

The Influence of Leadership Style, Motivation and Discipline on Employee Performance

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Abstract

This research examines how leadership approaches, employee motivation, and workplace discipline impact worker performance at PT Tigaraksa Satria Tbk Sidoarjo. The study was motivated by recognizing human capital as crucial for organizational success, especially in achieving peak performance through competent leadership, strong motivational drives, and maintained disciplinary standards. The research employed a quantitative methodology with descriptive analysis. The study encompassed the entire workforce of PT Tigaraksa Satria Tbk Sidoarjo, comprising 35 employees, utilizing a complete enumeration sampling approach. Data was gathered through survey questionnaires and personal interviews. The analysis involved testing data validity and reliability, followed by multiple linear regression analysis to examine both combined and individual variable effects. Findings reveal that leadership approaches, motivation levels, and workplace discipline collectively produce significant impacts on worker performance. When examined individually, each factor demonstrates positive performance effects, with employee motivation emerging as the strongest influencing factor. The study concludes that organizations should focus on enhancing leadership quality, strengthening motivational systems, and maintaining disciplinary standards as key strategies for boosting employee performance.

Keywords: Employee Performance, Leadership Style, Work Discipline, Work Motivation.

1. Introduction

Organizations are collections of various resource factors, including human resources, moral, technology, and skills. The human resource factor is a crucial element in any organization. The success of a company in reaching its objectives is significantly impacted by the way in which it handles and prepares its human resource management. Both government and private organizations are constantly faced with various problems, including problems in employee work motivation that affect organizational development. Therefore, organizations need employees who have high motivation at work because someone who has high motivation at work will obtain optimal work results, so that work will be completed well.

Within organizations, each individual in the human resources department possesses distinct qualities that must be acknowledged and integrated into organizational policies to promote unity and understanding (Pratama et al., 2022). People within organizations are distinct due to their varying needs, characteristics, perspectives, perceptions, and personalities (Jelita et al., 2024). All of these are intangible things that cannot be easily seen, touched, and understood because they are not physical. Besides intangible things, individuals are also different and unique physically, including physical body shape, which will certainly

give rise to different needs. These uniquenesses need to be well accommodated so that organizational goals can be fulfilled.

Leadership has evolved over time, with a more scientific approach emerging alongside the advancement of scientific management. This can be observed in the abundance of studies analyzing leadership from different angles. Rather than a singular viewpoint, leadership can be viewed as a process of strategic preparation and the cultivation of future leaders. Since the days of ancient ancestors, leadership has always been linked with cooperation and mutual protection in human civilization. This collaboration arose in society and among human groups as a way to survive the threats posed by wild animals and harsh natural surroundings. Starting from these common needs, cooperation between humans occurred and leadership elements began to emerge. Leaders of the group were chosen based on their strength and courage, and certain criteria were established collectively. These criteria included being born of noble lineage, in good health, physically strong, brave, determined, intelligent, influential, among other qualities. The qualifications for a leader remain stringent, as they are vital for steering the group in the right direction.

The behavior of groups and individuals within an organization is impacted by the leadership style and practices that are implemented within the organization (Fariz & Winarsih, 2024a). Every person and team will interpret and evaluate HRM policies in their own way. Negative reactions or stress resulting from these evaluations can lead to behaviors that impact the organization's effectiveness, such as higher rates of absenteeism, turnover, and lower productivity for individuals or groups. Given these factors, it is important to focus on HRM policies to ensure optimal functioning. Understanding these policies is crucial for developing effective practices.

Effective employee work discipline is crucial in human resource management, as it directly impacts overall performance in a significant way (Winarsih & Fariz, 2021). Organizations struggle to achieve their best outcomes without proper discipline in place. Discipline serves as a crucial tool to alert employees who are resistant to altering their habits and conduct (Fariz & Winarsih, 2024b). Therefore, an employee's level of discipline is determined by their sense of duty towards the responsibilities assigned to them.

Creating job satisfaction for employees within an organization is a key goal of human resource management, as it can lead to enhanced job performance (Raruna, 2024). With job satisfaction, it is hoped that achieving organizational goals will be better and more accurate (Winarsih & Fariz, 2022). For this reason, it is very important for organizations to provide driving factors or work motivation to their employees, so that what is desired can be achieved.

Research on the influence of leadership style, motivation, and discipline on employee performance has been widely conducted, but shows varied and inconsistent results. Susanty & Baskoro (2012) in their study conducted at PT PLN (Persero) APD Semarang, researchers discovered that all three variables had a considerable impact on employee performance, both individually and collectively. The same findings were also observed by Aji (2015) at Goro Assalam Hypermarket Surakarta, where leadership style, work motivation, and work discipline were proven to have a positive effect on performance. This finding was strengthened by Nimpuno (2015) who researched in the publishing sector, and concluded that work discipline became the most dominant variable in influencing performance. However, Prasetya (2016) found that although leadership style, motivation, and work discipline simultaneously affected performance, partially only motivation had a significant effect, while discipline did not provide meaningful impact. Different things were also found by Ahmed (2016) in the context of the manufacturing industry, that attention to employee needs and motivational

approaches had a stronger influence on performance improvement compared to leadership style solely.

The results reveal discrepancies in how each separate factor affects the performance of employees, particularly when considering partial influence. Furthermore, most previous studies have focused on industries such as BUMN, retail, hospitality, and manufacturing, leaving a gap in research on national distribution companies like PT. Tigaraksa Satria Tbk. In fact, distribution companies have unique characteristics, namely requiring strong inter-divisional coordination, high operational efficiency, and structured and fast work systems, which demand the role of leadership style, motivation, and employee discipline simultaneously. Hence, the purpose of this study is to address this deficiency by examining PT. Tigaraksa Satria Tbk as the subject of the research, in order to offer a fresh empirical perspective on how leadership style, motivation, and discipline impact employee performance in the distribution industry. Consequently, the findings of this research are anticipated to enhance the discourse on managing human resources and offer actionable suggestions for overseeing employees in domestic distribution enterprises.

2. Literature Review

2.1. Human Resources

Human Resource Management (HRM) is an application of planning, management, direction, and supervision functions of human resources that exist in companies and these functions are used to carry out procurement, development, maintenance, and utilization of human resources (Fariz, 2019). The functions of human resource management may have some differences. Another aspect of human resource management is its role in achieving company goals in an integrated manner (Kusnandar & Kurniawan, 2020). Human resource management not only pays attention to company interests, but also pays attention to employee needs and public demands (Massaid & Winarsih, 2024). The role of human resource management is to bring together or integrate these three interests, namely companies, employees and the wider community, towards the achievement of effectiveness, efficiency, productivity and company performance.

2.2. Leadership Style

Leadership in the modern era is seen as encompassing more than just the power to sway others, but also the power to ignite inspiration in them, encouraging them to take initiative in working towards the organization's goals and objectives (Fariz, 2022b). Leadership styles have evolved alongside advancements and changes. In previous times, leadership style was described as an individual's capacity and willingness to impact others by inspiring, mobilizing, steering, encouraging, inviting, guiding, and potentially coercing them to act or refrain from acting.

According to Sutikno (2014), leadership style is basically a strategy to make organizations effective as a technique to influence thoughts, feelings, attitudes and behavior or move organizational members to carry out activities or work to achieve organizational goals so that it is very influential because it can improve employee performance.

2.3. Work Motivation

Referring to Robbins & Coulter (2012), motivation involves boosting, guiding, and maintaining a person's actions towards reaching objectives. Motivation fuels a person's journey through a variety of behavioral pathways towards reaching goals (Fariz, 2022a). The

aspects encompassed by motivation involve stimulating, guiding, sustaining, demonstrating strength, persisting, and aiming for objectives (Winarsih & Hidayat, 2022).

The implementation of work motivation serves multiple purposes, with its objectives aimed at defining an individual's effectiveness and productivity. Based on Hasibuan (2012), various goals and aspirations are identified, including: (1) Enhancing employee motivation and happiness in their jobs. (2) Boosting employee output. (3) Ensuring the stability of the workforce within the company. (4) Enhancing employee adherence to rules and regulations. (5) Enhancing the effectiveness of hiring new employees. (6) Cultivating a positive work environment and fostering good relationships among employees. (7) Fostering loyalty, creativity, and engagement among employees. (8) Improving the welfare of employees. (9) Cultivating a heightened sense of responsibility among employees towards their tasks. (10) Enhancing efficiency in the utilization of resources and materials.

2.4. Employee Performance

In efforts to overcome complex problems, management can make improvements, one of which is through HR development. These improvements aim to strengthen themselves and increase the resilience of HR and organizations in facing competition (Novitasari & Winarsih, 2020). The ability of organizations to enhance their overall performance is heavily reliant on the caliber of their human resources. Therefore, organizations must ensure they have competent and high-performing employees in order to succeed.

According to Hasibuan (2012), employee performance is evaluated by comparing the efficiency of the output to the resources used, with emphasis on value addition and improved operational methods. According to Moeheriono (2012), the assessment of how effectively a program or series of tasks is executed to accomplish the targets, aims, aspirations, and purpose set through strategic planning within a company is known as performance. According to Mangkunegara (2015), performance is defined by how well an individual completes their assigned duties and responsibilities, considering both the quality and quantity of their work.

3. Methods

This research utilizes quantitative methods, using a descriptive strategy based on the principles of positivism philosophy. It focuses on investigating particular populations or samples through the use of research tools for data collection, followed by a quantitative/statistical analysis to test applied hypotheses (Sugiyono, 2016). Moleong & Surjaman (2014) and Sugiyono (2016) reveals that research of this kind uses a scientific approach to gather accurate information for the purpose of discovering, refining, and validating specific knowledge. This knowledge can then be applied to address, resolve, and predict various issues.

This study aims to obtain evidence of causal relationships between independent variables, namely leadership style variable (X1), motivation variable (X2), discipline variable (X3) with the parts shown in the figure above and their influence on employee performance variable (Y) at PT. Tigaraksa Satria Tbk Sidoarjo. This research involves 35 workers from PT. Tigaraksa Satria Tbk Sidoarjo as the study population. The sampling technique employed here is saturated sampling, including all 35 employees of PT. Tigaraksa Satria Tbk Sidoarjo. The study gathers information from both primary and secondary sources.

4. Results and Discussion

4.1. Research Results

4.1.1. Respondent Characteristics

Table 1. Respondent Characteristics

Gender	Frequency	Percent
Male	23	65.7%
Female	12	34.3%
Total	35	100.0%
Length of Work	Frequency	Percent
Less than 5 years	14	40.0%
More than 5 years	21	60.0%
Total	35	100.0%
Education	Frequency	Percent
Bachelor's	10	28.6%
High School	25	71.4%
Total	35	100.0%

Source: SPSS Text Output Documents

From the information gathered on the respondent's features, we can draw several key conclusions. The data shows that the majority of respondents, 23 individuals (65.7%), are male, with only 12 individuals (34.3%) being female. This shows that male involvement in the researched activities is more dominant than females. Furthermore, when viewed from the aspect of length of work, 21 respondents (60.0%) have more than five years of work experience, while the rest, 14 people (40.0%), have less than five years of work experience. This data indicates that most respondents have relatively long work experience, which potentially affects their perceptions and contributions to the researched topic.

From the education level side, the majority of respondents are high school graduates, 25 people (71.4%), while those with bachelor's education are only 10 people (28.6%). This finding shows that respondents with secondary education backgrounds are more involved in this research compared to respondents who have higher education. Overall, the respondent profile shows male dominance, with quite long work experience, and the majority have secondary education backgrounds. These characteristics are important to consider in further data analysis, as they can influence their perspectives and responses to the variables in the research (Hasan et al., 2025).

4.1.2. Validity Test

The computed r can be determined using the SPSS software, with a significance value of 0.05. The r table value is 0.344, obtained through calculations with $df = n - k = 35 - 4 = 31$.

Table 2. Validity Test Results

Variable	Indicator	r value	r table	sig. value	sig. criteria	Note
Leadership Style (X1)	X1.1	0.484	0.344	0.003	0.05	Valid
	X1.2	0.839	0.344	0.000	0.05	Valid
	X1.3	0.377	0.344	0.026	0.05	Valid
	X1.4	0.845	0.344	0.000	0.05	Valid
	X1.5	0.616	0.344	0.000	0.05	Valid
Motivation (X2)	X2.1	0.808	0.344	0.000	0.05	Valid
	X2.2	0.625	0.344	0.000	0.05	Valid

Variable	Indicator	r value	r table	sig. value	sig. criteria	Note
Discipline (X3)	X2.3	0.430	0.344	0.010	0.05	Valid
	X2.4	0.446	0.344	0.007	0.05	Valid
	X2.5	0.692	0.344	0.000	0.05	Valid
	X3.1	0.729	0.344	0.000	0.05	Valid
	X3.2	0.388	0.344	0.021	0.05	Valid
	X3.3	0.163	0.344	0.350	0.05	Invalid
	X3.4	0.724	0.344	0.000	0.05	Valid
	X3.5	0.765	0.344	0.000	0.05	Valid
Employee Performance (Y)	Y1.1	0.697	0.344	0.000	0.05	Valid
	Y1.2	0.401	0.344	0.017	0.05	Valid
	Y1.3	0.792	0.344	0.000	0.05	Valid
	Y1.4	0.451	0.344	0.007	0.05	Valid
	Y1.5	0.840	0.344	0.000	0.05	Valid

Source: Primary data processed, 2025

It is possible to derive from the data presented in table 2 that only the discipline variable (X3) has invalid status and indicators from other variables have valid status because the r value from SPSS output is greater than r table 0.344 and the sig. value from SPSS output is smaller than the sig. value from criteria 0.05.

4.1.3. Reliability Test

Table 3. Reliability Test Results

Variable	Alpha	Criteria	Note
Leadership Style X1	0.558	0.6	Not reliable
Motivation X2	0.626	0.6	Reliable
Discipline X3	0.502	0.6	Not reliable
Employee Performance Y	0.634	0.6	Reliable

Source: Primary data processed, 2025

Based on table 3, the leadership style variable (X1) and discipline variable (X3) fail to satisfy reliability standards, as their Cronbach's alpha values fall below the 0.6 threshold in the SPSS analysis. Conversely, the motivation variable (X2) and employee performance variable (Y) demonstrate acceptable reliability, with Cronbach's alpha coefficients exceeding 0.6 in the SPSS results.

4.1.4. Classical Assumption Test Results

a. Normality Test

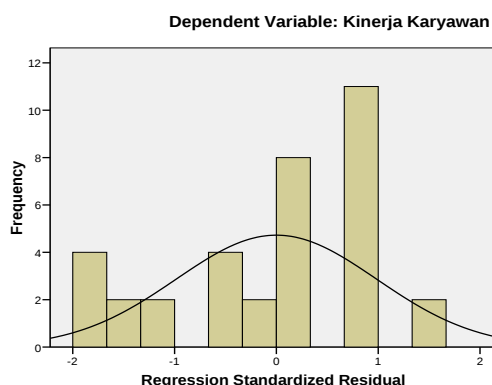


Figure 1. Histogram Graph of Normality Test Result

Source: SPSS Text Output Documents

According to the histogram in figure 1, the residual data displays a symmetrical shape resembling a bell curve, indicating that the regression model satisfies the assumption of normality.

b. Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Criteria	Note
Leadership Style (X1)	1	1	10	No multicollinearity
Motivation (X2)	1	1	10	No multicollinearity
Discipline (X3)	1	1	10	No multicollinearity

Source: Primary data processed, 2025

Referring to the table 4, the VIF values for the leadership style, motivation, and discipline variables in relation to employee performance are all under 10, and the Tolerance value is above 0.01. Based on this, it can be inferred that there is no issue of multicollinearity present.

4.1.5. Hypothesis Test Results

The researchers are using linear regression analysis to examine their hypotheses. This research employs the technique of multiple linear regression analysis, as there are numerous factors that need to be taken into account. By utilizing this method, it helps in uncovering the relationships between the independent variables and the dependent variables.

Table 5. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	3.392	5.641	
	Leadership Style	.149	.164	.138
	Motivation	.114	.269	.104
	Discipline	.639	.301	.506

Source: SPSS Text Output Documents

Based on table 5, the regression formula in this study can be determined as:

$$\text{Employee performance} = 3.392 + 0.149 \text{ Leadership style} + 0.114 \text{ Motivation} + 0.639 \text{ Organizational culture} + \text{Standard error}$$

The regression formula can be described as the following:

1. In this research, a fixed value of 3.392 is identified, indicating that employee performance is unaffected when leadership style, motivation, and discipline are absent.
2. The leadership style variable has a coefficient value of 0.149, indicating that an increase in this value will lead to a corresponding increase in employee performance by 0.149, assuming that the motivation and discipline variables remain constant.
3. The motivation variable has a coefficient value of 0.114, indicating that an increase in motivation will lead to a corresponding increase in employee performance by a factor of 0.114 times 2, assuming leadership style and discipline remain constant.
4. The coefficient value of the discipline variable is 0.639, with the explanation that if the discipline variable value increases, while the leadership style and motivation variable values are assumed constant, then employee performance will increase by 0.639 value.

5. The Beta coefficient of 0.506 shows that the discipline variable significantly influences the outcome. Furthermore, multiple linear regression analysis allows researchers to examine how independent variables relate to dependent variables, providing the necessary data to test hypotheses about both combined and individual variable effects.

4.1.6. Simultaneous Test Results (F Test)

Table 6. Simultaneous Test Results (F Test)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.868	3	9.623	5.596	.003(a)
	Residual	53.303	31	1.719		
	Total	82.171	34			

Source: Primary data processed, 2025

Information regarding the F table value of 2.911 is provided in Table 6. This value was obtained by calculating df1 as 31 and df2 as 3. In Table 6, the F Test indicates that the calculated value from SPSS is 5.596, which surpasses the F table value of 2.911. Moreover, the significance value from SPSS is 0.003, falling below the established criteria of 0.05 for significance. Employee performance is greatly influenced by factors like leadership style, motivation, and discipline, as shown by the findings of this study, according to Ghozali (2018).

4.1.7. Partial Test Results (t Test)

The t table value is 2.040 which is the result of calculation from $df1 = n - k = 35 - 4 = 31$.

Table 7. Partial Test Results (t Test)

Variable	t value	t table	SPSS Sig.	Criteria	Note
Leadership Style (X1)	0.430	2.040	0.670	0.05	No significant partial effect
Motivation (X2)	3.042	2.040	0.005	0.05	Has significant partial effect
Discipline (X3)	4.063	2.040	0.000	0.05	Has significant partial effect

Source: Primary data processed, 2025

Table 7 provides an explanation of the partial significance test results (t Test):

1. Leadership Style Variable (X1): The statistical analysis revealed a t-value of 0.430, which falls below the t-table value of 2.040. Additionally, the significance level was 0.670, exceeding the established alpha threshold of 0.05. These results indicate that leadership style does not demonstrate a statistically significant individual impact on employee performance.
2. Motivation Variable (X2): The computed t-value of 3.042 exceeded the reference t-table value of 2.040, while the associated p-value of 0.005 remained below the 0.05 significance threshold. This evidence supports the conclusion that employee motivation significantly influences performance when considered independently.
3. Work Discipline Variable (X3): Statistical testing yielded a t-value of 4.063, surpassing the critical t-table benchmark of 2.040. The corresponding significance value of 0.000 was well below the 0.05 criterion level. These findings confirm that workplace discipline exerts a statistically significant individual effect on employee performance outcomes.

4.2. Discussion

This study discovered that leadership style factors (X1), motivation in the workplace (X2), and adherence to work policies (X3) collectively impact employee performance (Y) at PT. Tigaraksa Satria Tbk Sidoarjo, according to the outcomes of various linear regression analyses. This shows that the combination of these three factors can create positive synergy that impacts employee work performance achievement. This finding supports the theory proposed by Ghozali (2018), that multiple linear regression provides a comprehensive understanding of how multiple independent variables impact the dependent variable simultaneously. Theoretically, good leadership style provides direction, motivation encourages internal drive to achieve, and discipline creates regularity in task execution. Practically, the application of communicative leadership style, consistent motivation provision, and work discipline habituation proven to improve employee work effectiveness in the field, as seen from employee behavior that comes earlier, follows routine briefings, and obeys working hours well.

However, the outcomes of partial tests indicate that only factors related to work motivation and work discipline have a notable impact on employee performance, while the variables concerning leadership style do not show any significant effects. This discovery is intriguing as leadership style is typically recognized as a key factor in shaping individual work behavior in organizational settings (Robbins & Judge, 2013). The insignificance of partial leadership style effects can be interpreted that in the context of PT. Tigaraksa Sidoarjo, work systems and organizational culture that have been well organized cause the direct role of leadership style to become non-dominant, or it could be because the leadership style applied is less varied and adaptive to individual employee needs. This can also indicate that employees are more driven by personal motivation and discipline compared to direct leadership direction.

The discipline variable has the highest beta coefficient of 0.506, suggesting that it has the greatest impact on employee performance. This suggests that factors such as following rules, regulations, and consistently carrying out tasks are crucial for achieving optimal performance (Winarsih & Fariz, 2021). This fact is reinforced by field observations showing that employees are accustomed to coming 15 minutes early, using break time appropriately, and complying with work procedures consistently. This finding confirms that organizations that successfully instil discipline values to their employees will get benefits in the form of operational stability and increased work productivity (Mangkunegara, 2015).

In comparison to earlier studies, the results of this research align closely with the discoveries made by Susanty & Baskoro (2012) who concluded that motivation, leadership style, and discipline simultaneously affect employee performance, although the research object is different, namely in PT PLN APD Semarang environment. The similarity lies in the importance of these three variables together in improving work performance. However, when viewed from partial effects, the results of this study are contrary to the findings of Aji (2015) and Nimpuno (2015), which show that leadership style partially has a significant positive effect on employee performance. This difference may be caused by organizational characteristics, dominant leadership types, and the level of employee dependence on leadership direction in each workplace. In the context of PT Tigaraksa, it could be that the leadership style applied is not directly felt by employees in daily work activities, or has become part of the work system that is no longer considered as an external factor. The outcomes of this study are consistent with the discoveries of Ahmed (2016), which emphasizes the importance of attention to employee needs to drive optimal performance. On the other hand, this result also has partial similarities with Prasetia (2016) which shows that simultaneously, the three variables affect

performance, but not all variables are significant partially. Prasetya (2016) also found that work discipline does not have partial effects, different from this study which shows discipline as the most dominant variable. The distinction suggests that the impact of various factors on performance is very contextual and influenced by organizational culture characteristics, management systems, and values upheld in the work environment.

Overall, the results of this study imply that when attempting to improve employee performance, organizations cannot rely solely on leadership, but need to strengthen motivation systems and structured and consistent work discipline habituation. Discipline becomes a key variable that not only represents compliance with rules, but also shows the level of employee responsibility towards organizational roles and targets.

5. Conclusion

After analyzing how leadership style, motivation, and discipline affect employee performance at PT. Tigaraksa Satria Tbk Sidoarjo, it becomes clear that motivation and work discipline play a crucial role in enhancing employee productivity. In contrast, leadership style does not appear to have a notable effect on employee performance, whether analyzed collectively or independently. Among the three variables studied, work discipline proved to be the most dominant factor in influencing employee performance. This finding shows that companies need to continue developing and maintaining aspects that are proven to contribute positively to performance, especially in terms of improving work discipline. It is recommended for future studies to include a broader and more diverse range of subjects to ensure the findings can be applied more broadly, and add other variables outside leadership style, motivation, and discipline to obtain a more comprehensive understanding of factors that influence employee performance.

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