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## A REVIEW LITERATURE EMPLOYEE PERFORMANCE MODEL: LEADERSHIP STYLE, COMPENSATION AND WORK DISCIPLINE

Rio Putra<sup>1</sup>, Nandan lima Krisna<sup>2</sup>, Hapzi Ali<sup>3</sup>

<sup>1</sup>Universitas Putra Indonesia “YPTK” Padang, [rioputra20111988@gmail.com](mailto:rioputra20111988@gmail.com)

<sup>2</sup>Universitas Persada Indonesia Y.A.I, Jakarta

**Corresponding Author: Rio Putra**

**Abstract:** The purpose of this thesis is to study the influence of leadership style, compensation, work discipline, and employee performance. The method of writing scientific articles is by using qualitative methods and library research or library research. The results of this literature review article are: leadership style has a positive and significant effect on employee performance, compensation has a positive and significant effect on employee performance, and work discipline has a positive and significant effect on employee performance.

**Keywords:** Employee performance, leadership style, compensation and work discipline

### INTRODUCTION

Company management to manage human resources well for the progress of the company so that it can compete in this digital world. Therefore, it is necessary to improve the quality of the company's human resources which is carried out properly, directed and planned. Improving the quality of human resources in a company is expected to improve employee performance and is the most difficult challenge. Performance is the achievement of work results or performance and is one measure of actual behavior in the workplace that is multidimensional (Mathis, 2014)

A leader is someone who is wise, dares to make decisions and most importantly authoritative and can achieve common goals. Leadership Style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behaviour and strategies that are preferred and often applied by a leader (Gençer, M.S., Samur, 2016). Today, few people have the characteristics of a good leader in organizations or enterprises, businesses, and government. The quality of a person is often considered the most important factor in the success or failure of an organization.

Work discipline is a form of compliance with one's behavior in complying with certain conditions or regulations related to work and applied in an organization.

In improving the performance of its employees, the company will take several maximum ways to encourage employees to work optimally. One of them is by providing compensation. Compensation is a way for the personnel department to improve work performance, work motivation, and job satisfaction by giving everything in return for service to employees (Handoko, 2014). (Rivai and Ella Sagala, 2013), work discipline is a tool used by managers to communicate with employees so that they want to change behavior and increase one's awareness and willingness to comply with all social rules and norms. that occurs in a company. Work discipline that everyone needs to have so that organizational life can be safe, orderly and smooth. Performance in an organization is the answer to the success or failure of the organizational goals that have been set. The purpose of the first study was to determine the relationship and influence of leadership style, work discipline, and compensation on employee performance.

**Tabel 1.**  
**Journal and Publisher Distribution**

No	Article Name	Author(s)	Journal	Publisher	Tahun
1	Effect of Leadership Style on Employee Performance	(Style & Performance, 2015)	(Arabian Journal of Business and Management Vol 5 • Issue 5 • 1000146)	<a href="http://repository.unpas.ac.id/">http://repository.unpas.ac.id/</a>	2015
2	Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees--PT. Kurnia Wijaya Various Industries	(Elqadri et al., 2015)	<i>International Education Studies</i> , v8 n10 p183-192 2015	<a href="https://eric.ed.gov/">https://eric.ed.gov/</a>	2015
3	Effects of Leadership style on employee performance in Dashen Bank, Addis Ababa, Ethiopia	(Mohamed Esse Abdilahi 2016)	(The Internatinal Journal of Business & Management Vol. 1, No 2 Pp. 1-20)	Google Scholar	2016
4	Effect of Leadership Style, Motivation and Work discipline on Employee Performance in PT. ABC Makassar	(Razak et al., 2018)	International Review of Management and Marketing; Mersin <u>Vol. 8, Iss. 6.</u> (2018): 67-71	Scholarly Journals	2018
5	The Effect Of Leadership Style, Motivation And Work discipline Of Employee Performance With Understanding Of Islamic Work Ethics	(Permana et al., 2019)	INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH VOLUME 8, ISSUE 08, AUGUST 2019	<a href="https://www.researchgate.net/">https://www.researchgate.net/</a>	2019
6	Influence of Compensation and Reward on Performance of Employees at Nakuru County Government	(Njoroge et al., 2015)	(OSR Journal of Business and Management Volume 17, Issue 11 .Ver. I (Nov. 2015), PP 87-93)	Google Scholar	2015
7	The Effect of Compensation on	(Darma & Supriyanto, 2017)	<i>Management and Economics Journal (MEC-J)</i> , Vol 1, Issue 1, 2017	<a href="https://papers.ssrn.com/">https://papers.ssrn.com/</a>	2017

	Satisfaction and Employee Performance				
8	The Effect of Compensation, Work Environment and Training on Employees' Performance of Politeknik LP3I Jakarta	(Alfiyah & Riyanto, 2019)	International Journal of Innovative Science and Research Technology Volume 4, Issue 5, May– 2019	<a href="https://ijisrt.com/">https://ijisrt.com/</a>	2019
9	Effect of Compensation on Performance of Public Secondary School Teachers in Eldoret Municipality Kenya	(Wekesa, 2013)	International Journal of Scientific and Research Publications, Volume 3, Issue 6, June 2013 1 ISSN 2250-3153	Google Scholar	2013
10	Effect of Compensation and discipline on Employee Performance	(Arif et al., 2019)	Proceeding of The 3 rd International Conference on Accounting, Business & Economics (UII-ICABE 2019)	Google Scholar	2019
11	The Effect of discipline and Work Motivation on Employee Performance, BTPN Gorontalo	(Sulila, 2019)	International Journal of Applied Business & International Management, Vol. 4 No. 3 (2019)	: <a href="http://www.ejournal.aibpm.or.id/IJABIM">www.ejournal.aibpm.or.id/IJABIM</a>	2019
12	The Effect of discipline, Compensation, and Training Development on Employee Performance in RSUD Bima	(Nurhidayad & Purba, 2019)	International Journal of Innovative Science and Research Technology Volume 4, Issue 12, December – 2019	<a href="https://ijisrt.com/">https://ijisrt.com/</a>	2019
13	The Influence of Communication and Work discipline to Employee Performance	(Prayogi et al., 2019)	Advances in Social Science, Education and Humanities Research, volume 343 1st International Conference on Administration Science (ICAS 2019)	Published by Atlantis Press.	2019
14	The Effect of Work discipline on Employees' Performance of PT Wiratanu Persada Tama Jakarta	(Azzahra, Ayuningtias, Anggadwita, 2019)	Review of Integrative Business and Economics Research, Vol. 8, Supplementary Issue 1	( <a href="http://buscompre ss.com/journal-home.html">http://buscompre ss.com/journal-home.html</a> )	2019
15	Effect Of Work discipline And Work Environment To Performance Of Employees (Case Study at the Central General Hospital (RSUP) Dr. Mohammad Hoesin Palembang)	(Hidayati et al., 2019)	International Journal of Scientific and Research Publications, Volume 9, Issue 12, December 2019 391 ISSN 2250-3153	<a href="http://dx.doi.org/10.29322/IJSRP.9.12.2019.p9643">http://dx.doi.org/10.29322/IJSRP.9.12.2019.p9643</a>	2019

**Table 2.**  
**Articles category based on the subject**

No	Article name	Objectives	Findings	Recommendations
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1	Effect of Leadership Style on Employee Performance	The purpose of this study is to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance.	was concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. And participation leadership style is most useful in long term and effect on employees is positive.	A.the democratic leadership style in Al-Ghazi tractor factory would further empower their employees by developing teams . employees would ignite their potentials, feel part of an organization and perform maximally for the organization. B. the Al-Ghazi tractor factory would immediate reduces the autocratic leadership practices.
2	Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees-- PT. Kurnia Wijaya Various Industries	This study aims to identify and examine the importance of leadership style, motivation, and incentives to improve employee performance.	Relationship between leadership style, motivation, and giving very strong incentives for employee performance	a. Leaders should be able to provide concrete examples that can affect employees in more in order to improve employee performance. b. Motivation of employees should be increased, giving rise to a new spirit in carrying out their duties that will have an impact on employee performance.
3	Effects of Leadership style on employee performance in Dashen Bank, Addis Ababa, Ethiopia	The purpose of the study was to investigate effects of the different leadership styles on employees' performance.	The results indicated that the independent variables (Democratic, Laissez-Faire, Autocratic, Transformational, Charismatic, Transactional, Bureaucratic) on dependent variable (Employees' Performance) of the Dashen Bank were found to be weak. These would have no significant influence on achievement of organizational goals and objectives in Dashen Bank. However, decision-making of leaders in Dashen Bank was not in right tracks to consider employee ideas and taught the styles that the organizational leadership could actively do	suggest that this relationship could vary based on employees' perceptions of their ability to find another job with similar characteristics. Emphasis in this area could improve leaders' ability to have a positive influence on employees who stay with the organization because they feel they have no other choice
4	Effect of Leadership Style, Motivation and Work discipline on Employee Performance in PT. ABC Makassar	The purpose of this study was to determine the leadership style, motivation, work discipline and employee performance at PT. ABC Makassar and the influence of leadership, motivation and work discipline styles on employee performance	influence of leadership style, motivation and work discipline have a significant effect on employee performance. Partially, only work discipline has a positive and significant effect on employee performance, while leadership style and motivation have no significant effect on employee performance, but have a positive effect	leadership style, motivation, work discipline and employee performance of PT. A B C Makassar is included in the fairly good category, so it still needs attention, improvement and improvement

		both simultaneously and partially	on employee performance. Work discipline has the greatest influence	
5	The Effect Of Leadership Style, Motivation And Work discipline Of Employee Performance With Understanding Of Islamic Work Ethics	The purpose of this study was to examine the Effect of Leadership Style, Motivation and Work discipline on Employee Performance with Understanding of Islamic Work Ethics as a Moderating Variable	The results showed that Leadership Style had a significant influence on Employee Understanding of Islamic Work Ethics, Motivation did not significantly influence Employee Understanding of Islamic Work Ethics, Work discipline did not significantly influence Employee Understanding of Islamic Work Ethics. While leadership style, motivation, and work discipline together have a significant influence on Employee Understanding of Islamic Work Ethics. The results of the moderating analysis (path analysis) show that the Leadership Style has an indirect positive effect on employee performance. Motivation has an indirect negative influence on employee performance. Work discipline has an indirect positive influence on employee performance. Employee Understanding of Islamic Work Ethics has an indirect positive effect on employee performance.	Another interesting fact from the operationalization of the Sejahtera Bersama Savings and Loans Cooperative is the centralization of management that must be carried out in Bogor So the researchers after that can do further research by adding factors that we didn't examine and the object could be about branch offices scattered in other areas.
6	Influence of Compensation and Reward on Performance of Employees at Nakuru County Government	The objective of the study was influence of compensation and reward on performance of employees at Nakuru county government	appreciable influence of the Compensation & Reward on employee performance. The adopted pay strategy of basing compensation to knowledge was effective and had ripple effects of motivating employees to further their studies which would in turn enhance employee performance.	Based on the findings of the study, it was recommended that other nonmonetary rewards and practices should be identified and brought on board. The pay should continue to be competitive with the industry standards. However, effort should be put to offer even better pay to avoid losing the developed human resource
7	The Effect of Compensation on Satisfaction and Employee Performance	This research aim is to determine the effect of compensation on employee satisfaction and employee performance and employee satisfaction to mediate the effect of compensation on employee performance	Compensation variable directly affects on Employee Performance variable. This shows that compensation in form of salary, wages, bonuses, facilities, travel programs and holiday allowance directly have a positive effect on employee performance. Compensation variable	Compensation and job satisfaction are components to improve employee performance. Leaders need to maintain job satisfaction maintained to create organizational efficiency.

			directly affects on Employee Satisfaction variable	
8	The Effect of Compensation, Work Environment and Training on Employees' Performance of Politeknik LP3I Jakarta	the factors that affect employee performance and limit the compensation, work environment and training	The results showed that 81.7% of employee performance was influenced by compensation variables, work environment and training. Compensation, work environment and training have a significant effect on the performance of Politeknik IP3I Jakarta employees.	<ul style="list-style-type: none"> <li>- Make a compensation base on performance policy.</li> <li>- Provide performance benefits in the achievement of work targets - Improve communication between employees</li> <li>- Establish a training for trainer system.</li> </ul>
9	Effect of Compensation on Performance of Public Secondary School Teachers in Eldoret Municipality Uasin Gishu County, Kenya	to examine the effect of compensation on performance of public secondary school teachers in Eldoret Municipality Uasin Gishu County, Kenya.	that the compensation provided by the TSC was overall "not satisfactory". as many of the teachers were uncomfortable with the compensation package and policies in place.	that fair compensation has an effect on public secondary school
10	Effect of Compensation and discipline on Employee Performance	This study aims to determine the effect of compensation and work discipline on performance at the Office of Highways and Construction of the Road and Bridge Technical Implementation Unit of North Sumatra Province.	<ol style="list-style-type: none"> <li>1. Compensation has a positive and significant impact on the performance of employees</li> <li>2. Work discipline has a positive and significant impact on the performance of employees</li> <li>3. Compensation and the Work discipline of work has positive and significant impact on the performance of employees</li> </ol>	<p>A. Granting compensation in improving the performance of employees has been pretty good, so should the effort to maintain the compensation measures so that the performance achieved with the maximum permanent employees</p> <p>B. Should companies need to improve work discipline in the work</p>
11	The Effect of discipline and Work Motivation on Employee Performance, BTPN Gorontalo	Therefore the purposes of this study are 1) to find out to what extent the influence of Work discipline on Employee Performance; 2) to know to what extent the influence of the Work Motivation on Employee Performance; 3) to figure out to what extent the influence of simultaneous work discipline and work motivation on Employee Performance.	The results of the t-test of variable of work discipline significantly influence employee performance while the variable of work motivation has a significant effect on employee performance . According to the calculation of the determination coefficients, it is obtained R Square value of 0.501. This value means 50.1% of the variability regarding Employee Performance can be explained by the independent variables in the model (Work discipline and Work Motivation),	<ol style="list-style-type: none"> <li>1. Carry out activities that can increase work discipline and motivation, so that the impact on increasing performance gradually and continuously.</li> <li>2. Implement rewards and punishments for every employee who violates or achieves in achieving targets and performance.</li> </ol>
12	The Effect of discipline, Compensation, and Training	This research was aim to determine the effect of work discipline, compensation and	The analysis shows that Work discipline has a partially positive and significant effect on	- In improving work discipline towards employees need to improve work discipline

	Development on Employee Performance in RSUD Bima	development training on employee performance partially and simultaneously on the performance of RSUD Bima employees.	performance. Dispensation has a partially positive and significant effect on performance. Development training has a partially positive and significant effect on performance. As well as work discipline, compensation and development training altogether affected the performance of employees by 92.7%	consistently, especially in coordination with superiors or colleagues. - For the compensation variable, it is suggested that the company must be provide fair and balanced compensation in direct or indirect - In giving impetus to every innovation created, the company is able to provide full support for innovation and provide good facilities.
13	The Influence of Communication and Work discipline to Employee Performance	This study aims to look at the influence of communication and work discipline on employee performance PDAM Tirtanadi in North Sumatra Province	The results of this study partially communications positive and significant effect on the performance of employees. work discipline partially Also positive and significant effect on employee performance and simultaneous communication and work discipline work has a positive effect on employee performance	The implications of this study is that companies should not only improve employee performance by using good communication method, but other factors that can determine the employee performance should be upgraded as compensation, work environment, training carried out every year as well as evaluating what are the advantages and disadvantages of existing employees
14	The Effect of Work discipline on Employees' Performance of PT Wiratanu Persada Tama Jakarta	Performance can be influenced by many factors, one of them is work discipline. How the work discipline and employees' performance of PT Wiratanu Persada Tama Jakarta and whether the work discipline has a positive and significant effect on their employees' performance will be measured through this research.	Based on the presented discussion of findings in this research, it can be concluded that the work discipline and employees' performance of PT Wiratanu Persada Tama Jakarta are in the high category and work discipline has a positive and significant effect on employees' performance of PT Wiratanu Persada Tama Jakarta.	Notice the importance of work discipline on employees' performance, the socialization and supervision of employees' work discipline are necessary to be done by the relevant head so that the work discipline itself can increase. Considering that the increase of work discipline will have an impact on the employees' performance improvement. This research only used one independent variable which is work discipline, so for the next researchers should consider and add other independent variables such as

				motivation, compensation or leadership
15	Effect Of Work discipline And Work Environment To Performance Of Employees (Case Study at the Central General Hospital (RSUP) Dr. Mohammad Hoesin Palembang)	The purpose of this research is to examine and to analyse the effect of work discipline and work environment on employee performance (A study case Rumah Sakit Umum Pusat (RSUP) Dr.Mohammad Hoesin Palembang).	the result indicated that work discipline and work environment has a positive and significant effect on employee performance (A study case Rumah Sakit Umum Pusat (RSUP) Dr.Mohammad Hoesin Palembang).	on the discussion of the expected results Hospital Dr. Mohammad Hosein Palembang in this work discipline of work assigned to able to give employees a sense of responsibility to the duties and obligations. 2. Based on the results of the discussion, it is expected by the Hospital Dr. Mohammad Hosein Palembang in this case about physical work environment such as work support facilities need to be added and updated to make it easy for employees to perform their duties and obligations. 3. For further research to develop future research other variables to determine other factors that affect employee performance such as motivation, leadership, ability, job stress.

## FINDING AND DISCUSSION

This article is organized systematically by determining the context and knowing the articles in mini-reviews. Referring to the reviews in tables 1 and 2, it can be seen that various opinions regarding the positive and significant influence of leadership style, compensation and work discipline on employee performance. To determine the right organizational strategy, what needs to be understood first is employee performance. By knowing employees, it will understand the characteristics of employees and how to make decisions as well as various factors that influence their behavior at work.

Summarizing the opinions of experts, it can be seen that performance is the first element that the company responds to. The first factor of performance that affects employee behavior is compensation. Based on the understanding and research from the table above, compensation is the factor that has the most influence on employee performance, and compensation can be given in the form of all types of awards, both monetary and non-monetary, given to employees fairly and fairly for their services in achieving company goals. .

The classification of compensation includes salary, bonus allowances, health insurance and social security. There is a need for guidelines to pay attention to, increase the compensation that will be given to employees, both direct and indirect compensation.



The leadership style factor is the second factor in influencing employee performance. In the leadership style, the leader must have charisma, inspiration, intellectual stimulation, individual considerations, directing behavior can be formulated as the extent to which a leader is involved in one-way communication. The form of direction in this one-way communication, among others, defines the role that followers should play, tells followers what should be done, where to do it, how to do it, and carry out strict supervision of followers. While the third factor is work discipline that affects employee performance. The existence of work discipline will be able to affect the effectiveness and efficiency of achieving company goals. This encourages work passion, morale and the realization of company goals through increased performance provided by employees.

Performance is a work achieved by a person in carrying out the tasks assigned to him and how much they can contribute to the organization (Sudaryo, Yoyo, 2018). performance is the level of achievement of results on the implementation of certain tasks. Company performance is the level of achievement of results in order to realize the company's goals. So it can be concluded that employee performance is the ability to achieve job requirements. Where a work target can be completed at the right time or does not exceed the time limit provided so that the goal will be in accordance with the morals and ethics of the company. When associated with performance as a noun, the meaning of performance or performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve goals. Or further researchers are expected to develop more variables that affect employee performance because during the research researchers still found many other variables such as facilities and infrastructure, incentives, technology and coordination and many others

## CONCLUSION

The achievement of the company's targets and the success or failure of the company's strategy will depend on the employee's performance, can improve employee performance by providing appropriate compensation and giving rewards to employees, thus providing stimulation in improving employee performance. Leadership style needs to be considered to create and maintain working conditions where employees always feel comfortable and happy at work. Employees who have high work discipline will be influential in doing their work to achieve company goals while improving their performance. Employees who work happily will feel valued by the company by providing appropriate compensation and working conditions that are in line with leadership styles that make employees more work disciplined with their work and will improve their abilities and performance of the employees themselves. So that the results and strategies of the company will be achieved in accordance with the targets that have been set

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