

The Influence of Leadership Style, Work Motivation, and Work Discipline on Employee Performance at PT PG Rajawali II Sindanglaut Unit

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Abstract

Employee performance is a crucial factor in determining organizational success, particularly in industries facing increasing competition and operational transformation. PT PG Rajawali II Sindanglaut Unit, a state-owned sugar manufacturing company undergoing revitalization, requires highly productive employees to achieve its organizational objectives. However, differences in leadership practices, employee motivation, and work discipline may influence performance outcomes. Therefore, this study aims to analyze the effects of leadership style, work motivation, and work discipline on employee performance, both partially and simultaneously. This research employed a quantitative associative approach involving 109 employees of PT PG Rajawali II Sindanglaut Unit. Data were collected through structured questionnaires using a Likert scale and analyzed using SPSS software. The analytical techniques included validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination test. The results revealed that leadership style had a positive but insignificant effect on employee performance. In contrast, work motivation and work discipline had positive and significant effects on employee performance, with work discipline emerging as the most dominant factor. Simultaneously, leadership style, work motivation, and work discipline significantly influenced employee performance. The model explained 41.8% of the variation in employee performance. In conclusion, improving employee motivation and strengthening work discipline are essential strategies for enhancing employee performance. Organizations should also foster adaptive leadership practices to support sustainable organizational effectiveness and competitiveness.

INTRODUCTION

Leadership style enhances the ability to inspire, motivate, and influence others through effective communication. Leaders are required to be flexible in adapting to changing situations (Essandoh et al., 2023; Johnson et al., 2026; Mwamba, 2023; Salsabila et al., 2025). A conducive work environment plays a crucial role in improving job satisfaction and employee performance (Dullah et al., 2023; Putra et al., 2025; Suriyanto & Nurfahira, 2024; Syahrir et al., 2024; Wahyudi et al., 2023). In the midst of changing leadership roles in an organization, success is largely determined by the leadership style applied (Nurfarina & Saputra, 2024).

A leader is an individual who has the ability to influence others to achieve a common goal. A leader's influence is usually reflected in the number of followers and the success of their leadership. According to Bangun (2012), motivation is an effort to encourage orderly behavior and is the responsibility of managers in managing human resources. Similarly,

Turangan et al. (2016) emphasize that work discipline reflects employee responsibilities and plays an important role in determining performance (Fransisca & Nawawi, 2023).

Weakening relationships between superiors and employees indicate poor leadership qualities in the organization. Nugroho et al. (2024) found that the decline in work motivation is caused by inconsistent leadership in motivating individual development. They also noted that a lack of clarity regarding career paths contributes to this decline. As a result, employees become apathetic at work due to accidental promotions and a lack of awareness of their abilities (Stuart et al., 2025).

Motivation, according to Robbins (Wibowo, 2016), is the process of encouraging a person with passion, focus, and perseverance to achieve their goals. Motivation greatly influences behavior, including work-related behavior. Motivated employees are more diligent, less likely to give up, and better able to manage stress, which directly affects their performance (Zabady & Hidayati, 2024).

Since motivation is closely related to a person's attitude and behavior, companies should encourage employees to be enthusiastic about their work. Motivation is defined by Salutondok and Supandi (2015) as an internal drive that encourages a person to work optimally. A high level of motivation positively impacts employee commitment and responsibility in carrying out their duties (Octaviana, 2022).

Work motivation plays an important role in improving performance effectiveness. Highly motivated employees strive to learn and achieve the best results. At PT PG Rajawali II Sindanglout Unit, motivation is crucial for boosting morale and employee efforts to achieve the company's goals (Fitriyah, H., Arifin, R., & Rahmawati, 2024).

Only through effective human resource management can employee discipline and motivation be achieved. Therefore, leadership plays an essential role in disciplining and motivating employees. The appropriate leadership style is critical to improving employee performance in an organization (Ridwan & Anwar, 2022).

Sinambela (2018) states that work discipline is the level of awareness and willingness of employees to comply with organizational rules and social standards. Adherence to standard operating procedures (SOPs) ensures that operations run smoothly, are structured, and minimize errors (Alysia & Nawawi, 2023).

Employee performance is influenced by leadership style and motivation, not just discipline. According to Hafizah (2018), motivation and leadership directly affect performance. Julia (2020) asserts that both individual and collective discipline impact the quality of employee performance (Godefridus R. Sapu & John E.H.J, 2023).

Employee performance is a critical factor in determining organizational success because it is directly related to productivity and effectiveness. Organizational factors such as leadership, work motivation, work discipline, work conflicts, and working conditions influence employee behavior and performance in achieving company targets. Therefore, companies need an effective human resource management system to optimally improve employee performance (Edy Hartono, 2022).

In the face of dynamic business competition, improving employee performance is essential for a company's survival. Managers pay close attention to human resource quality to achieve organizational goals. At PT PG Rajawali II Sindanglout Unit, high employee performance is highly expected because it impacts the company's productivity and

competitiveness. Performance can be measured through work productivity, customer satisfaction, low complaint rates, and target achievement. Because leaders in the public and private sectors adopt different approaches, employee performance is influenced by leadership style. Each leader's style directly affects the achievement of organizational goals (Nova Dian, 2023).

The phenomenon at PT PG Rajawali II Sindanglaut Unit underscores the importance of improving employee performance amid the company's revitalization process and increasing industry competition. As a state-owned sugar company, the unit must enhance productivity and human resource quality to achieve organizational objectives optimally. However, several issues related to leadership styles, work motivation, and employee discipline may affect performance levels.

Organizational activities must allow employees to grow, develop, and achieve their goals. To assess human resource performance, a performance measurement system is necessary. These evaluations help align employee development and identify problems. Higher productivity increases the organization's growth and competitive potential, whereas lower productivity becomes a major barrier to progress (Heriswanto & Melati, 2022).

Leadership style is a key factor affecting employee performance. Leadership requires strong relationships between leaders and followers to achieve shared objectives. A leader's style demonstrates behavior toward subordinates; improper leadership can lower employee morale and focus, negatively impacting performance. Work discipline is another critical factor influencing performance (Nata et al., 2021).

These varied findings indicate contextual and incomplete research. Most prior studies have been conducted in the electrical, cosmetics, and distribution industries; however, there is limited research on whether leadership style, motivation, and discipline simultaneously affect performance depending on organizational type, job characteristics, and work culture. Specific research in state-owned sugar companies, especially newly revitalized units, remains scarce.

Research on leadership style, work motivation, and work discipline in relation to employee performance at PT PG Rajawali II Sindanglaut Unit is therefore highly relevant. This study aims to scientifically interpret theories of leadership, motivation, discipline, and performance in the context of state-owned sugar mills undergoing revitalization and operational expansion. Practically, it is expected to help management make precise, data-driven plans. The study analyzes the influence of leadership style, work motivation, and discipline on employee performance, both partially and simultaneously.

The study is expected to contribute theoretically to human resource management knowledge, especially regarding the relationship between leadership, motivation, discipline, and performance. Additionally, it offers practical guidance for companies to enhance performance through effective leadership, motivation, and work discipline. Finally, it provides employees with insight into the importance of discipline and motivation in fostering a productive work environment and serves as a reference for future research and academic development in human resources.

RESEARCH METHOD

This study uses a quantitative approach and associative research. Quantitative research aims to test theories about the relationship and influence between leadership style, work

motivation, and work discipline on employee performance. This study uses statistical analysis to test the hypothesis. Associative research examines how independent and dependent variables interact and influence each other at a given point in time, or across sectors. This design is aligned with the research method template that directs the use of multivariate statistical analysis to test models of relationships between variables.

Population and Sample

The population in this study is all employees of PT PG Rajawali II Sindang Laut Unit who are actively working at the time of the research. Referring to Sugiyono's definition, a population is a set of subjects that have certain characteristics that researchers set to study and draw conclusions. The research sample was determined using the purposive sampling technique, which is a sample determination technique based on certain criteria. The criteria used are employees who are actively working, understand the tasks in their units, and are willing to fill out questionnaires. The number of samples used in this study was 100 respondents, which was considered adequate to represent the population and meet the analytical needs in quantitative research.

Data Types and Sources

According to (Panudju et al., 2024), research data based on the source is divided into primary data and secondary data. This research uses:

1. Primary Data, which is data obtained directly from respondents through the distribution of questionnaires
2. Secondary Data, which is supporting data such as company documents, previous research articles, journals, and other relevant literature.

The type of data is quantitative because it is measured using the Likert scale and analysis using statistical techniques.

Data collection techniques

One method of data collection is to use questionnaires. According to (Panudju et al., 2024) a questionnaire is a data collection method used by giving a series of questions to respondents to answer.

Instruments use the Likert scale with the following options:

1 = strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The questionnaire was given in the form of a Google Form to facilitate distribution to respondents.

Data Analysis Techniques

The data analysis technique in this study uses a quantitative approach with the help of SPSS software. Data analysis is carried out to process the results of the questionnaire so that it can be used in hypothesis testing and answering the formulation of research problems. According to Sugiyono (2023), data analysis is a process of organizing and processing data systematically so that it is easy to understand and can produce the right conclusions. The initial

stage of analysis includes validity tests and reliability tests. The validity test is used to ensure that each statement item is able to accurately measure the research variable, with a significance value criterion < 0.05 . Meanwhile, the reliability test aims to determine the consistency of respondents' answers, where the instrument is declared reliable if Cronbach's Alpha value is greater than 0.60.

Furthermore, this study conducted a classical assumption test as a condition before multiple linear regression analysis was carried out. The classical assumption test consists of a normality test, a multicollinearity test, and a heteroscedasticity test. The normality test is used to determine whether the data is normally distributed with a significance value of > 0.05 . The multicollinearity test aims to ensure that there is no relationship between independent variables with the VIF criteria of < 10 and a tolerance value of > 0.1 . The heteroscedasticity test was carried out to determine the presence of residual variance inequality in the regression model. After all assumptions are met, multiple linear regression analysis is used to determine the influence of leadership style, work motivation, and work discipline on employee performance.

Hypothesis testing in this study was carried out through the t-test and the F test. The t-test was used to determine the influence of each independent variable partially on employee performance, while the F test was used to determine the influence of all independent variables simultaneously on the dependent variables. The hypothesis is accepted if the significance value < 0.05 . In addition, this study also uses a determination coefficient (R^2) test to find out how much the variables of leadership style, work motivation, and work discipline are able to explain variations in employee performance. The greater the value of R^2 , the stronger the contribution of the independent variable in explaining the dependent variable.

RESULTS AND DISCUSSION

Statistics Descriptive

Table 1 Descriptive Statistics of Research Variables

Variabel	N	Minimum	Maximum	Red	Hours of deviation
Leadership Style	109	31	40	35,81	1,729
Work Motivation	109	35	50	43,72	3,243
Work Discipline	109	30	40	36,53	2,106
Employee Performance	109	31	50	44,54	3,843

Source: Data processed by researchers using SPSS

Based on Table 1, the variables of work motivation and employee performance have relatively high average values, showing that employees of PT PG Rajawali II Sindanglaut Unit generally have good motivation and performance. The variables of leadership style and work discipline were in the moderate category with greater variation in perception among respondents.

Data Quality Test

1. Validity Test

Table 2 Validity Test of Leadership Style Variables (X1)

Item	r count	R table (0.1882)	Criteria
X1.1	0,513	0,1882	Valid
X1.2	0,396	0,1882	Valid
X1.3	0,351	0,1882	Valid
X1.4	0,345	0,1882	Valid
X1.5	0,360	0,1882	Valid
X1.6	0,305	0,1882	Valid
X1.7	0,266	0,1882	Valid
X1.8	0,376	0,1882	Valid

Source: Questionnaire data processed using SPSS (2026).

Table 3 Validity Test of Work Motivation Variables (X2)

Item	r count	R table (0.1966)	Criteria
X2.1	0,637	0,1882	Valid
X2.2	0,521	0,1882	Valid
X2.3	0,568	0,1882	Valid
X2.4	0,607	0,1882	Valid
X2.5	0,475	0,1882	Valid
X2.6	0,412	0,1882	Valid
X2.7	0,349	0,1882	Valid
X2.8	0,488	0,1882	Valid
X2.9	0,466	0,1882	Valid
X2.10	0,480	0,1882	Valid

Source: Questionnaire data processed using SPSS (2026).

Table 4 Validity Test of Work Discipline Variables (X3)

Item	r count	R table (0.1966)	Criteria
X3.1	0,487	0,1882	Valid
X3.2	0,479	0,1882	Valid
X3.3	0,632	0,1882	Valid
X3.4	0,583	0,1882	Valid
X3.5	0,467	0,1882	Valid
X3.6	0,419	0,1882	Valid
X3.7	0,479	0,1882	Valid
X3.8	0,395	0,1882	Valid

Source: Questionnaire data processed using SPSS (2026).

Table 5 Validity Test of Employee Performance Variables (Y)

Item	r count	R table (0.1966)	Criteria
Y1	0,620	0,1882	Valid
Y2	0,577	0,1882	Valid
Y3	0,621	0,1882	Valid
Y4	0,629	0,1882	Valid
Y5	0,523	0,1882	Valid
Y6	0,660	0,1882	Valid
Y7	0,637	0,1882	Valid
Y8	0,620	0,1882	Valid
Y9	0,690	0,1882	Valid
Y10	0,604	0,1882	Valid

Source: Questionnaire data processed using SPSS (2026).

Validity tests are carried out to determine the extent to which the questionnaire item is able to measure the variables studied. The validity test used Pearson's correlation with the degree of freedom $(df) = n - 2 = 107$, resulting in an r value of 0.1882.

The results of the validity test showed that all statement items for the variables of leadership style (X1), work motivation (X2), work discipline (X3), and employee performance (Y) had a calculated r-value greater than the r-value of 0.1882. Thus, all statement items are declared valid and suitable for use as research instruments.

2. Reliability Test

Table 6 Reliability Test of Research Instruments

Variabel	Cronbach's Alpha	Criteria
Leadership Style	0,768	Reliabel
Work Motivation	0,817	Highly Reliable
Work Discipline	0,792	Reliabel
Employee Performance	0,816	Highly Reliable

Source: Research data processed using SPSS (2026).

The reliability test was carried out to determine the level of consistency of the research instrument. The test results showed that the Cronbach's Alpha value for the leadership style variable was 0.768, work motivation was 0.817, work discipline was 0.792, and employee performance was 0.816. All of Cronbach's Alpha grades. greater than 0.60, so it can be concluded that the whole research instrument is reliable.

Classic Assumption Test

1. Normality Test

Table 7 Normality Test Results (Kolmogorov–Smirnov with Monte Carlo Approach)

Remarks	Value
N	109
Test Statistic	0,108
Asymp. Sig. (2-tailed)	0,160
Monte Carlo Sig. (2-tailed)	0,170

Source: Research data processed using SPSS (2026).

The normality test was performed using Kolmogorov–Smirnov. The results of the initial test showed the value of Asymp. The sig. was 0.108 (<0.05), so the test was continued using the Monte Carlo approach. The results of the Monte Carlo test showed a significance value of 0.170 (>0.05), which indicated that the residual data was normally distributed (Ghozali, 2021). Thus, the assumption of normality is met.

2. Multicollinearity Test

Table 8 Multicollinearity Test Results

Variabel	Tolerance	VIVID	Remarks
Leadership Style	0,656	1,524	Multicollinearity does not occur
Work Motivation	0,794	1,260	Multicollinearity does not occur
Work Discipline	0,790	1,265	Multicollinearity does not occur

Source: Research data processed using SPSS (2026).

The results of the multicollinearity test showed that all independent variables had a tolerance value of >0.10 and a Variance Inflation Factor (VIF) value of <10. This shows that there is no multicollinearity between independent variables in the regression model.

3. Heteroscedasticity Test

Table 9 Results of Heteroscedasticity Test (Geljser Test)

Variabel	Say.	Remarks
Leadership Style	0,349	Heteroscedasticity does not occur
Work Motivation	0,386	Heteroscedasticity does not occur
Work Discipline	0,396	Heteroscedasticity does not occur

Source: Research data processed using SPSS (2026).

Based on the results of the heteroscedasticity test using the Glejser test, all independent variables had a significance value of >0.05. Thus, it can be concluded that heteroscedasticity does not occur and the regression model meets the assumption of homogeneity.

Multiple Linear Regression Analysis

Table 10 Results of Multiple Linear Regression Analysis of Leadership Style, Work Motivation, and Work Discipline

Variabel	Regression Coefficients	Direction of Influence	Significance
Leadership Style (X1)	+0,591	Positive	Signifikan
Work Motivation (X2)	+0,540	Positive	Signifikan
Work Discipline (X3)	+0,726	Positive	Signifikan

Source: Research data processed using SPSS (2026).

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 19.192 + 0.591X_1 + 0.540X_2 + 0.726X_3$$

The regression equation shows that leadership style, work motivation, and work discipline have a positive influence on employee performance.

Uji Hypothesis

1. T Test (Partial)

Table 11 T Test Results (Partial)

Variabel	t Count	Sig.	Remarks
Leadership Style	1,771	0,079	Insignificant
Work Motivation	2,742	0,007	Significant Impact
Work Discipline	4,479	0,000	Significant Impact

Source: Research data processed using SPSS (2026).

The results of the T-Test showed that the leadership style variable was not significant to employee performance with a significance value of 0.079 (>0.05), so it did not have a significant effect on employee performance. work motivation had a significant effect on employee performance with a significance value of 0.007 (>0.05), Furthermore, the work discipline variable had a positive and significant effect on employee performance with a significance value of 0.027 (<0.05).

2. F Test (Simultaneous)

Table 12 F Test Results (Simultaneous)

F count	Sig.	Remarks
28,829	0,000	Model Significan

Source: Research data processed using SPSS (2026).

The results of the F Test showed a significance value of 0.000 (>0.05), which means that leadership style, work motivation, and work discipline simultaneously had a significant effect on employee performance.

3. Coefficient Determination Test

Table 13 Determination Coefficient Test Results

R	R Square	Adjusted R Square
0,659	0,434	0,418

Source: Research data processed using SPSS (2026).

The R-Square value of 0.434 indicates that 43.4% of the variation in employee performance can be explained by leadership style, work motivation, and work discipline, while the remaining 56.6% is influenced by other variables outside the research model.

The results of multiple linear regression analysis showed that leadership style had a positive but not significant influence on employee performance at the Sindang Laut Unit of PT PG Rajawali II. This is indicated by a regression coefficient of 0.591 and a significance level of 0.079, which is greater than 0.05. These results suggest that an improved leadership style does not significantly affect employee performance.

Leadership style refers to a leader's ability to influence, direct, and motivate subordinates to achieve organizational goals. However, the operational nature of the Sindang Laut Unit of PT PG Rajawali II, which relies heavily on standard operating procedures (SOPs), may explain the insignificant effect of leadership style in this study. In such structured settings, employees tend to act according to predetermined work rules and objectives, making leadership style less of a determinant of performance.

These findings are consistent with Heriswanto et al. (2022) and Alysia and Nawawi (2023), who also reported that leadership style has a positive but insignificant effect on employee performance. Therefore, this study supports the notion that organizational context, type of work, and the formality of work systems significantly influence how effective leadership impacts employee performance.

The regression coefficient of 0.540 and a significance value of 0.007 (less than 0.05) indicate that work motivation has a positive and significant influence on employee performance at PT PG Rajawali II Sindang Laut Unit. This demonstrates that higher work motivation is associated with improved employee performance.

Work motivation serves as an internal and external driver that influences individual work behavior to achieve organizational goals. Highly motivated employees tend to exhibit higher levels of commitment, perseverance, and dedication in completing tasks.

These results align with the findings of Heriswanto et al. (2022), Zabady and Hidayati (2024), and Efendi et al. (2025), which also concluded that work motivation positively and significantly affects employee performance. This supports motivation theory, highlighting that motivation is essential for driving better performance, particularly in operational environments like sugar mills that demand consistency.

With a regression coefficient of 0.726 and a significance level of 0.000 (less than 0.05), work discipline is shown to have a positive and significant influence on employee performance at the Sindang Laut Unit of PT PG Rajawali II. These findings indicate that employee work discipline is closely related to performance levels.

Work discipline refers to an employee's adherence to company regulations, punctuality, sense of responsibility, and willingness to accept the consequences of violations. Manufacturing companies, such as sugar factories, depend heavily on disciplined employees because discipline directly affects smooth production processes and achievement of work targets.

The results of this study are consistent with Ridwan and Anwar (2022), Alysia and Nawawi (2023), and Nurfarina and Saputra (2024), who also found that work discipline has a positive and significant influence on employee performance. Therefore, work discipline emerges as the most dominant factor influencing employee performance at PT PG Rajawali II Sindang Laut Unit.

The F-test results further show that leadership style, work motivation, and work discipline collectively have a positive and significant effect on employee performance, with a significance level of 0.000 (less than 0.05). The coefficient of determination (Adjusted R Square) of 0.418 indicates that these three factors together explain 41.8% of the variation in employee performance. Other factors not included in the research model, such as work environment, organizational culture, recovery systems, and workload, may also contribute to performance outcomes.

The study highlights that employee performance is shaped by multiple interrelated factors rather than a single determinant. Therefore, organizations must manage leadership style, work motivation, and work discipline simultaneously and continuously to achieve optimal employee performance levels.

CONCLUSION

This study concludes that employee performance at PT PG Rajawali II Sindanglaut Unit is significantly influenced by work motivation and work discipline, while leadership style has a positive but statistically insignificant effect. The partial test results indicate that employees with higher motivation tend to demonstrate greater commitment, responsibility, and productivity in carrying out their duties. Similarly, work discipline emerged as the most dominant factor affecting employee performance, emphasizing the importance of adherence to organizational regulations, punctuality, and compliance with operational procedures. Furthermore, the simultaneous test confirms that leadership style, work motivation, and work discipline collectively contribute to improvements in employee performance. The coefficient of determination indicates that these variables explain a substantial proportion of performance variation, although other organizational factors remain influential. These findings underscore that enhancing employee motivation and strengthening work discipline are critical strategies for improving organizational effectiveness and achieving performance targets within the company.

Future studies are encouraged to expand the research model by incorporating additional variables that may influence employee performance, such as job satisfaction, organizational culture, work environment, compensation, employee engagement, and organizational commitment. Considering that a considerable proportion of performance variation remains unexplained by the current model, the inclusion of these variables may provide a more comprehensive understanding of employee performance determinants. Moreover, future researchers may employ mixed-method or longitudinal research designs to capture deeper insights into employee behavior and organizational dynamics over time. Comparative studies across different industries, organizational types, or state-owned enterprises are also recommended to examine the consistency of findings in various contexts. Such approaches would contribute to the development of a more robust human resource management framework and provide stronger empirical evidence regarding the factors that enhance employee performance.

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