37 employees of PT. Bank Central Asia (BCA) Rantaupratat. Due to the number of employees of PT. Bank Central Asia

(BCA) Rantauprapat has 37 people, so all employees of PT. Bank Central Asia (BCA) Rantauprapat was taken as the object of research. The data collection techniques used in the research were observation, documentation, and questionnaires using a Likert scale. This research uses classical assumption tests which include the data normality test, heteroscedasticity test, and multicollinearity test. Multiple linear regression analysis was tested using partial (t), simultaneous (F), and coefficient of determination tests.

RESULTS AND DISCUSSION

Test validity is used as a measure of whether a questionnaire is worthy of being declared valid or not. Valid data is data that does not differ between the data reported by the researcher and the data that occurs at the research object. The validity test of the research variables has a significant criterion of > 0.5 . The validity test in this research was carried out on 30 samples which were carried out regardless of the characteristics of the respondents. The results of the validity test of this research can be contained in Table 1:

Table 1.
Validity Test Results

| Variable | Indicator | Pearson Correlation | Value Measurement | Status |
|-----------------------|---------------------------------|---------------------|-------------------|--------|
| Leadership Style (X1) | Ability to make decisions | 0.856 | 0.5 | Valid |
| | Ability to motivate | 0.944 | 0.5 | Valid |
| | Communication skills | 0.867 | 0.5 | Valid |
| | Ability to control subordinates | 0.946 | 0.5 | Valid |
| | Ability to control emotions | 0.955 | 0.5 | Valid |
| Motivation (X2) | Physical needs | 0.907 | 0.5 | Valid |
| | Need for security | 0.919 | 0.5 | Valid |
| | Social needs | 0.821 | 0.5 | Valid |

| | | | | |
|-----------------------------|------------------------------------|-------|-----|-------|
| | The need for appreciation | 0.911 | 0.5 | Valid |
| | The need for self-realization | 0.907 | 0.5 | Valid |
| Work environment (X3) | Lighting or light in the workplace | 0.825 | 0.5 | Valid |
| | Air condition in the workplace | 0.731 | 0.5 | Valid |
| | Work facilities | 0.787 | 0.5 | Valid |
| | Relationships with coworkers | 0.640 | 0.5 | Valid |
| | Safety at work | 0.736 | 0.5 | Valid |
| Work Discipline (X4) | Attendance rate | 0.851 | 0.5 | Valid |
| | Working procedures | 0.899 | 0.5 | Valid |
| | Obedience to superiors | 0.827 | 0.5 | Valid |
| | Awareness works | 0.893 | 0.5 | Valid |
| | Responsibility. | 0.592 | 0.5 | Valid |
| Employee performance (Y) | Work performance | 0.547 | 0.5 | Valid |
| | Quality | 0.845 | 0.5 | Valid |
| | Quantity | 0.754 | 0.5 | Valid |
| | Cooperation | 0.768 | 0.5 | Valid |
| | Effectiveness | 0.649 | 0.5 | Valid |
| | Responsibility | 0.752 | 0.5 | Valid |

Source: Research Data Processing, 2024.

Reliability testing is carried out to determine consistent measurement results when measuring the same measuring instrument. An indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.7 . The results of this research's reliability test can be contained in Table 2:

Table 2.
Reliability Test Results

| Variable | Croanbach Alpha (CA) | Status |
|----------------------|----------------------|----------|
| Leadership Style | ,950 | Reliable |
| Motivation | ,936 | Reliable |
| Work environment | ,793 | Reliable |
| Work Discipline | ,854 | Reliable |
| Employee performance | ,807 | Reliable |

Source: Research Data Processing, 2024.

Table 1 and Table 2 show that all statement items are valid and reliable, each indicator in the validity test has a value > 0.5 and each value contained in the variable for the reliability test is > 0.7 . The next test can be analyzed using a normality test. The normality test of this research can be loaded with p-plot graph in Figure 1:

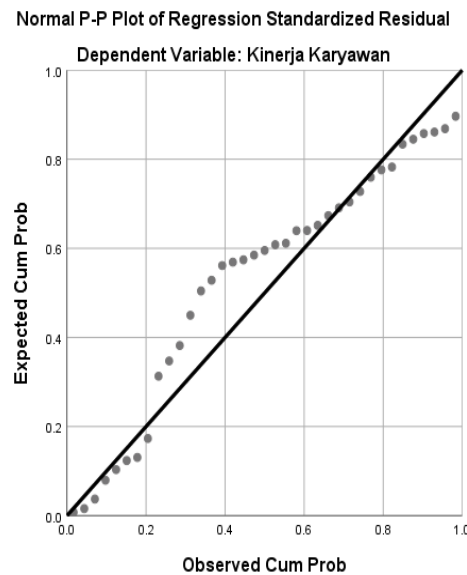


Figure 1.

PP Plot Graph

Source: Research Data Processing, 2024

In the P-Plot graph, the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model meets the normality assumption. The graphic

image shows that the distribution pattern tends to be normal, the data shows that the points are spread around the diagonal line and follow the direction of the diagonal line, so the regression model meets the normality assumption. The next normality test can be seen in Table 3:

Table 3.
One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residuals | |
|------------------------|---------|--------------------------|------------|
| N | | 37 | |
| Normal Parameters, b | | Mean | .0000000 |
| | | Std. Deviation | 1.04205177 |
| Most Differences | Extreme | Absolute | ,187 |
| | | Positive | ,090 |
| | | Negative | -.187 |
| Statistical Tests | | ,187 | |
| Asymp. Sig. (2-tailed) | | .092c | |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Research Data Processing, 2024.

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.092 with a significance level of > 0.05 . The results of this test show that the normality test in this study is normally distributed. The normality test of this research can be loaded with histogram contained in Figure 2:

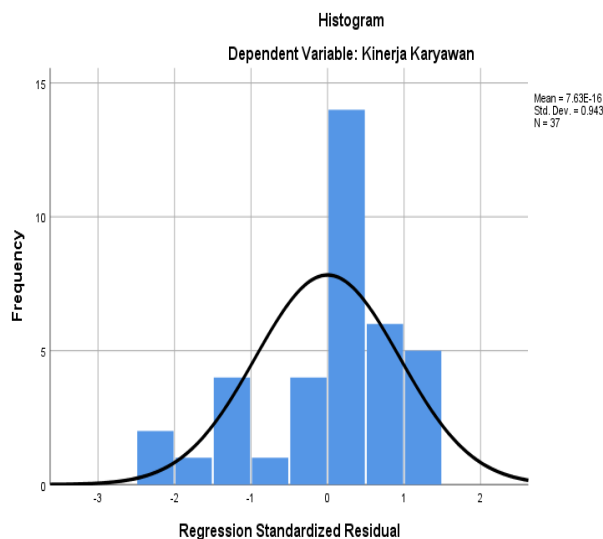


Figure 2.
Histogram Graph

Source: Research Data Processing, 2024.

Based on the histogram graph, the data shows a normal curve that forms a perfectly concave shape. It can be said to be normal if the line has a concave upward shape like the picture. The results of the multicollinearity test in the study are contained in Table 4:

Table 4.
Test Results Multicollinearity

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Sig. | Collinearity Statistics | |
|------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | t | | Tolerance | VIF |
| 1 (Constant) | -3,525 | 1,766 | | -1,997 | ,054 | | |
| Leadership Style | ,506 | ,070 | ,470 | 7,221 | ,000 | ,738 | 1,355 |
| Motivation | ,401 | ,099 | ,367 | 4,056 | ,000 | ,381 | 2,623 |
| Work environment | ,238 | ,089 | ,238 | 2,677 | .012 | ,396 | 2,527 |
| Work Discipline | ,236 | .111 | ,151 | 2,128 | .041 | ,622 | 1,609 |

a. Dependent Variable: Employee Performance

Source: Research Data Processing, 2024.

Table 4 shows that the four independent variables have VIF values < 10 and values tolerance > 0.1, which means that the data in this study does not experience multicollinearity. Testing the classical assumption with the heteroscedasticity test in this research can be seen in Figure 3:

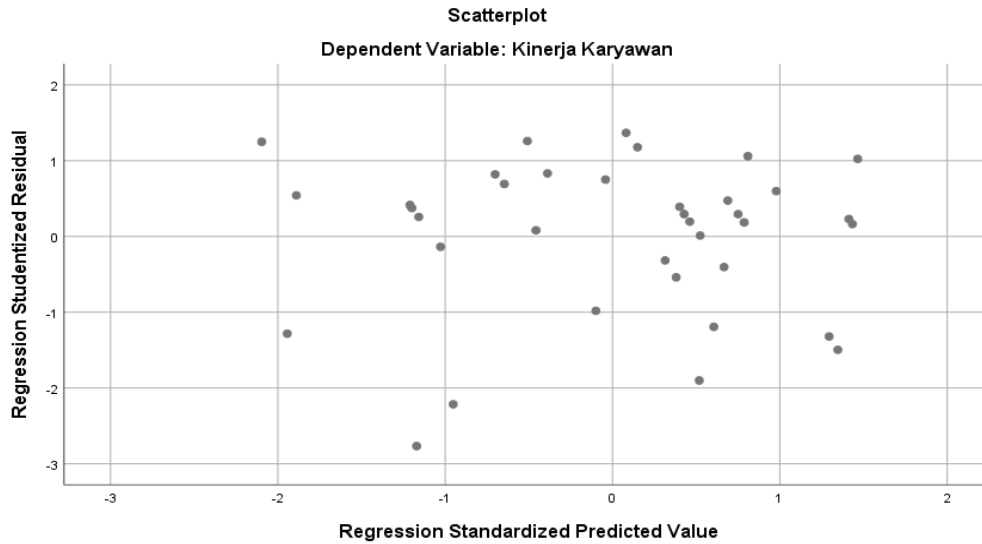


Figure 3.

Chartscatterplot

Source: Research Data Processing, 2024

It can be seen that the data spreads randomly around the Y-axis and does not form a particular pattern, so this regression model is free from symptoms of heteroscedasticity. The results of research analysis using multiple linear analysis tests can be contained in Table 5:

Table 5.

Results from Multiple Linear Analysis

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | -3,525 | 1,766 | | -1,997 | ,054 | | |
| Leadership Style | ,506 | ,070 | ,470 | 7,221 | ,000 | ,738 | 1,355 |
| Motivation | ,401 | ,099 | ,367 | 4,056 | ,000 | ,381 | 2,623 |

| | | | | | | | |
|------------------|------|------|------|-------|------|------|-------|
| Work environment | ,238 | ,089 | ,238 | 2,677 | .012 | ,396 | 2,527 |
| Work Discipline | ,236 | .111 | ,151 | 2,128 | .041 | ,622 | 1,609 |

a. Dependent Variable: Employee Performance

Source: Research Data Processing, 2024.

Based on these values, the following multiple linear regression equation is obtained: $Y = -3.525 + 0.506X_1 + 0.401X_2 + 0.238X_3 + 0.236X_4$. Table 6 explains that the B value for leadership style is 0.506. Motivation is 0.401, work environment value is 0.238, work discipline value is 0.236, and constant value (a) is -3.525. The description of the multiple linear regression equation shows that the variables of leadership style, motivation, work environment, and work discipline have a positive coefficient direction on employee performance.

To test the research hypothesis, the t-test can be used. This test was carried out to analyze the influence of the independent variables, namely leadership style, motivation, work environment, and work discipline, partially on the dependent variable, namely employee performance. To determine the ttable value, the following equation can be used: $df = nk - 1 = 37 - 4 - 1 = 32$. After calculating using this equation, the ttable value is 2.0369. The t test results can be loaded in Table 6:

Table 6.
Results Test (Partial)
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | -3,525 | 1,766 | | -1,997 | ,054 | | |
| Leadership Style | ,506 | ,070 | ,470 | 7,221 | ,000 | ,738 | 1,355 |
| Motivation | .401 | ,099 | ,367 | 4,056 | ,000 | ,381 | 2,623 |
| Work environment | ,238 | ,089 | ,238 | 2,677 | .012 | ,396 | 2,527 |
| Work Discipline | ,236 | .111 | ,151 | 2,128 | .041 | ,622 | 1,609 |

a. Dependent Variable: Employee Performance

Source: Research Data Processing, 2024.

Based on Table 8, it can be seen that the partial test results obtained a calculated t value of $7.221 > t$ table 2.0369 and a significant value of $0.000 < 0.05$, which means that the leadership style variable has a positive effect on employee performance variables. Then the results of the motivation variable have a positive and significant effect on employee performance with a calculated t value of $4.056 > t$ table 2.0369 and a significant value of $0.000 < 0.05$. Partially, the calculated t value was $2.667 > t$ table 2.0369 and the significant value was $0.012 < 0.05$, which means that work environment variables have a positive effect on employee performance variables. Furthermore, the calculated t value was $2.128 > t$ table 2.0369 and the significant value was $0.041 < 0.05$, which means that the work discipline variable has a positive effect on the employee performance variable.

The F test was carried out to test the independent variables, namely leadership style, motivation, work environment, and work discipline, which simultaneously have a significant relationship or not with the dependent variable, namely employee performance. To determine the Ftable value, the following equation can be used: $df = k; n - k = 4; 37-4 = 4; 33$. After calculating using this equation, $F_{table} = (4; 33)$ then the Ftable value is 2.66 . The results of the F test in this research can be contained in Table 7:

Table 7.
F Test Results
ANOVA^a

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 351,341 | 4 | 87,835 | 71,901 | ,000b |
| | Residual | 39,091 | 32 | 1,222 | | |
| | Total | 390,432 | 36 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Work Environment, Leadership Style, Motivation

Source: Research Data Processing, 2024.

Table 7 shows the Fcount value of 71.901 > Ftable 2.66 with a significance value of 0.000 < 0.05. From these results, it can be concluded that leadership style, motivation, work environment, and work discipline simultaneously have a positive and significant effect on employee performance.

The coefficient of determination is used to analyze the contribution of the influence of the independent variables, namely leadership style, motivation, work environment, and work discipline on the dependent variable, namely employee performance. The coefficient of determination test results can be contained in Table 8:

Table 8.
Coefficient of Determination Test Results
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .949a | .900 | .887 | 1,105 |

a. Predictors: (Constant), Work Discipline, Work Environment, Leadership Style, Motivation

b. Dependent Variable: Employee Performance

Source: Research Data Processing, 2024.

The R Square value from the coefficient of determination analysis is 0.900, meaning that employee performance can be explained by the variables leadership style, motivation, work environment, and work discipline by 90%, while the rest can be explained by other variables not examined in this research.

Discussion

The partial test results obtained a calculated t value of 7.221 > t table 2.0369 and a significant value of 0.000 < 0.05, which means that the leadership style variable has a positive effect on employee performance variables. The results of this research are following research conducted by Nurhanan, et al (2020) which explains that leadership style has a significant positive effect on employee performance. This is because of the leadership style accepted by PT employees. Bank Central Asia (BCA) Rantauprat is in accordance with what employees

want so that the planning, organizing, and directing carried out by leaders can form good team members so that organizational success is achieved.

Then the results of the motivation variable have a positive and significant effect on employee performance with a calculated t value of $4.056 > t$ table 2.0369 and a significant value of $0.000 < 0.05$. Work motivation greatly influences employee performance, with work motivation employees will have more confidence in their work. Employees need good work motivation because they can operate with high self-confidence, accompanied by high work enthusiasm. The more motivated employees are, the more employees will improve their work and will have a positive impact on the increase in performance achieved. The research results of Sutrisno, et al (2016) reveal that work motivation has a positive and significant effect on employee performance. And the research results of Saputri and Andayani, (2018) prove that work motivation has a positive and significant effect on employee performance.

Partially, the calculated t value was $2.667 > t$ table 2.0369 and the significant value was $0.012 < 0.05$, which means that work environment variables have a positive effect on employee performance variables. The results of this research are in line with the results of previous research conducted by Estiana, et al (2023) and Fitriah and Akbar (2023) which stated that the work environment influences employee performance. Therefore, the work environment provided to employees must be in accordance with the employee's work needs so that this can improve employee performance.

Furthermore, the calculated t value was $2.128 > t$ table 2.0369 and the significant value was $0.041 < 0.05$, which means that the work discipline variable has a positive effect on the employee performance variable. By having good work discipline from employees, such as arriving on time, carrying out work following what has been determined by the company, and obeying company regulations, the employee's performance will be able to improve so that the company's targets will be achieved. The higher the work discipline, the higher the employee performance results, because work discipline is one of the main factors in improving company performance. The research results of Dewi et al, (2023) prove that work discipline has a positive and significant effect on employee performance. And the research

results of Sutrisno, et al (2016) prove that work discipline has a positive and significant effect on employee performance.

CONCLUSION

1. Leadership style has a positive and significant effect on employee performance at PT. Bank Central Asia (BCA) Rantauprapat.
2. Motivation has a positive and significant effect on employee performance at PT. Bank Central Asia (BCA) Rantauprapat.
3. The work environment has a positive and significant effect on employee performance at PT. Bank Central Asia (BCA) Rantauprapat.
4. Work Discipline has a positive and significant effect on employee performance at PT. Bank Central Asia (BCA) Rantauprapat.
5. Leadership style, motivation, work environment, and work discipline simultaneously have a positive and significant effect on employee performance at PT. Bank Central Asia (BCA) Rantauprapat.

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