

THE EFFECT OF LEADERSHIP, WORK DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

Iin Indrayani^{1*}, Mahfud²

Sekolah Tinggi Ilmu Ekonomi Cirebon¹, Institut Pendidikan dan Bahasa INVADA Cirebon²
indrayani110876@gmail.com^{1}, mahfud@stibainvada.ac.id²*

Abstract

Purpose: To determine and measure the influence of Leadership, Work Discipline, Work Motivation, either partially or jointly on Employee Performance at the Food and Agriculture Security Service.

Research Methodology: This type of research is a causal associative research using a quantitative approach with the survey method. The population in this study were 206 agricultural extension workers from the Department of Food Security and Agriculture. The technique used in sampling in this study is by proportionate stratified random sampling using the Slovin formula as many as 68 people.

Results: There is a partial influence of leadership on employee performance at the Department of Food and Agriculture Security by 87%. There is a partial effect of Work Discipline on the Performance of Food and Agriculture Security Service Employees of 89.6%. There is a partial influence of work motivation on the performance of employees of the Food and Agriculture Security Service of 82.7%. There is a positive and significant influence of leadership, work discipline and capacity simultaneously on the performance of employees of the Food and Agriculture Security Service. The magnitude of the positive influence of Leadership, Work Discipline, Work Motivation on Employee Performance is 95.1% while the remaining 4.9% is influenced by other factors.

Limitations: Researh variable just Leadership, Work Discipline And Work Motivation On Employee Performance, need the development of other variables that support

Contribution: Theoretically, the results of this study are expected to contribute ideas, especially in the science of human resource management as study material in the further development of theories of Leadership, Work Discipline and Work Motivation in an effort to improve employee performance.

Keywords: *Leadership, Work Discipline, Work Motivation, Employee Performance*

1. INTRODUCTION

The emphasis of managing an organization is its human resources, namely employees. Humans always play an active and dominant role in every activity of the organization. An organization will be stuck in operating without the active participation of employees even though the tools owned by the organization are very sophisticated, because the sophisticated equipment owned by the organization functions only as a supporter of every organizational activity. According to Rivai (2018) "Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given

to him". Rivai (2018) suggests that the aspects assessed in the performance appraisal can be grouped into: a) Technical ability; b) Conceptual ability; c) interpersonal relationship skills.

But in reality not all employees display good performance, because performance is not a constant thing so that one day it can be in prime condition, but at other times there is a decline.

The low performance of employees at the Food and Agriculture Security Service of Kuningan Regency is because they are not supported by an educational background that is in accordance with their work. This is also exacerbated by the number of employees who have not attended the training. This causes the quality of work and services to be less than optimal. As found in the field, there are several employees who go out of the office during working hours. In addition, it is not caused by the lack of facilities and infrastructure as well as the lack of the ability of employees to use technology to complete the work so that the work done must be completed manually which takes longer. (Pre-research interview 10 July 2021).

The problem of low performance is a problem that needs to be considered by the organization, because performance affects the quality and quantity of the organization itself. To improve performance, one of the efforts is leadership. Leadership is an absolute necessity that must be possessed because leadership is a driving force for the organization, which is done by convincing subordinates to work well to achieve goals. Leadership is a process ability to influence others to be able to contribute to organizational goals, according to Wibowo (2017) the notion of leadership is: "The ability of individuals by using their power to carry out the process of influencing, motivating and supporting businesses that enable others to contribute to the achievement of organizational goals" .

At the Department of Food Security and Agriculture, there are a number of obstacles faced in leadership, namely the lack of strict sanctions given by the leadership to employees who are absent from work and the lack of communication between leaders and employees. According to Mulyana (2016): "Communication as a process of delivering information, ideas, emotions, skills and others by using symbols, words, pictures, numbers or graphics".

An example from a leader is needed, because a leader is a role model for his subordinates. Of course, leadership is one of the determining factors that affect employee performance. A leader has a role to direct subordinates so that the desired goals are achieved, because a leader will greatly affect the success of government agencies if the leader carries out his duties properly, the success or failure of employee performance is also influenced by his superiors.

Relevant research on the influence of leadership on performance by Rahayu (2019) concluded: "Leadership has a positive and significant influence on employee performance".

From the explanation above, both expert opinion and relevant previous research, it is known that there is an influence of leadership on performance. In addition to leadership, performance is thought to be influenced by discipline. According to Sutrisno (2015) discipline is: "A condition that is created and formed through the process of a series of behaviors that show the values of obedience, obedience, loyalty, order and or order".

Work discipline is an attitude of respect, appreciation, obedience or obedience to someone who has joined an organization to the applicable regulations in the organization, both written and verbal with full awareness and with pleasure, so as to create an orderly state that allows organizational goals to be achieved more quickly.

Relevant research in analyzing the same problem, namely the influence of discipline on performance by Darmanto (2015) concludes: "Work discipline has a significant effect on the performance of environmental employees at the North Sumatra KSDA Center. The magnitude of the influence of work discipline on employee performance is 15.22%". in 2019, 40% were late for work and in 2020 as many as 42%. There were 25% of employees who returned home early in 2019 and 20% in 2020. Statistics officers who were late in submitting reports in 2019 were 32% and in 2020 as many as 30%.

In addition to leadership and discipline, another factor that affects employee performance is motivation. Motivation is the force that drives an individual to act in a certain way. People who have high motivation work more actively, those who have low motivation will behave in the opposite way.

Sastrohadiwiryo (2015): "Motivation is the process of generating behavior, maintaining behavioral progress, and channeling specific action behaviors. Thus, motives (needs, desires) encourage employees to act. Motivation can affect performance, this is in accordance with the opinion of Mangkunegara (2016): "Motivation is a condition that moves employees who are directed to achieve organizational goals, in this case there is a positive relationship between achievement motives and performance achievement".

Previous relevant research by Syahputra (2020) which resulted in the conclusion: "Partial testing of the effect of work discipline has a positive and significant effect on employee performance."

From the description of expert opinion supported by previous research, motivation can affect performance. However, the lack of motivation is still visible in the employees of the Kuningan Regency Food and Agriculture Security Service, this is indicated by:

1. Doing work only if ordered.
2. Must be closely supervised and often forced to finish work immediately.
3. Work does not prioritize quality
4. Coming to work is just a routine

(Pre-research interview with Distan Leaders, 2021)

For the sake of good performance, it is necessary to have motivation from a leader so that employees are motivated and work disciplined in order to achieve good results. An agency is said to be good if employees carry out their duties well because of the motivational encouragement from a leader can increase enthusiasm and discipline for employees..

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Work Performance

According to Robbins & Judge in Moehariono (2016) there are 6 (six) individual performance criteria, namely: 1) Quality; 2) Quantity; 3) Timeliness; 4) Effectiveness; 5) Independence; 6) Work commitment.

1. Quality - Quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks on skills and abilities.
2. Quantity - Quantity is measured by employees' perceptions of the number of assigned activities and their results.
3. Timeliness - Timeliness is measured from the employee's perception of an activity that is completed at the beginning of time until it becomes output.
4. Effectiveness -The level of use of organizational resources (manpower, money, technology, raw materials) is maximized with the aim of increasing the results of each unit in the use of resources, the effectiveness of employees' work in assessing the use of time in carrying out tasks, the effectiveness of completing tasks assigned to the organization .
5. Independence - It is the level of a person's ability to carry out their work functions without asking for help, guidance from other people or supervisors.
6. Work commitment - This is the level where employees have work commitments with agencies and responsibilities to the organization

2.2 Leadership

According to Rustandi (2016) that: "The leader is someone who has one or more advantages as a predisposition (a talent that is born from birth), and is a necessity from a situation or era, so that he has the power and authority to direct and guide subordinates". A leader is a person who organizes, guides, and leads work in a cooperative effort and by using them based on the division of tasks according to their expertise to achieve desired goals. The leader is a person who has special skills, with or without official appointments, can influence the group he leads, to make joint efforts towards the achievement of certain goals. In carrying out their duties, leaders have various types. As stated by Ainun. (2020) which divides the types of leadership into 6 types, namely: 1) Personal Leadership Types, 2) Non-Personal Leadership Types, 3) Authoritarian Leadership Types, 4) Types of Democratic Leadership (Democratic Leadership), 5) Types of Paternalistic Leadership (Paternalistic Leadership), 6) Types of Leadership According to Talent (Indigenous Leadership).

2.3. Work Discipline

In addition, according to Rivai (2014), work discipline is: A tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all applicable social rules and norms. at the company. Nitisemito in Darmanto (2015), argues that discipline as: An attitude, behavior and actions that are in accordance with company regulations, both written and unwritten. Good employee discipline will accelerate the company's goals, and vice versa if work discipline declines it will become a barrier and slow down the achievement of the company's goals.

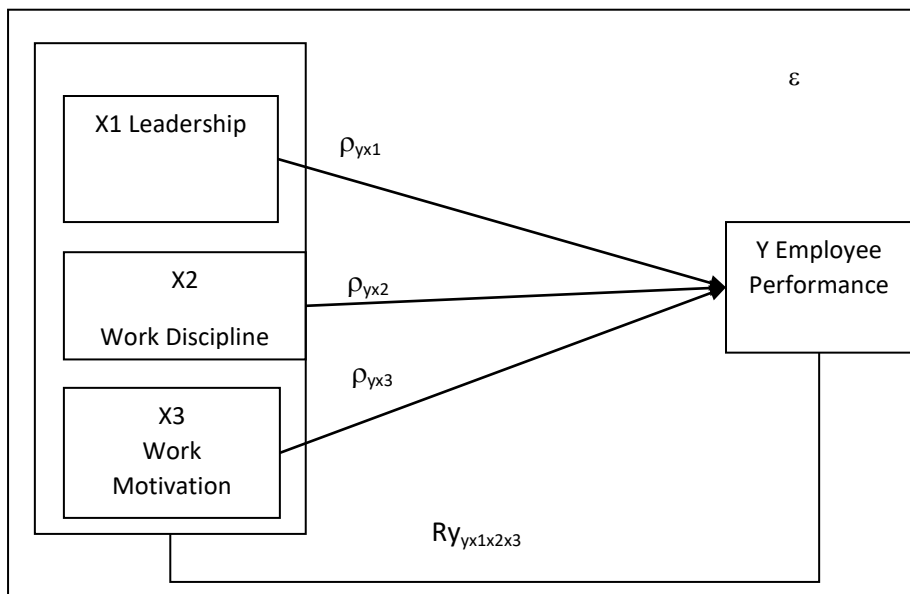
According to Sutrisno (2015) discipline is: "A condition that is created and formed through the process of a series of behaviors that show the values of obedience, obedience, loyalty, order and or order". Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all organizational rules and applicable social norms.

Indicators of low work discipline (Nitisemito 2014): 1) Decreased work productivity, 2) High absenteeism, 3) Negligence in completing work, 4) High level of carelessness or accidents, 5) Frequent theft of work materials , 6) Frequent conflicts between employees.

2.4. Work motivation

Motivating activities relate to activities that provide encouragement, support, enthusiasm, work inspiration to others to achieve more. Pamela & Oloko (2015): "Motivation is the key of a successful organization to maintain the continuity of work in the organization with a strong way and help to survive. According to McClelland, a person is considered to have motivation to excel if he has a desire to do a work that excels better than the achievements of other people's work. There are three types of human needs according to McClelland, namely the need for achievement, the need for power, and the need for affiliation. (Veithzal Rivai: 2014).

The form of influence between variables is the framework of the researcher's thinking in this study which the researcher describes as follows:



3. RESEARCH METHODOLOGY

This type of research is a causal associative research using a quantitative approach with the survey method. The population in this study were 206 agricultural extension workers from the Department of Food Security and Agriculture. The technique used in sampling in this study is by proportionate stratified random sampling using the Slovin formula as many as 68 people. Measurement using likert scale. Data Analysis Techniques with Data Instrument Tests including Validity and Validity Tests, Reliability Tests. Furthermore, Classical Assumption Test with Data Normality Test with Multicollinearity, Heteroscedasticity Test. Multiple Linear Regression Analysis and Hypothesis Test with T test, determinant test and f test for simultaneous test.

4. RESULTS AND DISCUSSIONS

1. Test Instrument Data

a. Validity test

Analysis of the validity of the test using Pearson bivariate (Pearson Moment Product Correlation) in this study, by correlating each item score with a total score.

Table 1. The results of the calculation of the validity of all instrument items variable Leadership, Work Discipline, Work Motivation, Employee Performance

Code problem	r Count	r Table	Description
KEPM_1	.720**	0.2404	Valid
KEPM_2	.857**	0.2404	Valid
KEPM_3	.678**	0.2404	Valid
KEPM_4	.541**	0.2404	Valid
KEPM_5	.570**	0.2404	Valid
KEPM_6	.545**	0.2404	Valid
KEPM_7	.824**	0.2404	Valid
KEPM_8	.783**	0.2404	Valid
KEPM_9	.797**	0.2404	Valid
DK_1	.773**	0.2404	Valid
DK_2	.825**	0.2404	Valid

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KEPM_1	.720**	0.2404	Valid
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KEPM_4	.541**	0.2404	Valid
KEPM_5	.570**	0.2404	Valid
KEPM_6	.545**	0.2404	Valid
KEPM_7	.824**	0.2404	Valid
KEPM_8	.783**	0.2404	Valid
KEPM_9	.797**	0.2404	Valid
DK_1	.773**	0.2404	Valid
DK_2	.825**	0.2404	Valid
DK_3	.809**	0.2404	Valid
DK_4	.839**	0.2404	Valid
DK_5	.809**	0.2404	Valid
DK_6	.773**	0.2404	Valid
DK_7	.839**	0.2404	Valid
DK_8	.809**	0.2404	Valid
DK_9	.401**	0.2404	Valid
DK_10	.458**	0.2404	Valid
MTV_1	.583**	0.2404	Valid
MTV_2	.633**	0.2404	Valid
MTV_3	.765**	0.2404	Valid
MTV_4	.784**	0.2404	Valid
MTV_5	.529**	0.2404	Valid
MTV_6	.380**	0.2404	Valid
MTV_7	.531**	0.2404	Valid
MTV_8	.814**	0.2404	Valid
MTV_9	.692**	0.2404	Valid
MTV_10	.764**	0.2404	Valid
KINP_1	.655**	0.2404	Valid
KINP_2	.796**	0.2404	Valid
KINP_3	.796**	0.2404	Valid
KINP_4	.768**	0.2404	Valid
KINP_5	.817**	0.2404	Valid
KINP_6	.433**	0.2404	Valid
KINP_7	.799**	0.2404	Valid
KINP_8	.796**	0.2404	Valid
KINP_9	.796**	0.2404	Valid

Code problem	r Count	r Table	Description
KEPM_1	.720**	0.2404	Valid
KEPM_2	.857**	0.2404	Valid
KEPM_3	.678**	0.2404	Valid
KEPM_4	.541**	0.2404	Valid
KEPM_5	.570**	0.2404	Valid
KEPM_6	.545**	0.2404	Valid
KEPM_7	.824**	0.2404	Valid
KEPM_8	.783**	0.2404	Valid
KEPM_9	.797**	0.2404	Valid
DK_1	.773**	0.2404	Valid
DK_2	.825**	0.2404	Valid
KINP_10	.761**	0.2404	Valid

Table 2. Reliability calculation results

Variable	Reliability	Description	Category
Leadership	0,895	Reliable	High
Work Discipline	0,908	Reliable	High
Work Motivation	0,848	Reliable	High
Employee Performance	0,907	Reliable	High

Based on the table above, the Cronbach Alpha reliability coefficient for the leadership variable X1 is 0.895 for the work discipline variable X2 is 0.908 for the work motivation variable X3 is 0.848 and the employee performance variable Y is 0.907.

2. Classical Assumption Test

a. Data Normality Test

Table 3. the results of the normality test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		68
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.15526194
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.059
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

From the results of the table above, it shows that the results of the normality test on this research variable are said to have residual values that are normally distributed because the

significance value is $0.200 > 0.05$. Thus, the results of the normality test show that the data for the three variables are normally distributed.

b. Multicollinearity Test

The value commonly used to indicate the presence of multicollinearity is the tolerance value > 0.10 or the same as the VIF value < 10 (Ghozali Imam, 2013: 105).

Table 4. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	.115	8.709
	Work Discipline	.116	8.645
	Work Motivation	.289	3.465

From the results of the data in the table above, it is known that each variable has a VIF value < 10 and a tolerance value > 0.10 . This means that there is no multicollinearity problem in the regression model, so this variable meets the requirements of regression analysis.

c. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Model		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		
1	(Constant)	1.505	1.344		1.119	.267
	Leadership	.014	.086	.058	.162	.872
	Work Discipline	-.103	.082	-.445	-1.247	.217
	Work Motivation	.054	.055	.223	.989	.326

a. Dependent Variable: Unstandardized Residual

3. Multiple Linear Regression Analysis

The data used are usually on an interval or ratio scale. Multiple linear regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + E \dots\dots\dots(1)$$

Table 5. Multiple Linear Regression Test Results

Model		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		
1	(Constant)	-3.359	1.370		-2.452	.017
	Leadership	.236	.088	.219	2.679	.009
	Work Discipline	.457	.084	.443	5.448	.000
	Work Motivation	.392	.056	.361	7.015	.000

a. Dependent Variable: Employee Performance

To find out the regression equation can be seen from table 5 above. Based on the table shows the multiple linear regression equation:

$$Y = -3,359 + 0,236x_1 + 0,4572 + 0,392x_3 + \varepsilon$$

The equation states that each addition of X1, X2 and X3 by 1 will increase Y by 0.236 and 0.457 and 0.392, meaning that each increase in Leadership, Work Discipline and Work Motivation by 1, will increase Employee Performance 0.236 and 0.457 and 0.392. Meanwhile, to test the significance (measured from the level of significance), table 4.12 shows the significance of the Leadership variable (X1) of 0.009 which means significant and accepts the hypothesis which states that there is a partial influence of Leadership on Employee Performance at the Food and Agriculture Security Service of Kuningan Regency. The Work Discipline Variable of 0.000 is smaller than 0.05, then the hypothesis is accepted or there is a partial effect of Work Discipline on Employee Performance at the Food and Agriculture Security Service of Kuningan Regency. The work motivation variable is 0.000, which is smaller than 0.05, so the hypothesis is accepted or work motivation partially affects employee performance at the Food and Agriculture Security Service.

4. Hypothesis test

a. t test

Table 6. Hypothesis Testing (t)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.359	1.370		-2.452	.017
	Leadership	.236	.088	.219	2.679	.009
	Work Discipline	.457	.084	.443	5.448	.000
	Work Motivation	.392	.056	.361	7.015	.000

a. Dependent Variable: Employee Performance

There is a partial influence of leadership on employee performance at the Department of Food and Agriculture Security by 87%. There is a partial effect of Work Discipline on the Performance of Food and Agriculture Security Service Employees of 89.6%. There is a partial influence of work motivation on the performance of employees of the Food and Agriculture Security Service of 82.7%. There is a positive and significant influence of leadership, work discipline and capacity simultaneously on the performance of employees of the Food and Agriculture Security Service. The magnitude of the positive influence of Leadership, Work Discipline, Work Motivation on Employee Performance is 95.1% while the remaining 4.9% is influenced by other factors.

b. F test

The Influence of Education Level, Infrastructure, Capacity Building on Agricultural Extension Performance

Furthermore, to determine the joint influence of Leadership (X1) Work Discipline (X2) and Work Motivation (X3) on Employee Performance (Y), tested with the F test, the test results can be seen in the table 7.:

Table 7. F. Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1698.445	3	566.148	414.951	.000 ^b
	Residual	87.320	64	1.364		
	Total	1785.765	67			

a. Dependent Variable: Kinerja_Peg_Y

b. Predictors: (Constant), Motivasi_X3, Disiplin_Kerja_X2, Kepemimpinan_X1

Based on the table of the results of the ANOVA test or F test, Fcount is 414.951 with a significance level of 0.000. This means that the variables of Leadership (X1) Work Discipline (X2) and Work Motivation (X3) have a joint (simultaneous) effect on Employee Performance (Y). The results of the F test have a p-value of 0.000 < 0.05, which means it is significant, while fcount 414.951 > from ttable 2.748 which means it is significant.

5. Coefficient of Determination

Table 8. Coefficient of determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.951	.949	1.168

a. Predictors: (Constant), Leadership, Work Discipline, Work Motivation

From the table above, it can be seen that R Square is 0.951, this means that 95.1% of Employee Performance is influenced by Leadership, Work Discipline, Work Motivation, while the remaining 4.6% is influenced by other factors.

5. CONCLUSION

After processing and analyzing the data obtained from the answers to the questionnaire distributed to the respondents regarding the influence of Leadership, Work Discipline, Work Motivation on Employee Performance and obtained the following picture:

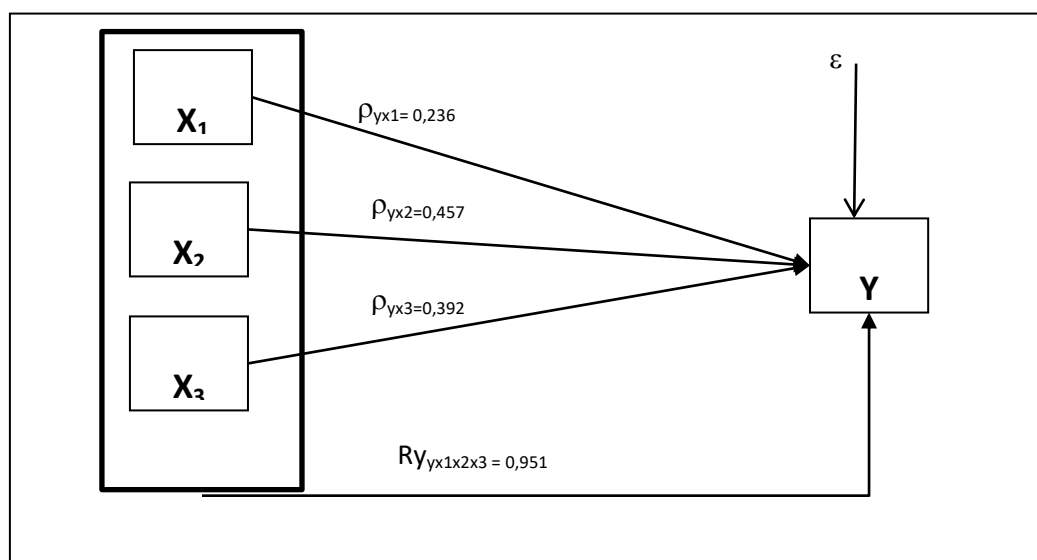


Figure 2. Diagram of the Effect of Research Variables

Annotation:

X₁ = Leadership

X₂ = Work Discipline

X₃ = Work Motivation

Y = Employee Performance

Researchers submit suggestions in the hope that they can be used as input for the object of research as an improvement step to improve performance.

1. For the Department of Food Security and Agriculture of Kuningan Regency:

The leadership of the Food and Agriculture Security Service of Kuningan Regency should develop subordinates to work more professionally with continuous direction and involve employees in training education in accordance with their field of work. The employee organization must give strict sanctions to employees who violate the disciplinary rules. Leaders should continue to motivate employees to always be enthusiastic at work. Leaders should put more effort in improving employee performance

2. For Employees of the Food and Agriculture Security Service: Employees must continue to develop performance by adding knowledge that can support the lever field. Employees should obey the disciplinary rules that apply in the organization wholeheartedly. Employees should remain enthusiastic in dealing with the various tasks assigned..

LIMITATION AND STUDY FORWARD

Researh variable just Leadership, Work Discipline And Work Motivation On Employee Performance, need the development of other variables that support.

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