
The Impact of Leadership, Motivation and Work Discipline on Employees' Performance: The Case Study of Muara Telang District Office Kabupaten Banyuasin

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Article Information:

Received: May 26, 2023, Accepted: June 09, 2023, Published: June 12, 2023

Abstract

This study aims to determine (1). The influence of leadership, motivation, and discipline on the performance of village officials in the Muara Telang sub-district, Banyuasin district. (2) The influence of leadership on the performance of village officials in the Muara Telang sub-district, Banyuasin district. (3) The effect of work motivation on the performance of village officials in Muara Telang sub-district, Banyuasin district. (4) The effect of work discipline on the performance of village officials in Muara Telang sub-district, Banyuasin district. This research is a quantitative study of data analysis used in this study using multiple linear regression analysis. The population in this study were all employees in 16 villages in the Muara Telang District, totaling 280 employees. The sample used the simple random sampling technique, which is a random sampling technique for the population. By using the Slovin formula, a sample of 165 employees is obtained. The results reveal that leadership, motivation, and work discipline significantly positively affect the employees' performance of village officials in the Muara Telang sub-district, Banyuasin district.

Keywords: Leadership, Motivation, Work Discipline And Performance

How to Cite:

Hendra, Y. I., Moelyati, T. A., & Nurahmi, M. (2023). The Impact of Leadership, Motivation and Work Discipline on Employees' Performance: The Case Study of Muara Telang District Office Kabupaten Banyuasin. *International Journal of Business, Management, and Economics*, 4(2). 150 – 160. DOI: <https://doi.org/10.47747/ijbme.v4i2.1200>

1. Introduction

Human Resource Management (HRM) is part of the science of management, which focuses its attention on regulating the role of Human Resources in the activities of an organization. Human Resource Management (Human resources management) differs from personnel management

(Personnel management). HRM considers that employees are the organization's main asset (asset) that must be appropriately managed. So, Human Resource Management is more strategic for organizations in achieving the goals that have been set. Some of the roles of the HR quality leader include forming a quality assurance team, formulating quality strategies and policies, implementing and disseminating quality objectives and targets, procuring and allocating resources, developing quality education, conditioning continuous quality improvement and awarding or recognizing quality equipment or performance according to organizational standards.

Human resource management is a critical factor in an organization on a large or small scale; human resources are seen as a decisive element in the organizational development process because the development of service quality will be realized if human resources support it. Quality humans in human resources are employees who are ready, capable, and alert to achieving organizational goals. Thus the organization is required to manage and optimize its human resources so that it will get reliable human resources that can carry out their duties properly and responsibly and can increase the effectiveness of organizational performance.

Performance appraisal is an organizational process of assessing the performance of its employees. The purpose of conducting performance appraisals, in general, is to provide feedback to employees to improve their work appearance and efforts to increase organizational productivity. Specifically, it is carried out concerning various policies towards employees, such as for promotion purposes, salary increases, training education, and others. Thus, performance appraisal can be the basis for assessing the extent to which HRM activities such as recruitment, selection, placement and training are carried out correctly and what will be done later, such as in payroll, career planning and others, which, of course, is one of the essential activities.

Performance is the result or level of success of a person as a whole during a specific period in carrying out tasks compared to various possibilities, such as work standards, work targets, or predetermined goals and criteria that have been agreed together. According to Kasmir (2016), the factors influencing employee performance are abilities and skills, knowledge, personality, work plans, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Many factors can affect employee performance, including leadership. According to Wahyudi and Laily (2020), leadership can be interpreted as a person's ability to move, direct and influence the mindset and the way each member works so that he is independent at work, especially in making decisions to accelerate the achievement of predetermined goals. In order to improve employee performance, it takes a leader who can bring the organization towards its goals. A successful leader can become a creator and motivator for his subordinates by creating an organizational performance that can spur the growth and development of his organization. The leader can have a positive influence on his employees to do the work as directed in order to achieve the set goals. Effective leadership must use different leadership styles in different situations, not rely on one approach for all situations, determine the appropriate style for specific situations, and be able to use it properly.

A study on the influence of leadership on performance was conducted by Saragih (2018) and Aryoko, Purnadi and Darmawan (2020). The study results show that leadership positively and significantly affects employee performance. Meanwhile, Setiyono's research (2017) found that

there is a positive and insignificant influence of leadership on employee performance.

Another factor that influences performance is motivation. Motivation is a set of forces both from oneself and from outside a person who encourages them to start working behaviour according to a particular format, direction, intensity and period. So work motivation is something that raises enthusiasm or encouragement to work. The strength and weaknesses of a worker's work motivation also determine the size of his achievements. Employee performance is a significant indication of influencing the running of an organization because its success is inseparable from its employees' maximum performance. Performance shows the results that an employee has achieved or done in carrying out the work given by the organization to show their performance. Performance achievement can be obtained through the strength of its human resources. The research entitled, the effect of work motivation on employee performance, Tindow, Mekel and Sendow (2014) found that work motivation has a positive and significant effect on employee performance.

Discipline also affects performance. Hasibuan (2017) states that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Work discipline is a tool used by superiors to communicate with employees so that they are willing to change their behaviour and increase one's awareness and willingness to comply with all applicable organizational regulations and social norms. Work discipline can be seen as something that has great benefits, both for the organization and employees. For organizations, work discipline guarantees the maintenance of order and the smooth implementation of tasks to obtain optimal results and achieve organizational targets. Moreover, employees will get a pleasant working atmosphere, increasing morale in carrying out the work.

The research entitled, the influence of work discipline on employee performance Afianto and Utami (2017), Septiasari (2017), Lusigita (2017). The results showed that work discipline positively and significantly affects employee performance. The phenomenon that occurs in the standard work indicator is that there are still many employees who do not wear shoes at work, some who wear sandals at work, and others who only wear t-shirts at work. The phenomenon in competence shows that processing takes a long time, and there are often mistakes in typing letters. Therefore, it is necessary to have employees who know the management of such correspondence in managing letters. The phenomenon in the motive indicator is the lack of communication of encouragement or motivation from the leadership, which is caused by a lack of interaction between employees and leaders; some employees even complain about the policies determined by the leader.

The above performance is influenced by leadership following the government's wishes, and the wishes of subordinates will encourage increased work for village officials. However, it is often found that leaders need to influence their people to improve their performance. The phenomenon that occurs in indicators of communication skills is that sometimes leaders only give directions and instructions that are easier to understand by setting an example to their employees. Leaders should set an example for their employees. So that employees can understand and work is completed on time. The phenomenon that occurs in the indicator of the ability to hear the role of the leader here is too confusing, and sometimes the leader only relies on his own opinion; without the role of village officials, the leader should have received suggestions or input from other employees so that there are no misunderstandings while working. The phenomenon that occurs in indicators of leader assertiveness is also not firm in

making decisions; this can be seen from leaders who are less assertive to their employees so that employees look relaxed while working and the target of completing tasks is not achieved because of a lack of firmness from the leadership.

In every activity, employees need the motivation to achieve the organization's goals to work actively and optimally according to their abilities. The work motivation of village employees in Muara Telang sub-district, Banyuasin district, can be seen as needing help. The phenomenon that occurs in the remuneration indicator, namely in the form of materials or salaries received by employees, can be seen in village employee salaries (Rp. 2,022,200), even if the average salary received by village employees is the lowest (Rp. 850,000.00). The highest (Rp 1,300,000.00), then the receipt of the salary received is sometimes late. The phenomenon that occurs in the work facility indicator is that there are still employees who have not been able to carry out their duties or work optimally because there are several work facilities, such as computers that are often damaged, printers are often damaged, due to lack of care and maintenance so that performance is disrupted. The phenomenon that occurs in indicators of working conditions is that the electricity often goes out, so the signal network becomes difficult at the village office. Moreover, work facilities such as computers and printers are often damaged, disrupting working conditions and services to the community in the village of Muara Telang sub-district.

Discipline also affects performance. Employee discipline in an organization needs to be considered by leaders. Work discipline is applied so that all employees are responsible for their work and comply with the regulations that apply to the organization. Employees who are self-disciplined at work will also produce good work. The phenomenon that occurs in the attendance indicator at work is that there are employees who are late for work, where the time to enter work hours is 08.30 WIB, while employees often come later than that hour. The phenomenon that occurs in the indicator of compliance with regulations is that there are still employees who leave their jobs during working hours; this is in contrast to the regulations applied at the village office, which all employees should obey and obey. The phenomenon that occurs in indicators of ethical work of employees is less able to establish good relations with other employees due to a lack of interaction or communication between employees and other employees. Sometimes employees who are ordered to do a job or task by the leader are not done even the employee orders employees who are more junior or younger than him to do it. This often happens so that the employee's relationship with other employees can improve.

2. Literature Review

The company can develop the desire of every individual in the company, so with this development, the company will be able to compete and keep abreast of the times. Therefore, the goals expected by the company can be appropriately achieved. Optimal and stable performance is not a coincidence. Of course, employees have gone through the stages of good performance management and made maximum efforts to achieve it because performance management is a process of planning, organizing, implementing and controlling performance achievement. It is communicated continuously by leaders to employees, between employees directly and their superiors. Performance results from something that refers to and is measured over a certain period based on predetermined terms and agreements (Edison, Anwar & Komariyah, 2018). Performance is a description of the level of achievement of the implementation of an activity or program/policy in realizing the goals, objectives, mission and

vision of the organization contained in the formulation of an organization's strategic planning. Performance is the output produced by a job or profession's functions or indicators within a specific time (Hamali, 2016).

Regarding language, leadership is leadership, which comes from the word leader. The word appeared in the 1300s, while leadership appeared later, around the 1700s. Leadership is the generalization of a series of leader behaviours and concepts, highlighting the historical background, the emergence of leadership, the main characteristics of leaders, the primary duties of leaders, and the ethics of the leadership profession. A leader leads by initiating social behaviour by managing, directing, organizing or controlling the efforts/efforts of others or through prestige, power or position. A leader leads with the help of his persuasive qualities and the voluntary acceptance of his followers.

Leadership is a person's ability to foster, guide, direct and move other people so that they can work together to achieve the goals that have been set. Leadership can also affect morale, job satisfaction, security, quality of work life, and an organization's achievement level. Ability and skill in directing is an essential factor in the effectiveness of an organization. Leadership can be interpreted as a person's ability to move, direct as well as influence the mindset and way of working of each member so that they are independent in working, especially in making decisions to accelerate the achievement of predetermined goals (Wahyudi & Laily, 2020). Leadership is the ability of a process of ability to influence group activities to achieve common goals. From some of these definitions, it can be concluded that leadership broadly is the process of being able to direct and influence other people to work with other people and to want to provide new ideas or ideas to the organization to achieve common goals (Ansory & Indrasari, 2018).

Work motivation is a stimulant of desire and a driving force of one's willingness to work because each motivation has a specific goal. Moreover, work motivation is a psychological state that encourages, activates or moves that direct and channels one's behaviour, attitudes and actions to achieve goals. Work motivation is a set of forces both from within and from outside a person that encourages someone to start working behaviour according to a specific format, direction, intensity and period.

Discipline is crucial for organizational growth, primarily used to motivate employees to be self-disciplined in working individually and as a group. Many experts define work discipline, and each expert explains it differently. Discipline is awareness and willingness to comply with all applicable company regulations and social norms (Hasibuan, 2017). Work discipline is a tool used by superiors to communicate with employees so that they are willing to change their behaviour and increase one's awareness and willingness to comply with all applicable organizational regulations and social norms. Work discipline can be seen as something that has great benefits, both for the organization and employees. For organizations, work discipline guarantees the maintenance of order and the smooth implementation of tasks to obtain optimal results and achieve organizational targets. Furthermore, employees will get a pleasant working atmosphere, increasing morale in carrying out the work. Based on the opinions of experts, work discipline is the awareness of the willingness of a person or group to obey and comply with all existing regulations.

In research conducted by Nurhidayat (2017) and Wardhana (2014) found that leadership

positively and significantly affects employee performance. Motivation has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. The contributions given by employees are still small; employees who have the ability usually tend to get more assignments, sometimes even assignments that are not supposed to be their jobs but are passed on to other employees.

According to Kasmir (2016), leadership is one factor that influences performance. Research conducted by Nurhidayat (2017) and Wardhana (2014) found that leadership has a significant influence on employee performance. There are still frequent miscommunications, and then communication to coordinate between each field often delays making decisions overly late.

According to Kasmir (2016), motivation is one factor that influences performance. Research that was conducted by Nurhidayat (2017), Wardhana (2014), and Tindow, Mekel and Sendow (2014) found that work motivation has a significant influence on employee performance. Communication conditions need to be better established, and sometimes the work given by the leader is very tight.

According to Kasmir (2016), work discipline is one factor that influences performance. Research that was conducted by Nurhidayat (2017), Wardhana (2014), Afianto and Utami (2017) found that work discipline has a significant effect on employee performance. Employees still need to be present during working hours, using time that is still ineffective, stalling for time at work, and sometimes employees go home during working hours.

3. Research Method

The methodology used in this study is a qualitative and quantitative research methodology with survey methods and using questionnaires. The type of data used in this research is primary data. The primary data collection technique is obtained directly through filling out questionnaires by village officials in Muara Telang District, Banyuasin Regency. To obtain data and information from village officials in Muara Telang District, the authors collected data using the direct contact method while they were at the village office by interviewing respondents face to face between the researchers and respondents through questionnaires that had been distributed. The independent variables in this study are leadership (X1), motivation (X2), and work discipline (X3). The dependent variable in this study is Employee Performance (Y). The population in this study were all employees in 16 villages in the Muara Telang District, totaling 280 employees. Sugiyono (2010) suggests an appropriate sample size in research is between 30 and 500. If the research is to conduct multivariate analysis (correlation or multiple regression), the number of sample members is at least 10 times the number of variables studied. For a simple experimental study, the sample members are between 10 and 20. The sample used in this study was 165 employees in 16 villages, Muara Telang sub-district, Banyuasin district. This study uses multiple regression analysis methods.

4. Findings and Discussions

Respondent criteria that can be used as samples in this study are all village officials in the Muara Telang sub-district. Characteristic data provides general information about the condition of the respondents, which can be analyzed qualitatively based on age, gender, last education, and years of service. Data on the characteristics of the respondents are more clearly presented in Table 1 below.

Table 1. Respondents Characteristics

Sample		Frequency	Percentage
		165	100%
Age	17 - 27 years	101	61
	28 - 38 years	44	27
	39 - 49 years	15	9
	> 49 years	5	3
Gender	Male	74	45
	Female	91	55
Education	Primary School	-	-
	Secondary School	-	-
	High School	61	37
	Undergraduate (S1)	96	58
	Graduate (S2)	8	5
Working tenure	< 5 years	152	92
	6-10 years	9	5,5
	>10 years	4	2,5

Based on Table 1 above, the respondent data collected were 162 respondents. In terms of age, the respondents can be divided into 4 age groups, namely the first group of respondents: 61% of the 17-27 years, the second group: 27% of the 28-38 years, the third group of 39-49 years and over 9%, and the third group aged 49 years and over by 3%. The total number of respondents by age is 165 respondents; all respondents include their age. Female respondents dominated respondents in this study at 55% and 45% for male respondents. Based on the data above, the education level of each respondent is known that respondents who have taken a bachelor's degree (S1) are more dominant with a total of 61%, and the rest have taken high school and postgraduate education (S2). Amounting to 92% have worked as village officials in Muara Telang District, Banyuasin Regency, for less than 5 years.

The results of the multiple regression equation are obtained: (1) The value of the constant is -8.912. This means that if the value of leadership, motivation and work discipline is 0, the value of employee performance is negative, namely -8.912. (2) The leadership regression coefficient (b1) is 0.396, meaning that if leadership (X1) increases by 1%, it will increase employee performance by 0.396. The greater the influence of leadership, it will improve employee performance. (3) The regression coefficient of motivation (b2) is 0.351, meaning that if motivation (X2) increases by 1%, it will increase employee performance by 0.351. (4) The regression coefficient of the work discipline variable (b3) is 0.621, meaning that if work discipline (X3) increases by 1%, it will increase employee performance by 0.621.

Table 2. Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8,912	1,524		-5,848	,000
	Leadership	,396	,049	,341	8,147	,000
	Motivation	,351	,048	,318	7,261	,000

Discipline	,621	,048	,528	12,937	,000
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a. Dependent Variable: Employees' performance

Partial test results (t) can be seen in the following table:

Table 3. t-test Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8,643	1,518		-5,694	,000
	Leadership	,380	,047	,336	8,028	,000
	Motivation	,352	,049	,319	7,249	,000
	Discipline	,627	,048	,532	13,001	,000

a. Dependent Variable: Employees' performance

The leadership variable (X1) has a t-value of 8.028 > t-table 1.975, so the independent variable of leadership (X1) influences the dependent variable on employee performance (Y). From the significance value of 0.000 > 0.05, leadership (X1) significantly influences employee performance. Based on these results, the research hypothesis is that leadership influences employee performance partially. The results of hypothesis testing with a 95% confidence level prove that this study significantly influences leadership on the performance of village officials in the Muara Telang sub-district, Banyuasin district. So this proves that leadership has an impact on influencing employee performance. According to Kasmir (2016), leadership is one factor that influences performance. Research conducted by Yoga Kusuma Wardana (2014) found that leadership significantly influences employee performance. Sometimes leaders only give directions and instructions that are easier to understand than setting an example to their employees. The role of the leader here needs to be clarified; sometimes, the leader only relies on his own opinion, without the role of village officials. The solution: Leaders should provide examples and directions to their employees. So that employees can understand and work can be completed on time.

The motivation variable (X2) has a t-value of 7.249 > t-table 1.975, so the independent variable motivation (X2) influences the dependent variable on employee performance (Y). From the significance value of 0.000 < 0.05, motivation (X2) significantly influences employee performance. Based on these results, the research hypothesis is that motivation partially affects employee performance, so H_0 is accepted, and H_a is rejected. The results of hypothesis testing with a confidence level of 95% prove that the study's results show a significant influence of motivation on employee performance in the village of the Muara Telang sub-district. So this proves that motivation has an impact on influencing employee performance. Work motivation is an encouragement for someone to do work. The more motivated a person is to do a job, the performance will increase, and vice versa; the less motivated a person is to do a job, the performance will decrease. According to Kasmir (2016), the factors that influence performance are motivation and work discipline in research that was conducted by Nurhidayat (2017), Wardhana (2014), and Tindow, Mekel and Sendow (2014). That motivation influences employee performance. Remuneration, namely in the form of materials or salaries received by employees, can be seen from the salary of village employees (Rp. 2,022,200), even if the average salary received by village employees is the lowest (Rp. 850,000.00), the highest (Rp.

1,300,000 .00). The receipt of the salary received is sometimes late. The solution is that a leader must pay attention again to the remuneration received, whether appropriate or not; judging by the material remuneration or the average salary, there are still those below 1 million, so things like this make employees less motivated. There should be a balance between the employee's work and the remuneration received.

The work discipline variable (X3) has a t-value of 13.001 > t-table 1.975, so the independent variable work discipline (X3) influences the dependent variable on employee performance (Y). From the significance value of 0.000 < 0.05, work discipline (X3) significantly influences employee performance. Based on these results, the research hypothesis that works discipline effects negatively on employee performance partially H_0 is accepted, and H_a is rejected. The results of hypothesis testing with a confidence level of 95% prove that the study's results show a significant effect of work discipline on employee performance in the village of the Muara Telang sub-district. So this proves that work discipline has an impact on influencing employee performance. Work discipline is essential for organizational growth, primarily used to motivate employees to be self-disciplined in working individually and as a group. According to Kasmir (2016), work discipline is one factor that influences performance in research conducted by Wardhana (2014). The results of this study indicate that work discipline influences performance. Employees are less able to establish good relations with other employees due to a lack of interaction or communication between employees and other employees. Sometimes employees are ordered to do a job or task by the leader, but it still needs to be done even if the employee orders employees who are more junior or younger than him to do the task. This often happens so the employee's relationship with other employees could improve. The solution is that employees should establish good relations with other employees to create interaction and communication so that the employee's work is quickly completed. In contrast, senior employees often order employees who are junior or younger than them to carry out their duties and immediately report to the leader so that employees can carry out their duties following their ability.

In conclusion, the results of the simultaneous analysis show that with a confidence level of 95% which proves that the hypothesis is accepted, it means that there is a significant influence of leadership, motivation and work discipline on employee performance. This means that leadership, motivation and work discipline are interrelated and can jointly influence employee performance. This is also evidenced by the results of the determination coefficient, which shows the contribution of the leadership, motivation and work discipline variables of 0.765 or 76.5%. This is in line with the theory stated by Kasmir (2016). Factors that influence performance include leadership, motivation and work discipline. This follows Nurhidayat (2017) research on the influence of leadership, motivation and work discipline. There is an influence of leadership; motivation influences employee performance, and work discipline influences employee performance. A lack of interaction between employees and leaders causes a lack of communication, encouragement, or motivation from the leadership. Some employees even complain about the policies determined by the leader. The solution is that a leader must pay attention to his subordinates and interact with each other to make employees work enthusiastically so that later they will improve employee performance in carrying out their duties.

5. Conclusion

Based on the results of the discussion, there is a significant influence between leadership, motivation and work discipline on the performance of village officials in Muara Telang District, Banyuasin Regency. So, to improve employee performance, employees should comply with work standards made at the village office. Managing and typing correspondence requires employees to understand and have knowledge of managing correspondence. Leaders must also pay attention to their subordinates and interact with each other to make employees work well. Enthusiasm that later will improve the performance of employees in carrying out their duties. Leaders provide examples and directions to their employees. So that employees can understand and work can be completed on time. Leaders must also accept advice or be firm in making decisions to avoid misunderstandings at work. Leaders must pay attention to employee remuneration, both material and non-material rewards, with appropriate working conditions to motivate employees. Every village must have a generator when the power goes out, activities in the village office are still running, and computers and printers can be used so that services to the community can still be carried out. Leaders must pay attention to employees who arrive late and give sanctions to employees who leave work without any reason. Leaders must pay more attention to the relationship between co-workers and togetherness to form a harmonious relationship.

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