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## The Influence of Leadership, Work Discipline, and Work Motivation on the Performance of Financial Administration Personnel at Satker Pusku Mabes TNI

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**Abstract:** Personnel performance is critical determinant of organizational success, particularly in structured environments such as military institutions. At Satker Pusku Mabes TNI, financial administration plays a vital role in ensuring operational continuity, yet challenges in achieving optimal performance remain. This study investigates the influence of leadership, work discipline, and work motivation on the performance of financial administration personnel. The research employs a quantitative approach, with data collected through surveys of 60 respondents drawn from a total population of 126 personnel. Statistical analyses, including multiple linear regression, were conducted using SPSS version 25. The findings reveal that leadership, work discipline, and work motivation significantly and positively influence personnel performance both individually and collectively. Leadership demonstrates the ability to guide and inspire personnel, while work discipline ensures adherence to organizational rules and enhances accountability. Work motivation fosters employee engagement and productivity through intrinsic and extrinsic factors. The coefficient of determination ( $R^2$ ) indicates that 81.3% of performance variations are explained by these three variables, with the remaining 18.7% attributed to other factors. This study underscores the importance of integrating effective leadership, discipline, and motivation strategies to enhance performance in high-stakes environments. Future research should explore additional variables such as organizational culture and peer support.

**Keywords:** Leadership, Work Discipline, Motivation, Performance, Military Organization

### INTRODUCTION

In organizational dynamics, personnel performance is a very important indicator of success. Optimal performance is not only measured by the final result, but also by consistent adherence to the standards that have been set. In the military environment, such as the Pusku Task Force TNI Headquarters, financial administration plays an important role in ensuring operational continuity. However, based on the 2023 performance report, reporting delays reached 20% of the total tasks assigned, highlighting the need to improve the factors affecting the performance of financial administration personnel.

Effective leadership is a key factor that affects employee performance. Leaders who provide clear direction and the right motivation can create a productive work environment (Handoko, 2012). Transformational leadership allows leaders to inspire personnel by aligning organizational goals with individual aspirations, fostering a sense of belonging and commitment among team members.

In addition, work discipline is essential in ensuring consistency and effectiveness. (Sutrisno, 2021) argues that high work discipline guarantees the execution of tasks in accordance with organizational standards, which ultimately contributes to the achievement of goals. Discipline includes punctuality, adherence to procedures, and dedication to completing tasks efficiently. At the TNI Headquarters Pusku Task Force, strict discipline is very important to minimize administrative errors and accelerate the completion of tasks. Without discipline, organizations face the risk of inefficiencies and potential financial mismatches, which can jeopardize their operational integrity.

Work motivation is another driving force that determines an individual's performance. Herzberg (2011) suggests that factors such as recognition, rewards, and opportunities for self-development can increase motivation. Rivai (2016) further highlights the importance of extrinsic motivators, such as career development incentives and opportunities, in maintaining high morale among personnel. Previous research has shown that motivated personnel tend to show higher dedication and produce better performance outcomes. Motivation serves as the foundation for innovation and perseverance, especially in high-pressure environments such as the military.

This study aims to analyze the influence of leadership, work discipline, and work motivation on the performance of financial administration employees in the TNI Headquarters Pusku Task Force. This research is expected to provide practical recommendations to improve organizational performance through better human resource management. By exploring the interconnectedness of these variables, this study provides insights to create an effective and sustainable work culture.

In this study, leadership is operationalized as the ability of leaders to provide direction, motivation, and support. Work discipline is measured based on employees' compliance with organizational rules and procedures. Work motivation includes internal and external impulses that influence individuals to achieve work goals. Performance is defined as the result of work achieved in fulfilling a given task (Mangkunegara, 2016). These definitions form a conceptual framework, guiding the methodology of research and subsequent analysis.

The key questions discussed in this study include: (1) How does leadership affect employee performance? (2) Does work discipline have a significant relationship with performance? (3) What is the role of work motivation in improving employee performance? (4) To what extent do these three factors simultaneously affect performance? Answering these questions will contribute to a holistic understanding of performance management in military organizations, particularly in financial administration units.

This research contributes theoretically and practically to the development of human resource management in the military. Theoretically, this study enriches the literature on the relationship between leadership, work discipline, and work motivation and performance.

These findings provide empirical support for existing theories and provide new insights specific to military contexts. Practically, these findings are expected to be the basis for strategic decision-making to improve organizational effectiveness. Effective policies obtained from this study can ensure personnel performance is aligned with organizational goals, ultimately improving overall operational success.

Leadership is defined as the ability to influence and guide subordinates to achieve organizational goals. In the military world, transformational leadership is ideal because it can drive positive change and empower personnel (Handoko, 2012). Transformational leaders

encourage subordinates to exceed expectations by instilling a sense of purpose and direction.

### Work Discipline

Work discipline refers to obedience to organizational rules and procedures. Sutrisno (2021) explained that good discipline reflects individual responsibility in carrying out duties and obligations. A high level of work discipline increases efficiency and reduces the risk of errors in the work process (Hasibuan, 2017). For financial administration, discipline ensures accuracy and timeliness in reporting, which is essential for maintaining accountability in the organization.

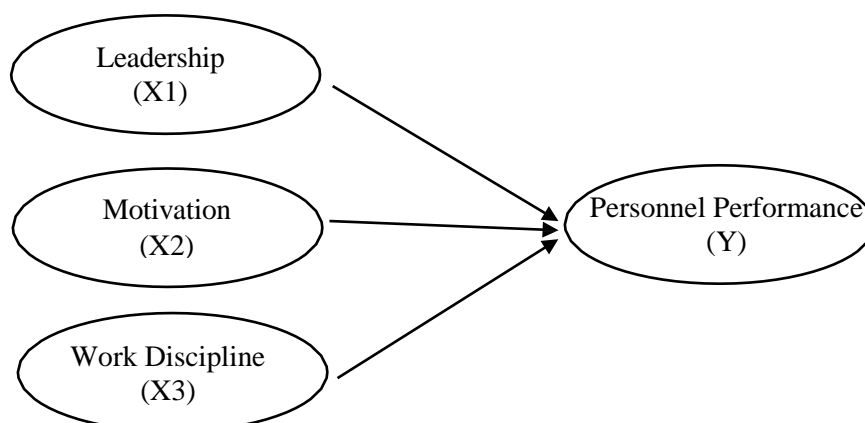
### Work Motivation

Work motivation is an internal and external drive that influences individuals to work with dedication. Herzberg (2011) categorizes motivation into two aspects: hygienic factors, which meet basic needs, and motivators, which promote self-development. Rivai (2016) found that work motivation has a positive correlation with employee productivity. The integration between intrinsic and extrinsic motivators ensures that personnel remain engaged and committed to achieving organizational goals.

Performance refers to the results achieved by individuals in accordance with organizational standards. Mangkunegara (2016) stated that performance can be measured from quality, quantity, and punctuality. Optimal performance reflects the effectiveness of individuals in carrying out their tasks. In financial administration, performance is directly related to the reliability and accuracy of financial statements that underlie strategic decision-making.

### Theoretical Model

This research focuses on the relationship between leadership, work discipline, and work motivation and performance. Effective leadership is expected to increase motivation and work discipline, which ultimately has an impact on performance. This model is in line with the findings of Sutrisno (2021) which highlights the synergy of these variables in growing a productive organization. By integrating these factors, the model provides a comprehensive framework for understanding performance dynamics in military environments.



Source: Research Results  
**Figure 1. Conceptual Framework**

### Research Hypothesis

Based on the theoretical framework, the following hypothesis is proposed:

**H1: Leadership significantly affects employee performance.**

The influence of leadership on performance is in line with the findings of Dewi Melinda et al. (2024) which emphasizes that leaders who apply participatory and transformational leadership styles significantly improve employee performance by fostering trust and collaboration. Similarly, Basri et al. (2024) found that leadership plays a crucial role in aligning organizational goals with individual performance through effective communication and motivation. These findings validate the study's conclusion that strong leadership has a positive impact on employee performance, especially in a structured and hierarchical environment.

## **H2: Work discipline has a positive effect on employee performance.**

The results of a study by Wachidah & Laturlean (2019), which showed that disciplined employees were more consistent in reaching deadlines and adhering to standard operating procedures, especially in Perum Bulog West Java Regional Division. In a similar study, Suandi et al. (2024) highlights that work discipline directly affects the timeliness and quality of task completion in Indonesian public organizations. These studies reaffirm that discipline is an important factor in ensuring operational efficiency and task accuracy, consistent with the findings of this study.

## **H3: Work motivation is significantly related to employee performance.**

The impact of work motivation on performance is also in line with the findings of Suparman et al. (2023), which observed that intrinsic and extrinsic motivators, such as recognition, job satisfaction, and financial rewards, significantly increased employee productivity. Another study by Fadili et al. (2023) revealed that motivated employees in the financial sector tend to exceed performance expectations when given opportunities for career advancement and personal growth. These studies complement the findings of this study, which emphasizes that motivation is an important determinant of performance in various organizational contexts.

## **H4: Leadership, work discipline, and work motivation simultaneously affect employee performance.**

The simultaneous effect of these variables is corroborated by the research of Setyawan and Putra et al. (2024) which shows that leadership, discipline, and motivation collectively improve employee performance in local government offices in Indonesia. Similarly, Mahardhika et al. (2024) found that the interaction of these factors creates a supportive work environment that increases employee morale and productivity. The study builds on the findings by examining their collective impact in a military context, providing insight into how these variables interact to improve performance in high-pressure environments.

## **METHOD**

### **Research Design**

This study adopts a quantitative research design, which focuses on numerical data and statistical measurements to test the hypothesis proposed. Quantitative methods, as explained by Sujawerni (2015) are very useful for researching causal relationships by collecting measurable data and using statistical tools. The quantitative approach is ideal for assessing the influence of leadership, work discipline, and motivation on employee performance, as these variables can be quantitatively measured and analyzed.

### **Justification of the Quantitative Approach**

The rationale for using a quantitative approach lies in its objectivity and ability to provide generalizable findings. By quantifying variables, researchers can use statistical models to draw conclusions with a high degree of precision and accuracy. This approach is generally applied

in research that examines organizational behavior and employee performance, where variables such as leadership and motivation are operationalized into measurable indicators.

### **Research Location**

This research was conducted at the TNI Headquarters Pusku Task Force in Jakarta, Indonesia. This location was chosen because of its relevance to the purpose of the study, as it housed personnel involved in financial administration – which was the main focus of the study. The study was conducted for three months, from October to December 2024, to ensure sufficient time for data collection and analysis.

### **Research Population**

The population of this study consists of 126 personnel involved in financial administration at the TNI Headquarters Pusku Task Force. These individuals were selected as the research population because of their direct involvement in financial operations, making them relevant to the research's focus on performance improvement.

### **Sampling Techniques**

The purposive sampling technique is used to select samples from the population. Purposive sampling is appropriate when certain criteria must be met by the participant. In this study, the main criterion is the involvement of respondents in financial administration tasks. The final sample consisted of 50 respondents, which was considered adequate for statistical analysis.

### **Data Collection Methods**

Primary data were collected through structured questionnaires shared with respondents. The questionnaire is designed to measure employee leadership, work discipline, motivation, and performance using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of structured questionnaires ensures consistency in providing answers, making it easier to analyze reliable data.

### **Instrument Validity Test**

The validity of the research instrument is tested to ensure that the instrument accurately measures the variables in question. Pearson correlation analysis is used to assess the validity of each item. As stated by Sholihin and Ratmono (2021), an item is considered valid if its correlation coefficient is significant at the level of 5% ( $p < 0.05$ ).

### **Instrument Reliability Test**

Reliability was tested using Cronbach's Alpha and Composite Reliability. According to Sholihin and Ratmono (2021), a variable is considered reliable if Cronbach's Alpha and Composite Reliability exceed 0.70. High reliability indicates that the instrument consistently measures variables on different items and respondents. Data Analysis Methods

Data analysis was carried out using SPSS version 25, a statistical software widely used for quantitative research. The analysis involves several steps, including validity and reliability tests, classical assumption tests, determination coefficients, and hypothesis tests.

### **Classical Assumption Test**

Classical assumption tests are essential to ensure that the data meet the requirements for regression analysis. These tests include normality, multicollinearity, heteroscedasticity, and autocorrelation tests. Ensuring that the data meets these assumptions will increase the resilience and validity of the regression model.

### **Normality Test**

The normality test was carried out to find out if the data followed the normal distribution. As explained by Widarjono (2021), the data is considered normally distributed if the Skewness and Kurtosis Critical Ratio (CR) values are in the range of -2.58 to 2.58 at a significance level of 5%.

### **Multicollinearity Test**

Multicollinearity was tested using Variance Inflation Factor (VIF). According to Ghozali (2016), multicollinearity does not exist if the VIF value is less than or equal to 5. Multicollinearity can distort the regression coefficient, so its absence ensures a more accurate estimation of the relationship between variables.

### **Coefficient of Determination (R<sup>2</sup>)**

The determination coefficient (R<sup>2</sup>) is calculated to assess the explanatory power of the independent variables. An R<sup>2</sup> value close to 1 indicates that most of the variance of dependent variables (employee performance) can be explained by leadership, work discipline, and motivation.

### **Hypothesis Testing**

The hypothesis was tested using a t-test at a significance level of 5%. The hypothesis is accepted if the t-statistical value is greater than 1.96, which ensures that the findings are statistically significant. The t-test provides insight into whether each independent variable significantly affects personnel performance.

### **Model Regression**

This study uses a multiple linear regression model to test the relationship between leadership, work discipline, motivation, and performance. The model is expressed as:  $Y = b_1X_1 + b_2X_2 + b_3X_3$

Where:

1. X<sub>1</sub> stands for Leadership
2. X<sub>2</sub> stands for Work Discipline
3. X<sub>3</sub> represents Work Motivation
4. Y stands for Personnel Performance
5. B<sub>1</sub>, B<sub>2</sub>, B<sub>3</sub> are regression coefficients.

### **Interpretation of Regression Coefficients**

The regression coefficients (b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub>) show the magnitude and direction of influence of each independent variable on employee performance. A positive coefficient indicates a relationship in the opposite direction, while a negative coefficient indicates a relationship in the opposite direction.

## **RESULTS AND DISCUSSION**

### **Validity and Reliability Test Results**

The validity test aims to determine the validity of the questionnaire distributed to 60 participants. The results of the corrected item-total correlation for each statement item were above 0.300. Responses provided by respondents for each statement item were considered valid. If the calculated r-value is higher than the r-table value and shows a positive result, the indicators or questions in the data are valid.

The reliability test is deemed reliable if the Cronbach's alpha value exceeds 0.60. The results of this study indicate that the Cronbach's alpha value for the leadership variable is 0.793

> 0.60, the motivation variable is 0.760 > 0.60, the work discipline variable is 0.719 > 0.60, and the personnel performance variable is 0.854 > 0.60. From the reliability test results, all variables show that the Cronbach’s alpha value exceeds 0.60. Thus, the reliability test instrument used in this research is reliable.

**Normality Test Results**

The normality test determines whether the data being tested follows a normal distribution. This test uses the one-sample Kolmogorov-Smirnov test on the residuals of the equations. The testing criteria state that if the probability value > 0.05, the data is normally distributed; otherwise, it is not. Based on the SPSS calculations, the asymp. sig. (2-tailed) value was 0.101 > 0.05. This indicates that the research data is normally distributed.

**Heteroscedasticity Test Results**

The heteroscedasticity test results, as shown in Figure 2, indicate that the residual data points on the scatterplot graph are randomly spread out without forming a clear pattern. This result shows that the heteroscedasticity test fulfills the criteria, and no heteroscedasticity issues are found in the model.

**Multicollinearity Test Results**

In the multicollinearity test calculation presented in Table 2, no independent variable showed a tolerance value below 0.10. The tolerance values for the independent variables were 0.676 for leadership, 0.590 for motivation, and 0.460 for work discipline. Additionally, the Variance Inflation Factor (VIF) values for each independent variable also indicated no multicollinearity issues, with VIF values of 1.478 for leadership, 1.694 for motivation, and 2.172 for work discipline. These results confirm that there is no multicollinearity among the independent variables.

**Table 1. Validity Test Results and Reliability Test Results**

Indicator	Validity Test	Reliability Test
X1.1	0,515	
X1.2	0,606	
X1.3	0,657	
X1.4	0,655	
X1.5	0,715	0,793
X1.6	0,632	
X1.7	0,604	
X1.8	0,763	
X2.1	0,613	
X2.2	0,776	
X2.3	0,707	
X2.4	0,509	0,760
X2.5	0,676	
X2.6	0,818	
X3.1	0,632	
X3.2	0,757	
X3.3	0,719	
X3.4	0,798	0,819
X3.5	0,764	
X3.6	0,740	
Y.1	0,767	
Y.2	0,758	
Y.3	0,756	
Y.4	0,713	
Y.5	0,771	
Y.6	0,494	0,854

Y.7	0,401
Y.8	0,765
Y.9	0,656
Y.10	0,437

Source: Output SPSS 25 (2024, processed data)

### Results of Multiple Linear Regression Analysis

Table 2 shows a constant value of -5.278, indicating that if the values of leadership, work motivation, and work discipline are 0, then the performance level of personnel would be -5.278. The coefficient of the leadership variable on personnel performance is positive, yielding a value of 0.253. The coefficient of the motivation variable on personnel performance is also positive, with a value of 0.817. Lastly, the coefficient of the work discipline variable on personnel performance is positive, resulting in a value of 0.680. These positive coefficients indicate that an increase in any of these independent variables is associated with an increase in personnel performance.

### Results of Simultaneous Significance Test (F-Test)

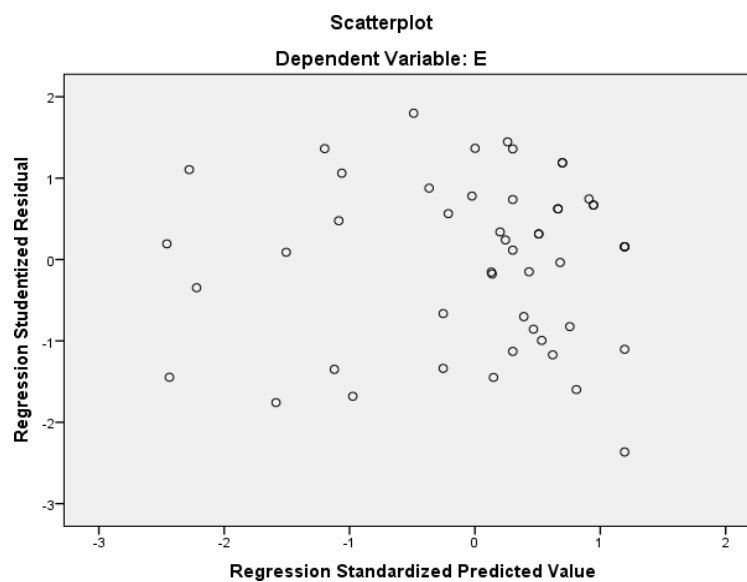
Table 2 shows a significance value of 0.000, which is less than 0.05, and an F-statistic of 66.495, which is greater than the F-table value of 2.80. This indicates that all independent variables (leadership, work motivation, and work discipline) collectively and significantly influence the dependent variable (personnel performance).

**Table 2. F-Test Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	530.947	3	176.982	66.495	.000b
Residual	122.433	46	2.662		
Total		653.380		49	

Source: Output SPSS 25 (2024, processed data)

### Hasil Uji Signifikan Simultan (Uji t)



Source: SPSS 25 output (2024, data processed)

**Figure 2. SCATTERPLOT**

**Table 3. Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients	Standardized Coefficients	Collinearity Statistics
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	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>	<i>Tolerance</i>	<i>VIF</i>
(Constant)	-5.278	4.041		-1.306	.198		
Leadership	.253	.100	.196	2.531	.015	.676	1.478
Motivation	.817	.165	.412	4.955	.000	.590	1.694
Work discipline	.680	.141	.453	4.819	.000	.460	2.172

**Source:** Output SPSS 25 (2024, processed data)

Based on the results presented in Table 3, the significance value of the leadership variable is 0.015, which is less than 0.05. This indicates that leadership significantly influences the performance of financial administration personnel at Satker Pusku Mabes TNI. Similarly, the motivation variable demonstrates a significance value of 0.000, which is also less than 0.05, indicating that motivation significantly affects personnel performance. Finally, the work discipline variable exhibits a significance value of 0.000, confirming that work discipline has a significant positive influence on personnel performance.

### **Coefficient of Determination (R<sup>2</sup>) Results**

The coefficient of determination (R<sup>2</sup>) value obtained is 0.813, which indicates that 81.3% of the variations in personnel performance can be explained by the independent variables: leadership, motivation, and work discipline. The remaining 18.7% of the performance variations are attributed to other factors not included in this study, such as organizational culture, work environment, rewards, and additional variables that may also influence personnel performance.

### **The Influence of Leadership on Personnel Performance**

The results of the analysis revealed that leadership had a significant and positive impact on the performance of personnel in the TNI Headquarters Pusku Task Force. These findings are consistent with the research of Nugroho et al. (2024), which shows that effective leadership practices are positively correlated with improved employee performance. Leadership behaviors that emphasize providing direction, support, and motivation encourage employees to carry out tasks with greater enthusiasm and commitment. Similarly, Wijaya et al. (2020) emphasizes that leaders who effectively influence their subordinates and align organizational goals with individual tasks foster a productive work environment. Furthermore, research by Afandi and Bahri (2020), Pertiwi and Gorda (2019) and Nasution & Ichsan (2021) reinforces the notion that leadership is the main determinant of employee performance. The findings of this study show that leadership in the TNI Headquarters Pusku Task Force tends to prioritize a task-oriented approach, where discipline and compliance with rules are emphasized. While effective, this approach suggests that further emphasis on balancing task-oriented and employee-oriented leadership may be necessary to fully optimize personnel performance.

### **The Influence of Motivation on Personnel Performance**

These findings show that motivation has a positive effect on the performance of personnel in the TNI Headquarters Pusku Task Force. This conclusion is supported by Suparman et al. (2023) which states that increased motivation leads to increased productivity and organizational results. Motivation serves as an important driver to initiate and sustain employee efforts in achieving organizational goals. According to Ahmad & Bahri (2020), a motivated workforce tends to show a higher level of engagement and dedication to their responsibilities. Similarly, Pertiwi & Gorda, (2019) highlighted that higher levels of employee motivation correlate with greater productivity and job satisfaction. The findings of this study underscore the importance of organizational leaders to realize the important role of motivation in directing human resources effectively. This entails creating a work environment that fosters intrinsic and extrinsic motivation, allowing employees to improve their performance and fulfill

their responsibilities with a greater sense of purpose.

### **The Influence of Work Discipline on Personnel Performance**

Work discipline has a significant and positive effect on the performance of TNI Headquarters Pusku Unit employees. Employees who exhibit high levels of discipline are more likely to complete their tasks efficiently, comply with organizational regulations, and maintain a sense of responsibility for assigned tasks. This conclusion is in line with Wachidah & Luturlean (2019), who noted that work discipline encourages better organization and compliance with rules, which ultimately improves employee performance. Similarly, Putra et al. (2024) emphasized that discipline serves as a communication tool between leaders and employees, which reinforces the importance of adherence to organizational standards. In addition, research by Ahmad & Bahri (2020) and Pertiwi & Gorda (2019), further strengthens the findings that work discipline has a positive effect on employee performance. The results of this study indicate that fostering a culture of work discipline is very important to achieve optimal employee performance. Leaders must set an example of exemplary behavior and implement fair and transparent disciplinary actions to encourage compliance with organizational rules and standards. Rewarding disciplined employees can encourage compliance and promote a culture of accountability and excellence.

### **CONCLUSION**

This study concludes that leadership, motivation, and work discipline significantly and positively influence the performance of financial administration personnel at Satker Pusku Mabes TNI. Leadership was found to play a pivotal role in setting a clear direction, inspiring personnel, and fostering a sense of accountability within the organization. Effective leadership practices encourage personnel to perform tasks with enthusiasm and commitment, while simultaneously addressing organizational objectives. The findings indicate that leadership behaviors, particularly task-oriented approaches, are essential for maintaining discipline and achieving operational efficiency. However, a balance between task-oriented and employee-oriented leadership may further enhance personnel performance and satisfaction.

Motivation was also revealed to have a substantial impact on personnel performance. Both intrinsic and extrinsic motivators, such as recognition, rewards, and career development opportunities, contribute to increased job satisfaction and productivity. Employees who feel valued and supported by their organization are more likely to exhibit higher levels of engagement and dedication to their work. Organizational leaders are encouraged to cultivate a motivational environment that fosters employee growth and aligns individual aspirations with organizational goals. Motivation is not only a driver of individual performance but also a critical factor in achieving overall organizational success.

Work discipline emerged as another significant determinant of personnel performance. Disciplined employees are more likely to comply with organizational rules and complete their tasks efficiently and effectively. This study highlights the importance of fostering a culture of discipline within the organization through fair and consistent enforcement of rules, exemplary leadership, and recognition of disciplined behaviors. Discipline not only ensures task completion but also promotes accountability and professionalism, which are vital for achieving organizational objectives. Future research could expand on these findings by exploring additional factors, such as organizational culture and peer support, to provide a more comprehensive understanding of performance determinants.

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