Employee Performance Role: Discipline And Leadership

Salman farisi[1], Muhammad Arif[2]

Email: salmanfarisi@umsu.ac.id , muhammadarif@umsu.ac.id
Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah

ABSTRACT

The purpose of this study is to identify and analyze the influence of leadership on employee performance, identify and analyze the effect of discipline on employee performance, and leadership and discipline on employee performance at the DPRD Secretariat, identify and analyze its impact. North Sumatra. The approach used in this study is an associative approach. The population of this study consisted of 132 employees of the DPRD Secretariat of North Sumatra, and 57 samples used in this study were taken from all Slovenian recipes. The data collection method in this study used a questionnaire. The data analysis technique in this study used the classical hypothesis test, multiple regression, t test, F test, and the coefficient of determination. Data processing for this study was carried out using the SPSS program (version 2.00). Partial leadership is known to have a positive and significant effect on the performance of the North Sumatra DPRD Secretariat staff. This discipline is known to have a positive and significant impact on the performance of the North Sumatra DPRD Secretariat staff. Meanwhile, leadership and discipline are known to have a significant positive effect on the performance of the North Sumatra DPRD Secretariat staff.

Keywords : **Leadership, Discipline and Employee Performance**

INTRODUCTION

Human resources are one of the supporting elements of the organization, it can be interpreted as humans who work within an organization, as a driver in achieving its goals. Humans who have competencies that are assets and function as non-material vital capital in the organization. There are two reasons why human resources are referred to as the most vital element for organizations, namely first, human resources affect the efficiency and effectiveness of the organization, design and produce goods and services, monitor quality, market products, allocate financial resources and determine all goals and objectives. organizational strategy. Second, human resources are organizational expenses in running a business, Human resources both in leadership and member positions are important factors in every organization or agency, both government and private, especially to achieve organizational goals. Because the success or failure of an organization or agency is influenced by the human factor as the executor of the work.

An organization is a container or exactly two or more people who have a bond of cooperation in order to realize a common goal. People in an organization have an ongoing relationship. This sense of connection, it does not mean a lifetime membership. On the other hand, organizations face constant changes in their membership, even though when they become members, people in the organization participate regularly (Ismainar, 2018, p. 2). With direct and regular participation, it results in the implementation of work, namely performance in order to achieve organizational or agency goals. Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency associated with the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy (Rismawati and Mattalata, 2018, p. 2) .Good employee performance is very important for companies in achieving company goals. If employee performance decreases, it will cause the company to be slow in achieving

its goals. Therefore, employee performance needs to be considered in an effort to achieve maximum goals. The success of employee performance in achieving maximum goals also requires leadership and work discipline from employees.

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Mustafa and Maryadi, 2007). 2017, p. 46). Leadership is the central point and policy makers of the activities to be carried out in the organization. Even today it can be said that the progress achieved and the setback experienced by the agency is largely determined by the role of its leader. Leadership in organizations/companies is very important because good and effective leadership is able to build, encourage and promote a strong corporate culture and ultimately achieve success. In addition to leadership discipline is also a factor supporting the performance of employees in an agency or organization. Work discipline is an order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the union and known by the Department of Manpower and so on, the people who are members of the organization comply with the existing rules with pleasure. the heart so that it is formed through a process of a series of behaviors that show the values of obedience, obedience, order and order (Afandi, 2011, p. 1).

Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities, while willingness is an attitude, behavior and actions of a person in accordance with company regulations, both written and unwritten. Discipline is a condition or attitude of respect that exists in employees towards company rules and regulations (Sutrisno, 2009, p. 97).

LITERATURE REVIEW
Performance

In carrying out their work activities, employees produce something called performance. Performance is the result of an employee's work during a certain period compared to various possibilities, for example, standards, targets/targets or criteria that have been determined in advance and mutually agreed upon. Performance is the result of work that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law in accordance with norms and ethics. According to Rismawati and Mattalata (2018, p.2) Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency associated with the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy. .

According to Kaswan (2012, p.187) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon. Meanwhile, according to Soeprihanto in (Fahmi et al., 2014, p. 179) work performance is the result of an employee's work over a certain period of time, for example standards, targets, targets or criteria that have been determined in advance and mutually agreed upon. According to Fattah (2017, p.8) performance or work performance comes from the English word (performance) is the desired result of behavior. The point is that performance is the result of performance in carrying

out a job. Bernadin, Kane and Johnson in (Akdon, 2011, p. 166) define performance as the outcome of the organization's hard work in realizing the strategic goals set by the organization, customer satisfaction and its contribution to the economic development of the community.

Leadership

Leadership is one of the dimensions of competence that will determine the performance or success of the organization. The essence of leadership is a way to influence others to be effective. Leadership is an art, because the approach of each person in leading people is different depending on the characteristics of the leader, the characteristics of the task and the character of the person he leads. According to Wijono (2018, p. 4) leadership is an effort from a leader to be able to realize individual goals or organizational goals. Therefore, leaders are expected to be able to influence, support, and provide motivation so that their followers want to carry out enthusiastically in achieving the desired goals of individuals and organizations.

According to Mustafa and Maryadi (2017, p. 46) leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining achievement defined organizational goals.Meanwhile, according to Martoyo (In Mujiati et al., 2009 p. 180) leadership is the overall activity in order to influence people to want to work together to achieve a goal that is desired together. According to Sutrisno (2009, p.213) defines leadership is a process of one's activities to move others, to do something in order to achieve the expected results.Based on the understanding of leadership from some of the experts above, it can be concluded that leadership is a person's ability to be able to influence others with certain characteristics to be able to work in accordance with the expected goals and desires.

Discipline

Discipline is the sixth operative function of human resource management. Discipline is the most important HRM operative function, because the better the employee discipline, the higher the work performance achieved. Without discipline and good employees it is difficult for companies to achieve optimal results. According to Agustini (2010, p.70) work discipline is an attitude and behavior that intends to obey all organizational regulations based on self-awareness to adjust to organizational regulations.According to Prijodarminto in Agustini (2010, p.70) discipline is defined as 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. Such attitudes and behaviors are created through the process of family guidance, education and experience or introduction from the environment. Discipline will make a person able to distinguish what things should be done and what should not be done.

According to Hasibuan (in Agustini, 2010, p.72) work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. This will encourage work enthusiasm, work spirit and the realization of organizational goals. Good employee discipline will accelerate the company's goals, while low discipline will become a barrier and slow down the achievement of company goals. From the explanation above, it can be concluded that discipline is a person's willingness and willingness to obey and obey the rules and norms that apply around him. According to Siagian (2015, p. 305) there are two types of discipline in the organization, namely

preventive discipline and corrective discipline. Preventive discipline is an action that encourages employees to comply with various applicable regulations and meet the standards set by the company.

METHODS

The approach used in this study is an associative approach. The sampling technique is probability sampling using proportionate stratified random sampling. The data collection techniques used in this study were: Questionnaire / questionnaire. The population in this study were the employees of the Secretariat Office of the DPRD of North Sumatra Province totaling 132 people and the sample used in this study was 57 people obtained from the sum of the slovin formulas. Data collection techniques in this study used a questionnaire. The data analysis technique in this study uses the Classical Multiple Regression Assumption Test, the t-test and F-test, and the Coefficient of Determination.

RESULTS AND DISCUSSION
Research result

Classical assumption test simply aims to identify whether the regression model is a good model or not. Classical assumption test consists of Normality Test, Multicollinearity Test and Heteroscedasticity Test. The normality test of the data is carried out to see whether in the regression model, the dependent and independent variables have a normal distribution or not. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the standard of normality, if the data spreads away from the diagonal and does not follow the direction of the diagonal line. diagonal line, the regression model does not meet the assumption of normality.

Figure 4
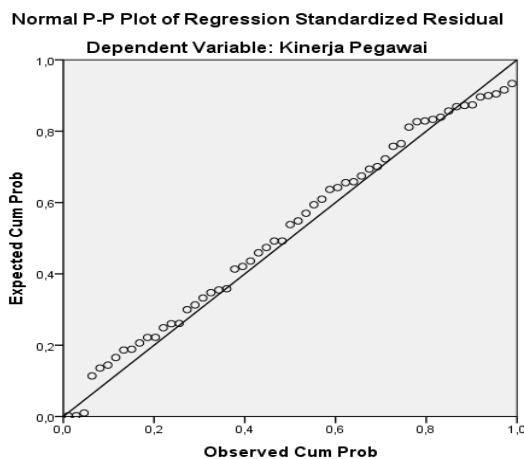**Normality Test Results**

Based on Figure 2 above, it can be seen that the data spreads along a diagonal line, meaning that the data between the dependent variable and the independent variable has a normal relationship or distribution or meets the normality assumption test.

The multicollinearity test was used to determine whether the regression model found a high correlation between the independent variables.

Table 1. Multicollinearity Test Results

Coefficientsa			
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Leadership	,567	1,762
	Discipline	,567	1,762
a. Dependent Variable: Employee Performance			

Based on table 1 above, it can be seen that the Variance Inflation Factor (VIF) value for the leadership variable (X1) is 1.762 and the discipline variable (X2) is also 1.762. Each independent variable has a value less than 10. Likewise, the Tolerence value on the leadership variable (X1) is 0.567 and the discipline variable (X2) is also 0.567. From each variable the tolerance value is greater than 0.01 so it can be concluded that there is no symptom of multicollinearity between the independent variables which is indicated by the tolerance value of each independent variable is greater than 0.01 and the VIF value is less than 10.

Heteroscedasticity test

Heteroscedasticity test was conducted to determine whether in the regression model there was an inequality of variance from the residuals of one observation to another observation. To find out whether or not heteroscedasticity occurs in the regression model of this study, the analysis is carried out using informal methods.
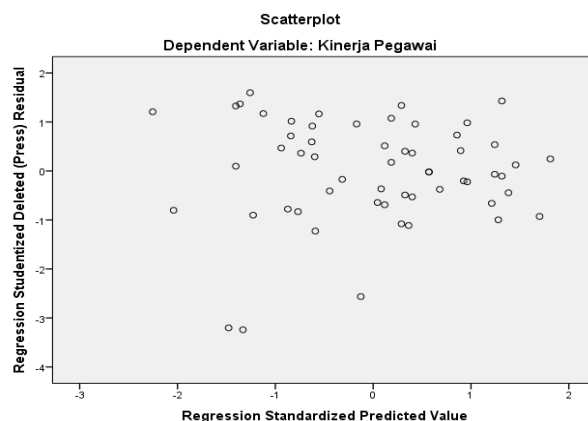

Figure 5
Heteroscedasticity Test Results

From Figure 3 above, it can be seen that the residual distribution is irregular and does not form a pattern. This can be seen in the points or plots that spread. The conclusion that can be drawn is that there is no heteroscedasticity.

Multiple Linear Regression
Multiple linear regression model is useful for knowing the effect of each dependent variable on the independent variable.

Table 2. Multiple Linear Regression Test Results

Coefficientsa					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	7,958	3,668		2,170	,033
Leadership	,390	,098	,404	3.978	,000
Discipline	,398	,124	,327	3,217	,002
a. Dependent Variable: Employee Performance					

Source: Research Results (2019)

Table 2 shows the multiple linear regression equation model in this study, namely: Y = 7.958 + 0.390 + 0.398 based on this equation can be described as follows: The constant of 7.958 indicates that if the value of the independent variable is considered constant then the performance of employees at the North Sumatra Provincial DPRD Secretariat Office will increase of 7,958. X_1 of 0.390 with a positive influence direction indicates that if leadership increases it will be followed by an increase in employee performance of 0.390 with the assumption that other independent variables are considered constant.. X_2 of 0.398 with a positive influence direction indicates that if discipline increases, it will be followed by an increase in employee performance of 0.398 with the assumption that other independent variables are considered constant.

Hypothesis test
Statistical t test or Partial test
The t-test was used to test the significance of the effect of the independent variable on the dependent variable. In this study, partial hypothesis testing was carried out on each independent variable as shown in the following table:

Table 3. T-Test Results (Partial Test)

Coefficientsa					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	7,958	3,668		2,170	,033
Leadership	,390	,098	,404	3.978	,000
Discipline	,398	,124	,327	3,217	,002
a. Dependent Variable: Employee Performance					

Source: Research Results (2019)

Based on the picture above, the t-count for the leadership variable is 3.978 for a 5% error in the 2-party test and dk = n-2 (57-2=55), the t-table is 2.004. If t count > t table then there is an effect between X1 and Y, and vice versa if t count < t table then there is no effect between X1

and Y, in this case t count 3,978 > t table 2,004. This means that there is a positive influence between leadership and employee performance at the DPRD Secretariat Office of North Sumatra Province. Furthermore, it can be seen that the sig value is 0.000 while the significant level taraf previously set was 0.05, then the sig value 0.000 <0.05, so that H0 is This rejection means that there is a significant positive influence between leadership and employee performance at the North Sumatra Provincial DPRD Secretariat Office.

Then the t-count for the discipline variable is 3.217 for a 5% error in the 2-party test and dk = n-2 (57-2=55), the t-table is 2.004. If t count > t table then there is an effect between X2 and Y, and vice versa if t count < t table then there is no effect between X2 and Y, in this case t count 3,217 > t table 2,004. This means that there is a positive influence between discipline and employee performance at the Secretariat Office of the DPRD of North Sumatra Province. Furthermore, it can be seen that the sig value is 0.002 while the significant level previously set was 0.05, then the sig value is 0.002 <0.05, so that H0 is This rejection means that there is a significant positive effect between discipline and employee performance at the North Sumatra Provincial DPRD Secretariat Office.

Simultaneous Significant Test (F Test)

F Uji test basically used to show whether the independent variables together have an effect on the dependent variable. The results of the F test can be seen from the following table:

Table 4. F Test Results (Simultaneous Test)

	Model	Sum of Squares	df	Mean Square	F	Sig.
			ANOVAa			
1	Regression	1128,533	2	564,266	37,897	,000b
	Residual	1414,498	95	14,889		
	Total	2543,031	97			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Discipline, Leadership						

Source: Research Results (2019)

Based on table 4 above obtained F arithmetic for leadership and discipline variables of 37.897 for 5% error in the 2-party test and dk = nk-1 (57-2-1=54), F table 3.17 is obtained. If F count > F table, then the influence between leadership and discipline on employee performance is obtained, in this case F count 37.897 > F table 3.17. This means that there is a positive influence betweenleadership and discipline employee performance at the North Sumatra Provincial DPRD Secretariat Office.Furthermore, it is also seen that the sig value is 0.000 while the previously determined significant level is 0.05, then the sig value is 0.000 <0.05, so that H0 is rejected, this means that there is a significant positive effect betweenleadership and discipline employee performance at the North Sumatra Provincial DPRD Secretariat Office.

Coefficient of Determination (R-Square)

After looking for the F test, then look at the value of the coefficient of determination. The R-square of the coefficient of determination is used to see how the variation in the value of the

dependent variable is affected by the variation in the value of the independent variable. The following is a table to determine the R-square value in this study:

Table 5 Results of the Coefficient of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,666a	,444	,432	3.85869
a. Predictors: (Constant), Discipline, Leadership				
b. Dependent Variable: Employee Performance				

Source: Research Results (2019)

From the table above, it can be seen that the R value is 0.666 or 66.6%, which means that the close relationship between employee performance and the independent variables, namely leadership and discipline, is moderate. The R-Square value in this study is 0.444, which means 44.4% of the variation in performance is explained by the independent variables, namely leadership and discipline. While the remaining 56.6% is explained by other variables not examined in this study.

Discussion

The analysis of the findings of this study is an analysis of the suitability of theories, opinions, and previous studies that have been put forward by the results of previous studies and behavioral patterns that must be carried out to overcome this. The following are three (3) main sections that will be discussed in the analysis of the findings of this study, as follows:

The Effect of Leadership on Employee Performance Kinerja

Based on the results of the research above, there is a relationship between leadership and employee performance at the DPRD Secretariat Office of North Sumatra Province. obtained tcount 3.978> ttable 2.004 and has a significant number of 0.000 <0.05 meaning H0 is rejected and Ha is accepted which indicates that partially there is a significant positive influence between leadership on employee performance at the Secretariat Office of the DPRD Province of North Sumatra. Leadership is a very important factor in influencing employee performance because leadership is the main activity by which organizational goals can be achieved. In general, leadership is defined as a process of influencing the activities of individuals or groups to achieve goals in certain situations. Leadership that can be accepted by subordinates, makes employees not bored in carrying out their work so that employees can work more efficiently and accelerate the achievement of company goals

Performance is the result of a person's work during a certain period compared to various possibilities and targets, targets with predetermined conditions and criteria, leadership that can be accepted by subordinates is unsaturated so that employees will quickly complete their work with no disturbances that hinder their activities. company and will be able to produce maximum output in terms of quantity and quality. This will improve employee performance. Likewise, at the North Sumatra Provincial DPRD Secretariat Office, good leadership is expected to influence,

support, and motivate followers to carry out it enthusiastically in achieving the goals desired by individuals and organizations.

The results of this study are in line with the results of research conducted by (Arianty, 2016), (Sami'an & Aprilian, 2013) and (Isvandiari, 2018) which concluded that leadership has a positive and significant effect on employee performance.

The Effect of Discipline on Employee Performance

Based on the results of the research above, there is a relationship between discipline and employee performance at the DPRD Secretariat Office of North Sumatra Province. obtained tcount 3.217 > ttable 2.004 and has a significant number of 0.002 <0.05 meaning H0 is rejected and Ha is accepted which indicates that partially there is a significant positive effect between discipline on employee performance at the Secretariat Office of the DPRD Province of North Sumatra. One way to keep employees working productively is by providing a comfortable and conducive discipline. A comfortable and conducive discipline cannot be separated from the factors of room coloring, office cleanliness, air exchange, lighting, security and noise in the work area so it should be considered, prepared and planned carefully because these things greatly affect the physical and psychological conditions of employees, as well as The relationship between employees deserves attention, every employee must foster a harmonious relationship both with fellow employees and with their superiors, be able to communicate in a work team and be friendly. If the organization is able to provide this, of course, the employees will be enthusiastic about working. The results of this study are in line with the results of research conducted by (Elizar & Tanjung, 2018), (Happy, 2013) and (Wijaya, 2017) which concluded that discipline has a positive and significant effect on employee performance.

The Influence of Leadership and Discipline on Employee Performance

Based on the research results obtained regarding the influence of leadership and discipline on employee performance at the Secretariat Office of the DPRD Province of North Sumatra. From the ANOVA (Analysis Of Variance) test in the table above, Fcount is 37,897 while Ftable is known to be 3.17. Based on these results, it can be seen that the significant level is 0.000 <0.05 so that H0 is rejected and Ha is accepted. So it can be concluded that the leadership and discipline variables have a positive and significant effect on employee performance at the North Sumatra Provincial DPRD Secretariat Office. The results of this study are in line with research conducted by (Andari, 2016), (Ferdiansyah, 2018) and (Safitri, 2016) concluding that "leadership and discipline have a significant effect on performance.". Thus leadership and discipline are the main capital in an organization to achieve success and success in achieving company goals because the existing human resources desired by an organization are quality resources and quantity resources that will achieve optimal performance levels.

CONCLUSIONS AND SUGGESTIONS
Conclusion

1. Leadership has a significant influence in the process of creating better employee performance. This has been tested and shows that employee performance can be improved with responsible, charismatic leadership and care for the welfare of employees which will

affect the morale and passion of employees because they feel valued and cared for. Thus partially it is known that leadership has a positive and significant effect on the performance of employees at the North Sumatra Provincial DPRD Secretariat Office.

2. Discipline has a significant influence in creating good performance from employees. This has been tested and shows that with a supportive discipline and a family/harmonious atmosphere among employees, employees will be moreoptimally in achieving organizational and management goals. Thus, it is partially known that discipline has a positive and significant effect on employee performance at the Secretariat Office of the DPRD of North Sumatra Province.

3. Simultaneously, it is known that leadership and discipline together have a positive and significant influence on employee performance at the Secretariat Office of the DPRD of North Sumatra Province. This has been tested and the results show that leadership has a greater influence than discipline on employees at the North Sumatra Provincial DPRD Secretariat Office.

Suggestion

1. The leadership of the North Sumatra Provincial DPRD Secretariat Office should be able to continue to pay attention to all work activities carried out by its employees so that employees feel cared for and appreciated so that employees become willing and have a high attachment to the company. In the form of conducting family gatherings so that employees can be more familiar with outbound activities so that employees have better enthusiasm and work skills so that they can serve the various needs of the people's representatives of the North Sumatra DRRD secretariat. In order to achieve the company's goals, this is because in this study, which was held at the office of the Secretary of the DPRD of North Sumatra Province, leadership had a greater influence in improving employee performance.

2. The leadership of the North Sumatra Provincial DPRD Secretariat Office should be able to maintain and if necessary improve non-physical discipline by carrying out trainings for employees so that they can improve their performance abilities and conduct employee associations at the North Sumatra DPRD secretariat. Which makes recitation activities for Muslims or services for Christianity and family gatherings once a month so that the working atmosphere of employees is more intimate.

3. Optimal employee performance that has not been produced after the implementation of good discipline and the presence of a responsible leader should be evaluated as to what causes the employee's performance to be less than optimal.

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