
THE INFLUENCE OF LEADERSHIP AND SUPERVISORY STYLE ON WORK DISCIPLINE OF OPD X EMPLOYEES



Intan Purnamasari Rohendi¹
Universitas Widyatama, Bandung, Indonesia
intanpurnamar@gmail.com

Maman Suratman²
Universitas Widyatama, Bandung, Indonesia
maman.suratman@widyatama.ac.id

Abstract

This study was conducted to describe the influence of Leadership Style and Supervision on Employee Work Discipline in OPD X Employees. The research method used is quantitative, with a sample of 53 employees taken from the entire population. The data analysis technique used is multiple linear regression analysis through SPSS statistical software version 24. Data presentation is done through literature study, observation, interviews, and questionnaires, which are guidelines for conducting interviews. The study results indicate that Leadership Style and Supervision positively and significantly affect Work Discipline, both partially and simultaneously.

Keywords: Leadership Style, Supervision, Work Discipline

INTRODUCTION

Every organizational activity cannot be separated from the factors that influence the organization, namely human resources, infrastructure, technology, environment, and other factors that support achieving a goal. According to Hasibuan (2020), Human Resource Management is the science and art of regulating relationships and the role of the workforce to be effective and efficient in helping to realize the goals of the company, employees, and society. Of these factors, human resources are the most important factor for the success of an organization. Strong human resources are needed in facing competition in the organizational or corporate environment, including in the government environment. Employees are one of the determinants of success in achieving goals in the organization. Human resources have a role in every organizational activity so that the organization can develop.

One of the missions of OPD X is to serve the community, therefore, employees are required to have discipline, quality, and capability in their work. Public service, according to Law Number 25 of 2009 concerning Public Service, is an activity or series of activities to fulfill service needs following laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. The words "goods, services and administrative services" in the explanation section are considered clear, but in fact the meaning of "goods" is not goods that can be traded by everyday people, but what is meant is public goods whose provision is carried out by the government.

Based on the Regulation of the Governor of West Java Number 62 of 2013 concerning Days and Work in the West Java Provincial Government Environment: start work at 7:30 WIB; break at 11:30-12:30 WIB, and go home at 16:00 WIB. While on Fridays start work at 7:30 WIB, break at 11:30-12:30 WIB, and go home at 15:00 WIB. With the provisions of wearing a uniform, a) PDH uniform art, b) smart casual, c) white with black/brown pants, d) Thursday traditional clothing, e) Friday batik clothing. In the provisions of the Governor's Regulation, from the attendance data owned by the Bakesbangpol Personnel Section, it can still be seen that there are still those who are late every month.

According to Government Regulation Number 53 of 2010 concerning Civil Servant Discipline, it is stated that Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions stipulated in laws and/or official regulations, which,

if not complied with or violated, will be subject to disciplinary sanctions. Based on Government Regulation (PP) Number 92 of 2021, Disciplinary Punishment is a punishment imposed by an Authorized Official to Punish Civil Servants for violating Civil Servant disciplinary regulations. Based on Article 8, the Level of Disciplinary Punishment consists of: a) Light Disciplinary Punishment; b) Moderate Disciplinary Punishment; or c) Severe Disciplinary Punishment. The type of light punishment is in the form of a verbal warning, but in the West Java Provincial Bakesbangpol office based on information from the personnel section, it has not been implemented in accordance with the Standard Operating Procedure (SOP), the lack of supervision from the leadership has resulted in many violations being committed, the warning given is only in the form of a summons not included with the Examination Report (BAP), so it is not following applicable regulations. There is also a moderate disciplinary punishment by including the results of the service note issued by the head of the personnel section, to be directed and receive a punishment in the form of a 25% reduction in performance allowances.

Employee discipline problems are caused by several factors, namely lack of concern from leaders towards employees, weak supervision systems, lack of job satisfaction with office facilities and wages received. Leadership is the ability to influence others, subordinates, or groups, directing the behavior of subordinates or others to achieve organizational or group goals (Kartono, 2017). The role of a leader is like a ship's captain who directs organizational goals effectively and efficiently.

Next is the improvement of the supervision system, supervision is a process to "guarantee" that the goals of the organization and management are achieved. Supervision in all employee activities while in the office environment and controlling activities in an agency. Supervision is very important to be carried out as a control of employee performance and discipline. Lack of supervision in the organizational environment leads to employees being absent from work, so employee discipline is low. Leaders who are rarely in the office make employees feel absent from work.

Lack of supervision by the leadership and only handing over supervision to the system results in uncontrolled human error in employee work, many employees who do outside work but are not supervised by the leadership and do not report the results of their work, in addition,

the leadership gives full trust to what employees do without good supervision related to the work done. There are no strict sanctions given by the leadership for violations committed by employees, the leadership does not care about employees related to work that has been or is being done. For employees who do DWA or outside work, there is no clear control in monitoring the work done by employees when doing work, only monitoring through employee attendance.

REVIEW OF LITERATURE

Management

Management has such a broad meaning that, in reality, no definition is used consistently by everyone. Many experts have different opinions about management, but in principle, they have the same intent and purpose. According to Hasibuan (2020), management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals.

Human Resource Management

According to Hasibuan (2020), "Human Resource Management is the science and art of regulating the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees, and society." Meanwhile, according to Hery (2019), Human resource management is part of the manager's duties in organizing. Human resource management includes activities such as interviewing prospective employees, orienting new employees, evaluating work, designing training, and compensation programs.

Leadership

According to Stephen P. Robbins and Timothy A. Judge (in Hutapean, 2021), leadership is defined as the ability to influence a group towards achieving a vision or set goal. Then Edward Lyman Muson (in Hutapean, 2021) stated that leadership is the ability or capability to manage people in such a way as to achieve great results with the least possible conflict and as much cooperation as possible.

Supervision

Supervision is the last function of management after the planning functions (planning), organizing, staffing, and directing. These functions are related to the efforts to

run a company/organization, so that the entire process. According to Handoko (2017), supervision can be defined as a process to "guarantee" that organizational and management goals are achieved. This concerns ways to make activities as planned.

Work Discipline

Rivai (in Melties, 2022) stated that work discipline is a tool used by managers to change behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. According to Afandi (2018), work discipline is a tool used by managers or leaders to change an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms.

RESEARCH METHOD

The research method used is quantitative. According to Sugiyono (2022), the research method based on the philosophy of positivism is used to research a certain population or sample, data collection using research instruments, and data analysis is quantitative/statistical with the aim of testing the hypothesis. In terms of level in qualitative research, this research uses descriptive verification research. According to Sugiyono (2022), the descriptive method is a study that aims to provide an objective picture of a particular phenomenon, stating that the scientific method means that research activities are based on scientific characteristics, namely rational, empirical, and systematic. Verification research is a research method that aims to determine the relationship between two or more variables, this method is used to test the truth of a hypothesis being studied. The verification method is a research method used to test hypotheses using statistical methods, so that the results of evidence can be taken that show the hypothesis is accepted or rejected (Sugiyono, 2022).

Data Source

The data collected is primary and secondary. Primary data is original data collected by the author themselves to answer the research problem specifically. Primary data in this study were obtained through observation, interviews, and questionnaires. Secondary data is data collected by other parties and not by other researchers. Secondary data comes from organizational documents.

Population

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied, and then conclusions are drawn (Sugiyono, 2022). The target population in this study was 53 OPD X employees. The characteristics of the population in this study are Civil Servants at OPD X.

Sample

The sample used in this study was all employees in OPD X, with a total of 53 civil servants. So the sample used is the population.

RESULTS AND DISCUSSION

Validity Test Results

Sugiyono (2022) stated that a valid instrument means that the measuring instrument used to obtain the data is valid. The technique used to measure the validity of the questionnaire statement is by correlating each questionnaire question item and comparing it with the r table with the calculated r . The validity test in this study used the Statistical Package for Social Science (SPSS) program. The validity test of the measuring instrument used Spearman's. An instrument is declared valid if it is said to meet the following criteria:

- a. If $r \text{ count} > r \text{ table}$, then it is declared valid.
- b. If $r \text{ count} < r \text{ table}$, then it is declared invalid.

The instrument trial is intended to determine the level of validity and reliability of the instrument that will be used as a data collection tool. The statement items that will be distributed are 30 questions regarding leadership style, supervision, and work discipline.

Table 1.
Validity Test of Leadership Style Variables

Statement No.	r count	r table	Information
1	0.615	0.361	Valid
2	0.687	0.361	Valid
3	0.459	0.361	Valid
4	0.645	0.361	Valid
5	0.428	0.361	Valid

6	0.593	0.361	Valid
7	0.775	0.361	Valid
8	0.403	0.361	Valid
9	0.376	0.361	Valid
10	0.825	0.361	Valid
11	0.535	0.361	Valid
12	0.413	0.361	Valid

The statement in the Leadership Style variable instrument consists of 12 items. The results of the validity test meet the required criteria, namely $R_{count} > R_{table}$. It can be interpreted that statements 1 to 12 can be declared valid as indicators of Leadership Style.

Table 2.
Validity Test of Supervisory Variables

Statement No.	r count	r table	Information
1	0.594	0.361	Valid
2	0.615	0.361	Valid
3	0.687	0.361	Valid
4	0.459	0.361	Valid
5	0.645	0.361	Valid
6	0.428	0.361	Valid
7	0.593	0.361	Valid
8	0.775	0.361	Valid
9	0.794	0.361	Valid

The statement in the Supervision variable instrument consists of 9 items. The results of the validity test meet the required criteria, namely $R_{count} > R_{table}$. It can be interpreted that statements 1 to 9 can be declared valid as Supervision indicators.

Table 3.
Results of Validity Test of Work Discipline Variables

Statement No.	r count	r table	Information
1	0.495	0.361	Valid

2	0.646	0.361	Valid
3	0.556	0.361	Valid
4	0.611	0.361	Valid
5	0.442	0.361	Valid
6	0.414	0.361	Valid
7	0.379	0.361	Valid
8	0.400	0.361	Valid
9	0.432	0.361	Valid

The statement in the Work Discipline variable instrument consists of 9 items. The results of the validity test meet the required criteria, namely $R_{count} > R_{table}$. It can be interpreted that statements 1 to 9 can be declared valid as indicators of Work Discipline.

Reliability Test Results

Reliability testing is used to see the extent to which an instrument, when used several times to measure the same object, will produce the same data. Sugiyono (2022) states that reliability is related to the degree of consistency, so if another researcher repeats or replicates the research on the same object with the same method, it will produce the same data. The reliability test of the measuring instrument using the Cronbach's Alpha technique is a statistic that is commonly used to test the reliability of an instrument. This reliability is tested using the Statistical Product and Services Solution (SPSS) program by adding up the total score of each valid item. Then, reliability is measured by comparing it with the Cronbach's Alpha reliability value.

- a. $\alpha \geq 0.60$: reliable.
- b. $\alpha < 0.60$: not reliable.

Table 4.
Reliability Test Results

No.	Variables	Cronbach's Alpha	Category
1	Leadership Style	0.646	Reliable
2	Supervision	0.869	Reliable
3	Work Discipline	0.898	Reliable

Based on the table above shows the results of the reliability test (reliability coefficient) of leadership style of 0.646, the reliability test on supervision of 0.869, and the reliability test on work discipline of 0.898, meaning that the questionnaire is declared reliable because it has a Cronbach's alpha value > 0.6 . Thus, the decision making for calculating the Cronbach's Alpha value of 0.996 is between the range of 0.800-1,000, it can be concluded that the instrument used in this study has high reliability.

Classical Assumption Test Results

Normality Test

The normality test aims to determine the value of normality distribution using the Kolmogorov-Smirnov test (Pallant, 2005). Because the sample is more than 50 people. The probability value (p) or significance (sig.) It is used to compare in its test format. The significance test is as follows:

- 1) If the Sig. or P-value > 0.05 , then the data is stated to be normally distributed.
- 2) If the Sig. or P-value < 0.05 , then the data is not normally distributed.

Table 5.
Data Normality Test

One-Sample Kolmogorov-Smirnov Test				
		Leadership Style	Supervision	Work Discipline
N		53	53	53
Normal Parameters ^{a,b}	Mean	25.16	23.45	24.87
	Std. Deviation	3,041	2,981	7,056
Most Extreme Differences	Absolute	,085	,068	,094
	Positive	,085	,068	,094
	Negative	-,084	-,063	-,073
Test Statistics		,085	,068	,094
Asymp. Sig. (2-tailed)		,200c,d	,185c,d	,086 c,d
a. Test distribution is Normal.				
b. Calculated from data.				

- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

From table 5 shows the results of the data normality test using Kolmogorov-Smirnov obtained data leadership style variables are normally distributed with a significance value of 0.200, greater than 0.05, then for the supervision variable has a value that is normally distributed with a significance value of 0.186 greater than 0.05, the last variable work discipline also has a value that is normally distributed because the significance value of the variable is 0.086 which is greater than 0.05. So, it can be concluded that the data analysis uses parametric tests because all the data is normally distributed.

Linearity Test Results

According to Ghazali (2018), the linearity test is used to see whether the model specifications used are correct or not and whether the function used in an empirical study should be linear, quadratic or cubic. The linearity test can be done through the test of linearity. The linearity test is carried out to find the equation of the regression line of the independent variable X against the dependent variable Y.

- a. If $\alpha < sig$, then H0 is accepted, meaning linear regression.
- b. If $\alpha > sig$, then H1 is accepted, meaning it is not linear.

Linear regression is built based on the assumption that the variables analyzed have a linear relationship. The strategy to verify the linear relationship can be done with ANOVA. The linearity test can be seen in the following table.

Table 6.
Linearity Test Results of Variable (X1) with Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Work Discipline * Leadership Style	Between Groups	(Combined)	257,242	11	23,386	1,717	0.104
		Linearity	123,923	1	123,923	9,096	0.004
		Deviation from Linearity	133,318	10	13,332	0.979	0.476
	Within Groups		558,570	41	13,624		
	Total		815,811	52			

Based on the results of the linearity test above, it can be seen that the linearity value of leadership style and work discipline is 0.004. This means that the linearity value is less than 0.05, so it can be concluded that H0 is rejected, meaning that leadership style and work discipline have a linear relationship.

Table 7.
Linearity Test Results of Variable (X2) with Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Work Discipline * Supervision	Between Groups	(Combined)	441,894	11	40,172	3,691	0.001
		Linearity	304,422	1	304,422	27,974	0,000
		Deviation from Linearity	137,472	10	13,747	1,263	0.283
	Within Groups		446,182	41	10,882		
	Total		888,075	52			

Based on the results of the linearity test above, it can be seen that the linearity value of leadership style and work discipline is 0.000. This means that the linearity value is less than 0.05, so it can be concluded that H0 is rejected, meaning that supervision and work discipline have a linear relationship.

Based on the table above, the linearity test between leadership style and work discipline can be seen from the F deviation from linearity table of 0.979 with a significance level of 0.476. While the linearity test between supervision and work discipline can be seen from the F deviation from linearity table of 1.263, with a significance level of 0.283. Because the Sig. value > 0.05, it can be said that the linear assumption in this study is met.

Multicollinearity Test

Table 8.
Multicollinearity Test Results

Coefficientsa							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std.	Beta			Toleran	VIF

			Error				ce	
1	(Constant)	19,419	4,400		4,413	,000		
	Leadership Style	-,055	,139	-,055	-,396	,694	,977	1,024
	Supervision	,191	,129	,207	1,480	,145	,977	1,024
a. Dependent Variable: Total Work Discipline								

Based on Table 8, it is known that the tolerance value for the Leadership Style variable is $0.977 > 0.10$, while the VIF value for the Leadership Style variable is $1.024 < 10.00$, so it can be said that there are no symptoms of multicollinearity in the regression model.

Based on Table 8, it is known that the tolerance value for the Supervisory variable is $0.977 > 0.10$, while the VIF value of the Supervisory Variable is $1.024 < 10.00$, so it can be said that there are no symptoms of multicollinearity in the regression model. Based on the results of the multicollinearity test, the multiple regression line model is used for the Leadership and Supervision Style variables, with the dependent variable Work Discipline being appropriate.

Heteroscedasticity Test

Ghozali (2018) stated that heteroscedasticity testing is carried out to determine whether in the regression model there is inequality of variance from the residuals of one observation to another observation. A good regression model is one in which the variance from the residuals of one observation to another observation remains homoscedasticity. A good regression model is in which the variance from the residuals of one observation to another observation remains homoscedasticity and does not experience heteroscedasticity.

In order to find out whether or not heteroscedasticity exists, the Glejser test can be used by standardizing the residual value and looking at the pattern of significance values. If the significance value is greater than 0.05, it can be concluded that there is no heteroscedasticity problem.

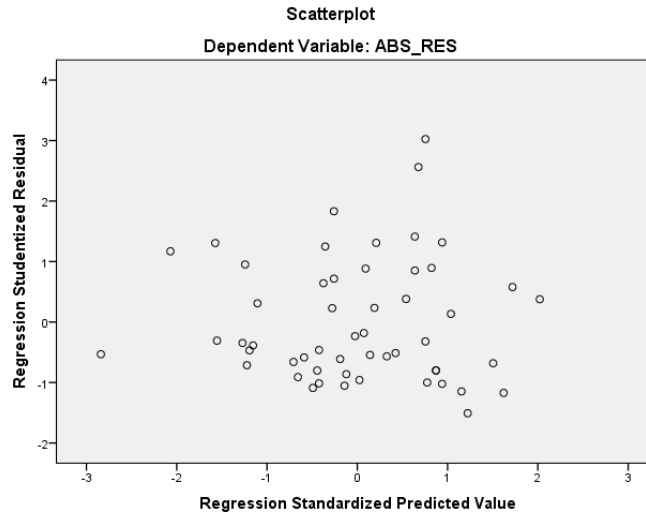


Figure 1.
Heteroscedasticity Test Results

Based on Figure 1, it can be seen that the data points are spread above and below or around the number 0. The points do not gather only above or below. The distribution of data points does not form a particular pattern. So it can be said that there is no heteroscedasticity in this regression model, meaning that a good and ideal regression model can be fulfilled.

Verification Analysis Results

Multiple Linear Regression Test

Table 9.
Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,605	6,592		2,671	0.010
	Leadership Style	0.390	0.104	0.445	3,730	0.001
	Supervision	0.545	0.142	0.498	3,841	0,000
a. Dependent Variable: WORK DISCIPLINE						

Based on Table 9 above, the multiple linear regression equation is obtained as follows:

$$Y = 17.605 + 0.390 X1 + 0.545 X2$$

Based on the regression equation model, a constant of 17.605 is obtained; this means that without the independent variable, work discipline has reached 17.728. Furthermore, the

regression coefficient of leadership style is 0.390 and is positive, which means that every increase in the leadership style value of 1 point, assuming other variables remain constant, then work discipline will increase by 0.390, and every decrease in the leadership style value of 1 point, assuming other variables remain constant, then work discipline will decrease by 0.390. Then the supervision value has a regression coefficient value of 0.545 and is positive, this means that every increase in the work culture value of 1 point assuming other variables remain constant, then work discipline will increase by 0.545 and every decrease in the supervision value of 1 point assuming other variables remain constant, then work discipline will decrease by 0.545.

Determination Coefficient Analysis

Table 10.
Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637a	.553	.381	10,025
a. Predictors: (Constant), Supervision, Leadership Style				

Based on the calculation of the determination coefficient (R Square) describes the magnitude of the contribution of all independent variables, namely Leadership Style, Supervision of Work Discipline of 0.637. This is between 0 and 1. So H0 is rejected and H1 is accepted. This means that there is a significant positive influence between Leadership Style, Supervision of Work Discipline in OPD X.

Based on the table above, the R square value is 0.405, indicating that the influence of the independent variables, namely leadership style and supervision, is explained by the equation model by 40.5%; the remaining 59.5% is influenced by other factors that are not included in this regression equation model.

Table 11.
Level of Relationship Between Variables

Correlation Coefficient	Relationship Level
0.00-0.199	Very Low
0.20-0.399	Low

0.40-0.599	Currently
0.60-0.799	Strong
0.80-1,000	Very strong

Source: Sugiyono (2020)

This value is included in the correlation category; the correlation coefficient of 0.637 is included in the Strong correlation category because it is in the interval of 0.60 - 0.799. So the relationship that occurs between Leadership Style, Supervision has a relationship with Work Discipline.

Table 11 shows a determination coefficient of 55.3%. This shows that 55.3% of Work Discipline can be explained simultaneously by Leadership Style and Supervision. Both variables simultaneously have an influence of 55.3% on work discipline, while the remaining 44.7% is the influence of other factors outside the Leadership Style and Supervision variables.

Hypothesis Testing

T-Test

Table 12.
T-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,716	6,139		3,537	0.001
	Leadership Style	0.391	0.129	0.390	3,022	0.004
	Supervision	0.564	0.109	0.585	5,158	0,000

a. Dependent Variable: WORK DISCIPLINE

Based on Table 12, the t_{count} of Leadership Style is 3.022, which is greater than the t_{table} , which is 1.675. So H_0 is rejected and H_1 is accepted. This means that there is a significant positive influence of Leadership Style on Work Discipline in OPD X.

Based on Table 12, the t_{count} for Supervision is 5.158, which is greater than the t_{table} is 1.675. So H_0 is rejected and H_1 is accepted. This means that there is a significant positive influence of Supervision on Work Discipline at OPD X.

F Test

Table 13.
F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222,512	2	111,256	11,395	0.000b
	Residual	488,167	50	9,763		
	Total	710,679	52			
a. Dependent Variable: WORK DISCIPLINE						
b. Predictors: (Constant), SUPERVISION, LEADERSHIP STYLE						

Based on the table above, the calculated F is 11.395. While the magnitude of Ftable can be seen in the statistical table at 5% significance $df_1 = k-1$ or $3-1 = 2$, and $df_2 = nk-1$ or $53-2-2 = 49$. The F-table is 3.19. It can be seen that $F_{count} (11.395) > F_{table} (3.18)$, meaning that H_0 is rejected, so it can be concluded that leadership style and supervision simultaneously have a positive effect on work discipline.

CONCLUSION

Based on the research results and discussions explained in the previous chapter, the following conclusions are drawn:

1. Leadership Style, Supervision, and Work Discipline at OPD X are in poor criteria
2. Leadership style has a positive and significant effect on work discipline in OPD X. This means that the more effective the leadership style, the better the employee work discipline will be.
3. Supervision has a positive and significant effect on Work Discipline at OPD X. This means that the more effective the supervision, the better the employee work discipline will be.
4. Leadership and Supervision Styles have a positive and significant effect on Work Discipline in OPD X. This means that the more effective the Leadership and Supervision Style carried out by the leader, the better the Work Discipline of the employees will be.

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