

Investigating the Factors Influencing Employee Performance

Deddy Novie Citra Arta¹, Syamsu Rijal², Harun Samsudin³, I Nyoman Tri Sutaguna⁴
Politeknik Penerbangan Jayapura¹, Universitas Negeri Makassar², STIE Serelo Lahat³
, Universitas Udayana⁴

E-mail:deddy.novie@gmail.com¹; syamsurijalasnur@unm.ac.id²; harunsamsudin@yahoo.co.id³;
trisutaguna@unud.ac.id⁴

Abstract

This study aims to analyze the influence of Leadership Style, Motivation and Work Discipline on the Performance of Government Apparatuses in Cicendo District, Bandung City. This study involved 63 Cicendo District government officials, Bandung City, and all of them became respondents using a multiple linear regression analysis model. The results of this study indicate that Leadership Style, Motivation and Work Discipline simultaneously have a positive and significant influence on the performance of Cicendo District Government Apparatuses, Bandung City. While partially it was found that the leadership style factor had the most dominant significant influence on the performance of the Cicendo District Government Apparatus, Bandung City.

Keywords: Leadership Style, Motivation, Work Discipline, Performance

1. INTRODUCTION

In organizational life, the human factor is the main problem that exists in every activity in it (Muis et al., 2018). The organization is a consciously coordinated social unit with reactive boundaries so that it can be identified, working continuously to achieve goals (Yatipai & Kaparang, 2015). All actions taken in each activity are initiated and determined by humans who are members of an institution.

An organization can run effectively if management functions such as planning, organizing, motivation, discipline and supervision function properly, and the supporting elements are available and meet the requirements (Batjalery, 2019). One of the most important elements that can support the running of government is human resources (employees). Performance is a result of work that is achieved by someone in carrying out the tasks assigned to him which is based on skills, experience, ability and time. Hasibuan (2001:95). Performance achievements can show how much the contribution of employees to the company is in achieving predetermined work standards. Because if employees cannot overcome this, it can have an impact on decreasing morale (Marjaya & Pasaribu, 2019).

Improving employee performance will bring progress for the institution to be able to survive in an unstable competitive sub-district environment. Therefore efforts to improve employee performance are the most serious management challenges because success in achieving goals and the survival of an institution depends on the quality of the performance of the human resources in it. High employee performance is expected by the government of the Cicendo sub-district. The more employees who have high performance, the overall employee productivity will increase so that they will be able to survive and be required to be able to complete their duties and responsibilities effectively and efficiently. The success of employees can be measured through the satisfaction of the community.

One of the factors that can improve employee performance is motivation (Yatipai & Kaparang, 2015). Motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals (Rivai, 2005:455). An employee will be motivated to work if the employee is in a pleasant work environment and gets fair treatment

from superiors by not discriminating between male and female employees. To be able to create maximum employee performance, in an institution it is necessary to have a line of leadership whose main task is to manage and lead the institution concerned. The condition of the institution being led will affect the behavior of its leaders, but the behavior of the leader also greatly influences the condition of the organization.

Discipline, especially from an organizational perspective, can be formulated as the obedience of every member of the organization to all the rules that apply within the organization, which is manifested through good attitudes, behaviors and actions so as to create order, harmony, no disputes, and other good conditions. (Sutanjar and Saryono, 2019). Discipline is the key to the success of an organization in achieving its goals. With good discipline, it means that employees are aware and willing to carry out all their duties effectively and efficiently so that employees can achieve high work performance.

Government performance is reflected by the performance of its apparatus. Performance is a concrete work result that can be observed and measured (Muis et al., 2018). To achieve success, it takes the role of both the company and the employees themselves. There are negative factors that can reduce employee performance, including decreased employee desire to achieve work performance, lack of punctuality in completing work so that they do not comply with regulations, influences from the environment, co-workers who are also discouraged and there is no example to be used as a reference in achieving good work performance (Siahaan & Bahri, 2019). All of that is a cause decreased performance of government officials in work. Factors that can be used to improve performance include leadership style, motivation and work discipline. Based on research (Wibowo & Saputra, 2017), researchers found there was a lack of compliance with regulations, provisions of government institutions that were burdensome to their apparatus, in addition to low leadership style and motivation. Then the thought arises how all of these factors are mutually sustainable so as to affect the performance of the apparatus.

Referring to the conditions above, it is important for the Cicendo sub-district government of Bandung City to be able to manage its human resources through good management by giving employees opportunities to progress so that employees will get their own satisfaction at work. This can be used as a reference in leadership styles, work motivation and employee discipline so that they can work diligently to improve employee performance in order to achieve the goals of the Cicendo sub-district government, Bandung City and maintain their existence. Motivation is also very dominant in determining employee performance. Like the theory put forward by Abraham H. Maslow that humans have five needs, namely: (1) physiological needs, such as clothing, food, shelter, (2) security needs such as mental and psychological safety, intellectuality, (3) social needs,

Motivation and work discipline as well as the performance of civil servants in the Cicendo sub-district government, Bandung City are influenced by sociological factors and psychological factors. Sociological factors regarding social relations, namely between civil servants in their organizations and within the employee's environment. The stimulus for motivation given by the Cicendo sub-district government in Bandung City is to provide allowances, the amount of which depends on the level and class of employees, this allowance is called TKT (Additional Activity Allowance). In addition to TKT, the motivation given is the possibility of promotion to a higher position, of course, if deemed worthy of such promotion. While the discipline applied in the Cicendo sub-district government of Bandung City is, more stringent entering and leaving work, no more entrust absenteeism to friends. Employees as ordinary people in carrying out their work activities, need motivation in the form of appreciation for the work that has been done. The form of reward motivation in question is the expression of pleasure over work recognition given to employees according to status or position that can foster self-respect and embodiment of reputation for work achievements achieved. Motivation in the form of awards from research results has a positive and significant influence on performance (Elizar & Tanjung, 2018). For example, employees are motivated to achieve when their work is recognized, praised or appreciated, so employees usually show high-achieving work results by always receiving work input, willing to always process work activities and diligently complete their work outputs. The form of self-actualization motivation

shown by employees based on research results has a positive and significant influence on employee performance (Hamid & Kurniawaty, 2020). For example, employees are motivated to work initiatively, make decisions to be independent, creatively complete work and have work professionalism in realizing the desired performance. The description above is an explanation of employee motivation based on the description per indicator which shows that employee motivation is always a necessity in carrying out work activities for achievement. The form of this motivation is in the form of motivation for psychological needs, a sense of security, social, appreciation and self-actualization which has a positive and significant effect on performance according to the input, process and output of work carried out in daily life dealing with the dynamics of work of employees in the Cicendo sub-district government, Bandung City. From the description that has been presented, it is therefore important to conduct this research to test and prove empirically the influence of leadership style, motivation and work discipline on the performance of government apparatus in Cicendo District, Bandung City.

2. LITERATURE REVIEW

1) Human Resource Management

Human resource management (HRM) is a field of general management which includes aspects of planning, organizing, implementing and controlling (Nurhanan et al., 2021). This process is contained in the functions/fields of production, marketing, finance, and staffing. Because human resources (HR) are considered to have an increasingly important role in achieving company goals, various experiences and research results in the field of HR are systematically collected in what is called human resource management. The term "management" has the meaning as a collection of knowledge about how to manage (manage) human resources.

In an effort to achieve company goals, the problems faced by management are not only found in raw materials, work tools, production machines, money and the work environment, but also involve employees (human resources) who manage these other production factors. . However, keep in mind that human resources themselves as a factor of production, like other factors of production, are inputs that are processed by the company and produce output. New employees who do not yet have skills and expertise are trained, so that they become skilled and expert employees. Simamora (2000: 4) argues that human resource management is the utilization, development, assessment, remuneration, and management of individual members of an organization or group of employees.

2) Performance

Performance is the result of carrying out a job, both physical/material and non-physical/non-material in carrying out their duties based on the job description, the results need to be assessed after a certain grace period (Elizar & Tanjung, 2018). According to Hasibuan (2001) performance is a result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Hasibuan also explained that performance is a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of explanation delegation of tasks, as well as the role and level of motivation of a worker. The higher these three factors, the greater the performance of the employee concerned.

3) Employee Performance Assessment

The achievement of organizational goals is carried out by all members by carrying out predetermined tasks based on workload and volume managed by a management. In carrying out their duties, each member who functions as a subordinate needs to be assessed for the results after a certain grace period through a program (Sono, 2020). This program/business series can be regarded as an assessment of employee performance. Meanwhile (Sylvester Simanjuntak et al., 2015) states that performance appraisal is a record of the results obtained from certain job functions or certain activities over a certain period of time.

4) Leadership Style

Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person needs to think about his leadership style. Leadership style is how a leader carries out his leadership function and how he is seen by those who are trying to lead him or those who may be observing from the outside (Nisa, 2018). Leadership style is also a behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which is often applied by a leader when he tries to influence the performance of his subordinates (Siagian & Khair, 2018). Based on the definition of leadership style above, it can be concluded that leadership is a person's ability to direct,

5) Work motivation

Human behavior is actually just a reflection of their basic motivation at its simplest. For human behavior to conform to organizational goals, there must be a combination of motivations for fulfilling their own needs and those of the organization's demands. Human behavior arises or begins with motivation. According to Robbins (2007: 63) motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals. The notion of motivation also comes from Marihot Tua EH (2002:41), namely the factors that direct and encourage a person's behavior or desire to carry out an activity expressed in the form of hard or weak effort. Another definition of motivation is put forward by Sopiah (2008: 44) by definition as a condition in which a person's efforts and willpower are directed towards achieving certain results or goals. The results in question can be in the form of productivity, attendance or other creative work behavior. Based on some of the definitions of motivation above, it can be concluded that motivation arises from oneself to achieve a certain goal and can also be caused by encouragement from others. But motivation the best is from oneself because it is done without coercion and every individual has motivation.

6) Work Discipline

Notoatmodjo (2002: 134) defines discipline as the attitude and behavior shown by every worker or employee in complying with the provisions and rules that have been set to achieve organizational goals. This understanding implies that every employee must have discipline as a form of attitude and behavior as a worker. Disciplined employees are required to be able to comply with the terms and rules set by each organization. These provisions and regulations for civil servants have been adjusted in Law No. 30 of 1980 concerning the discipline of civil servants.

7) Motivation Theory

Several motivational theories that are known and can be applied in organizations are described as follows:

a) Herzberg's Two Factor Theory

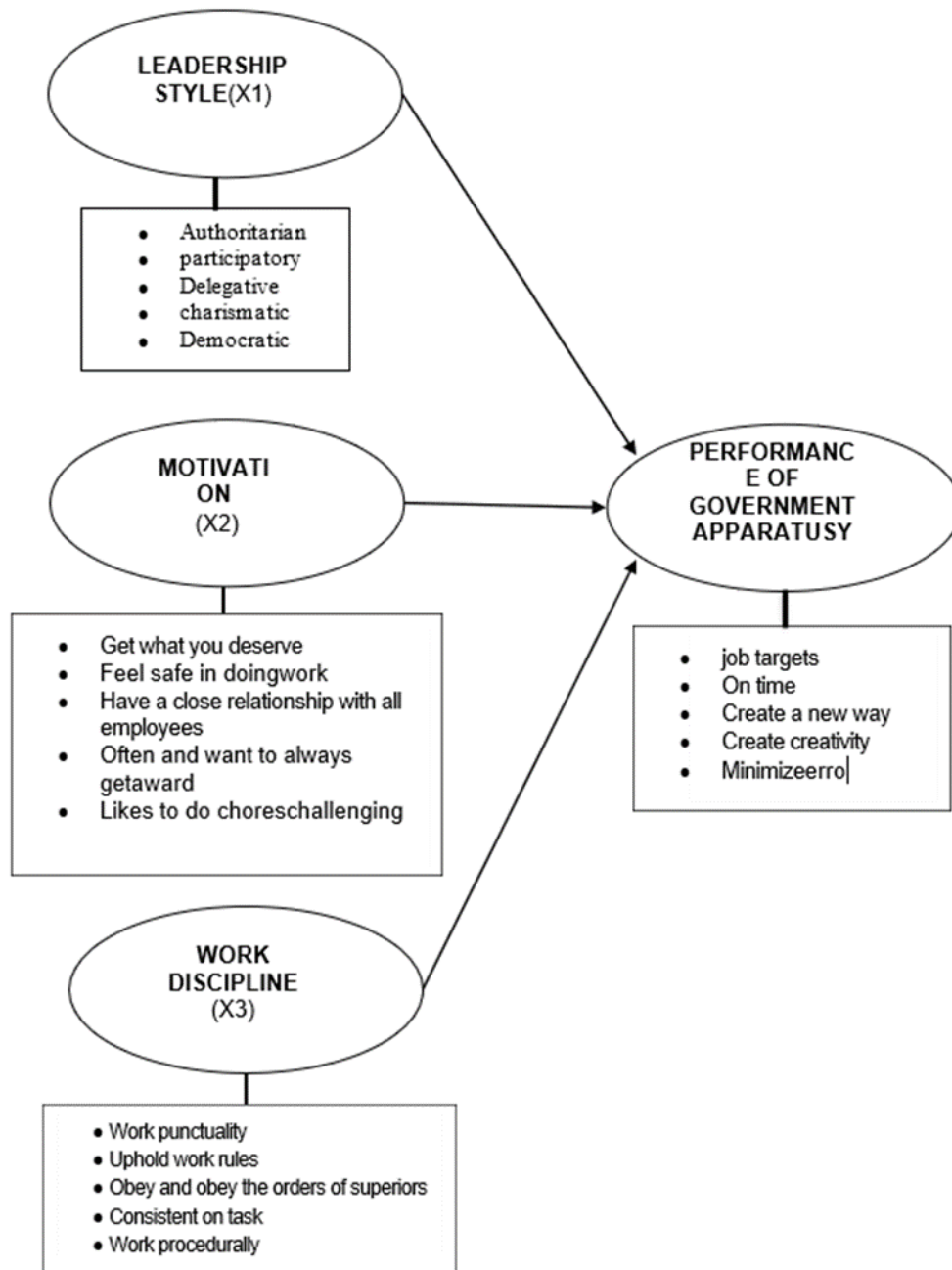
This theory is based on interviews that have been conducted by Herzberg. Research conducted by interviewing a number of people. Herzberg arrived at a belief that the two groups of factors that influence behavior are Hygiene Factors and Satisfier Factors.

b) Maslow's Motivational Needs Theory

Maslow stated that humans are motivated to satisfy a number of needs inherent in every human being which tend to be innate (Marihot Tua EH, 2002:44). Maslow's hypothesis says that the five levels of needs that reside in humans consist of physiological needs, safety needs, social needs, esteem needs and self-actualization needs.

Based on the explanation that has been presented, the proposed conceptual framework is shown in Figure 1:

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I

Image 1. conceptual framework

8) HYPOTHESIS

In relation to the problems that have been stated previously, a hypothesis can be presented as a temporary answer or allegation of the main problem that has been stated, namely as follows:

H1:The leadership style factor has a positive and significant effect on the performance of the Cicendo District Government Apparatus, Bandung City.

H2:The motivational factor has a positive and significant effect on the performance of the Cicendo District Government Apparatus, Bandung City.

H3:The work discipline factor has a positive and significant effect on the work performance of Cicendo District Government Officials, Bandung City.

H4:The leadership style factor is the variable that has the most dominant influence on the performance of the Cicendo District Government Apparatus, Bandung City.

3. RESEARCH METHODOLOGY

The population in this study are parties related to the performance of government officials in Cicendo District, Bandung City, totaling 63 people. Sampling used in this study is the census method, which is a sampling technique where all respondents have the same opportunity to be sampled. The types of data used in the preparation of this thesis are qualitative data and quantitative data. Qualitative data is data in the form of words, not in the form of numbers while quantitative data is data in the form of numbers or numbers. The sources of data obtained can be divided or grouped into two types, namely primary data and secondary data. Primary data is data obtained by conducting direct observations and interviews with the Cicendo District Government while secondary data is data obtained by collecting documents or office archives and other information related to the problems of the Cicendo District Government Apparatus. The method of data analysis in this study is to use the help of a computer program, namely the SPSS (Statistical Product and Service Solutions) program. The following is a variable operational data table: The method of data analysis in this study is to use the help of a computer program, namely the SPSS (Statistical Product and Service Solutions) program. The following is a variable operational data table: The method of data analysis in this study is to use the help of a computer program, namely the SPSS (Statistical Product and Service Solutions) program. The following is a variable operational data table:

Table 1.Operational Variables

Variable	Code	Items / Indicators	Reference
Leadership Style	• GK 1	• Authoritarian	(Nisa, 2018)
	• GK 2	• participatory	
	• GK 3	• Delegative	
	• GK 4	• charismatic	
	• GK 5	• Democratic	
Motivation	• M1	• Get what you needworthy	(Yatipai & Kaparang, 2015)
	• M2	• Feel safe in doingwork	
	• M3	• Have a close relationshipwith all employees	
	• M4	• Often and want to always getaward	
	• M5	• Likes to do taskschallenge	

Discipline	• D1	• Work punctuality	(Sutanjar and Saryono, 2019)
	• D2	• Uphold work rules	
	• D3	• Obey and comply with orders superior	
	• D4	• Consistent on task	
	• D5	• Work procedurally	
Performance	• K1	• job targets	(Elizar & Tanjung, 2018)
	• K2	• On time	
	• K3	• Create a new way	
	• K4	• Create creativity	
	• K5	• Minimize errors	

Source: Processed primary data, 2022

II. RESEARCH RESULT

Demographic data in table 2 shows that government officials in Cicendo District, Bandung City have employees with male sex, namely as many as 39 people or 60% and female sex as many as 26 people or 40% with an age distribution between 25-40 years of 7 people or 10.77% employees and the age group above 40 years is 58 people or 89.23% employees. Most of the employees who were respondents in this study were dominated by the bachelor's level of education as many as 42 people or 64.62% of the total respondents. Masters degree education level is 2 people or 3.07%, high school/equivalent education level is 20 people or 30.77% and employees with a diploma education level are only 1 person or 1.54%. Meanwhile, or 86.15% and 5 or 7.7% of employees over 16 years of age.

Table 2. Demographic Data

Variables	Measurements	n	%
Gender	Man	39	60
	Woman	26	40
Age	<25	-	-
	25-40	7	10.77
	> 40	58	89.23
Level of education	high school	20	30.77
	Diploma	1	1.54
	S1	42	64.62
Years of service	S2	2	3.07
	< 5	4	6.15
	6-15	56	86.15
	> 16	5	7.7

Source: Processed primary data, 2022

Respondents' responses regarding the leadership style variable showed that the indicator with the greatest influence was the fourth indicator, namely the threat of punishment with an average score of 4.26. Conversely, the indicators with the smallest average score are the second, seventh and twelfth indicators, namely closed management, harmonious cooperation, coordination with an average of 3.78. This means that the second, seventh and twelfth indicators have the least contribution to the formation of the leadership style variable. Furthermore, the respondents' responses regarding the motivational variable show that the indicator that has the greatest average is the 4th indicator, which is often and always wants to be rewarded for the work done properly. the average score of 4.15. This means that the indicator that contributes the most to the

formation of the motivational variable is often and always wanting to be rewarded for the work done. Conversely, the indicator that has the smallest average score is the 5th indicator, likes to carry out challenging tasks with an average of 3.18. This means that the second indicator has the smallest contribution to the formation of the motivational variable.

For respondents' responses regarding work discipline variables, the indicator that has the greatest average is the 1st indicator, namely statements about arriving on time at work in accordance with actual conditions with an average score of 4.15. Conversely, the indicator that has the smallest average score is the 4th indicator, consistent with tasks with an average of 4. This means that this fourth indicator has the smallest contribution to the formation of work discipline variables. Meanwhile, respondents' responses regarding performance variables showed that the indicator that had the largest average was the first indicator, namely 4.28. The intended indicator is a statement of being able to achieve the target. The smallest indicator on average is the second indicator of 3.92. The second indicator states being able to finish work on time. On the basis of the results of the descriptive analysis it can be stated that the first indicator has the greatest contribution to the formation of the performance variable (Y). While the indicator with the smallest contribution is the second indicator. This means, the employee performance variable (Y) has succeeded in improving its performance.

Table 3. Multiple Regression Analysis Coefficientsa

Model		Unstandardized Coefficients		standardized Coefficients Betas	t	Sig.
		B	std. Error			
1	(Constant)	-.424	.551		-.769	.445
	Leadership	.619	.100	.584	6.208	.000
	Motivation	.270	.086	.262	3.133	.003
	Discipline	.251	.099	.241	2,549	.013

Source: Processed primary data, 2022

From table 3 it can be seen that the results of the multiple linear regression equation of this research model are as follows:

$$Y = -0.424 + 0.619X_1 + 0.270X_2 + 0.251X_3$$

Based on the multiple linear regression equation, it can be interpreted as follows:

- The b0 value is -0.424 which indicates that the performance of Cicendo District apparatus in Bandung City tends to decrease if the variables of leadership style (X1), Motivation (X2), and Discipline (X3) are in a constant position.
- The b1 value is 0.619, has a positive meaning indicating that motivation has a positive and significant effect on the performance of Cicendo District apparatus, Bandung City, the b1 coefficient is significant with a p value = 0.000 less than 0.05. It can be explained that if there is an increase in the leadership style variable and other variables are constant, it will increase the performance of the Cicendo District apparatus, Bandung City.

- The b2 value is 0.270, has a positive sign indicating that motivation has a positive effect on the performance of government officials in Cicendo District, Bandung City. The b2 coefficient is significant because the value of $p = 0.003$ is greater than 0.05. This can be explained if there is an increase in motivation and the other independent variables are constant, then there is an increase in the performance of the Cicendo District apparatus, Bandung City.
- The b3 value is 0.251, has a positive sign indicating that Discipline will have a positive effect on the performance of the Cicendo District Government apparatus, Bandung City. The b3 coefficient is significant because the value of $p = 0.013$ is greater than 0.05. This can be explained that if there is an increase in discipline and other independent variables are constant, it will affect the increase in the performance of the Cicendo District apparatus, Bandung City.

Table 4. Test results for the Coefficient of Determination (R2)

Model	R	Summary models		
		R Square	Adjusted R Square	std. Error of the Estimate
1	.760a	.578	.557	.32086

Source: Processed primary data, 2022

Based on the determination value in table 4, it can be explained that the magnitude of the coefficient of determination (R2) is 0.578. The coefficient of determination indicates that the variables of leadership style (X1), Motivation (X2), and Discipline (X3) can only explain or contribute to variations in change apparatus performance of 57.8%. While the rest is influenced by other variables not involved in this study.

Table 5. Simultaneous Testing (F-Test)

Model		ANOVA b				Sig.
		Sum of Squares	df	MeanSquare	F	
1	Regression	8,609	3	2,870	27,872	.000
	residual	6,280	61	.103		a
	Total	14,889	64			

Source: processed primary data, 2022

The data in table 5 shows that the F-count value obtained is 27,872 while the F-table at a 95% confidence interval or error rate ($\alpha = 0.05$) will get the number 2.75. Thus, the F-count value > F-table or 27,872

> 2.75 which means, the independent variable will influence simultaneously with the dependent variable. High significance because 0.000 is smaller than the alpha level of 0.05. It can be concluded that simultaneously the variables of leadership style (X1), motivation (X2), and discipline (X3) have a significant and positive effect on the performance of Cicendo District apparatus, Bandung City.

Table 6.Partial Testing (t-test)
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-.424	.551		-.769	.445
	Leadership	.619	.100	.584	6.208	.000
	Motivation	.270	.086	.262	3.133	.003
	Discipline	.251	.099	.241	2,549	.013

Source: processed primary data, 2022

Based on partial testing as shown in table 6, it shows that leadership style (X1), motivation (X2), and discipline (X3) individually have a significant and positive effect on the performance of Cicendo District apparatus, Bandung City. This can be seen from the t-count value obtained which is greater than the t-table or the t-count is smaller than the t-table. The results of the analysis also show that of the three influential variables, it turns out that the leadership style variable has a dominant influence in improving the performance of government officials in the Cicendo sub-district, Bandung City. work.

4. DISCUSSION

1) The Effect of Leadership Style on Apparatus Performance

The results of the hypothesis test show that leadership style has a positive and significant effect on the performance of Cicendo District apparatus, Bandung City. Leadership is the ability of leaders to influence employees in an organization so that they are motivated to achieve organizational goals. It can also be said that leadership is the ability to convince people to pursue assertive goals with enthusiasm. In maintaining high performance, leadership cannot be underestimated because in relation to this one must have a certain ability to encourage others to work hard and direct efforts towards common goals. Therefore, leaders must be able to provide encouragement and direction to employees in order to improve their performance. The results of this study are supported by Robbins' theory (2006):

2) The Effect of Motivation on Apparatus Performance

The results of this research analysis prove that work motivation possessed by employees has a positive and significant effect on apparatus performance. Work motivation is a process both psychologically and physiologically that can direct human behavior to do the best thing to achieve better goals for themselves and also for the organization. To direct human behavior in achieving individual and organizational goals, need-satisfying tools are needed that can stimulate or encourage someone to work better. The magnitude of the influence of work motivation on improving the performance of the apparatus is caused by getting proper needs, feeling safe in

do the job, have a close relationship with all employees, always want to be rewarded, like to carry out challenging assignments, there is a desire to get awards in the form of praise from superiors and opportunities to develop themselves through various education and training that can support careers in employees. The results of this study indicate that if the five indicators inherent in employee motivation receive increased attention and can be realized properly, then employee morale will increase. This needs to be of greater concern to the leadership so that every employee can have high integrity in upholding the good name of the organization and can carry out tasks in a more professional manner, especially in maintaining the good name of the institution.

In addition, to increase employee motivation, fair treatment is needed in carrying out a position shift and promotion within the Cicendo sub-district government, Bandung City. Actually, it is not only fair in carrying out promotions but also showing fairness in imposing sanctions on those who commit disciplinary violations. By considering these two things, employees can accept every decision taken by the leadership. The findings of this study are in line with the findings of research results (Hamid & Kurniawaty, 2020; P et al., 2018; Ramsi, 2015).

3) The Effect of Discipline on Apparatus Performance

The results of the hypothesis test show that discipline has a positive and significant effect on apparatus performance. The effect of discipline on employees based on the results of this study emphasizes how to apply high discipline in carrying out their duties as employees. The main focus of discipline is that it is hoped that there will be obedience in carrying out their duties in accordance with these applicable provisions and in addition, there is also appropriate treatment if employees can carry out their duties properly and sanctions for those who violate these provisions. This research has been proven through the responses of respondents who said that work discipline has a strong influence in improving employee performance in the Cicendo sub-district government, Bandung City. The results of this study can be said to support the theoretical concept put forward by Notoatmodjo (2002), which says that discipline is an attitude and behavior that can be shown by every worker or employee in complying with the provisions and rules that have been set to achieve organizational goals. In addition, this study has also supported research results (Izzaty et al., 2022; Nurhanan et al., 2021; Yekti, 2012) which found that work discipline has a positive and significant effect on employee performance.

5. CONCLUSION

The conclusion from the results of this study is that partially the variables of Leadership Style, Motivation and Work Discipline have a positive and significant effect on the performance of Cicendo District Government Apparatuses in Bandung City as well as the simultaneous test results of the three independent variables having a positive and significant effect on the performance of Cicendo District Government Apparatuses in Bandung City. In accordance with the results and discussion as well as the research conclusions that have been put forward

Previously, there were several things that needed to be suggested, or recommended to the leadership of the Cicendo District Government of Bandung City, namely to improve and maintain employee performance, especially in terms of technical and administrative services, leaders made use of the available power to lead their employees. In addition, it is necessary to make improvements and increase employee welfare, especially in terms of providing incentives and rewards so that employees are motivated to carry out their duties properly and also to improve and maintain employee performance, especially in terms of technical and administrative services, management needs to make efforts to improve and improve performance through discipline in carrying out their respective duties and responsibilities.

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