

the mentor rather than as the judge and in turn focusing on the future [8]. According to Robbins, the indicators used in measuring performance individually are quality, quantity, punctuality, effectivity, independence or self-reliance and organizational commitment [5].

Leadership has a very significant impact on work discipline. According to Rivai, discipline is a tool used by the manager to communicate with employees so that they are willing to change an effort to increase one's awareness and willingness to obey all established company regulations and social norms [9], meanwhile according to Mathis & Jackson discipline is a form of training that enforces company regulations. Based on the above conception it can be concluded that, leadership is very important in an effort to enforce work discipline so as to form an attitude, behaviors and actions in accordance with the written and unwritten rules, and if it is violated there will be sanctions for violations committed [6].

H₁: Leadership style has a positive and significant impact on discipline

In an effort to improve the employee's success, motivation is very important in stimulating his work spirit. Leadership style in an organization must be prepared so that the manager intended is able to understand managerial competences according to their positions. And what needs to be realized, is that the leader does not need to be superhuman. The best thing is how as a leader he is able to utilize the capacities of his subordinates and stimulate them to achieve the desired goals. According to Mangkunegara, a leader is someone who does not only have leadership spirit but is also able to motivate each subordinate to be able to work according to directions and becomes effective in achieving goals. Motivation is formed from the attitude of an employee in dealing with work situations in the company [10]. Motivation also applies to the leader himself. Because in the absence of motivation, a leader also does not have the incentive to bring the company or organization to a more advanced direction or trend.

H₂: Leadership style has a positive and significant impact on motivation

Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. To achieve company goals, well-run management activities are required, so the company must have employees who are knowledgeable and highly skilled and efforts to manage the company as optimally as possible so that employee performance improves. According to Thoah, the leadership function in an organization is a very important element in the human resource management. In addition to providing direction, it also provides motivation in efforts to improve employee performance [11]. Therefore leadership has a major role in improving employee performance, leadership attitudes and styles and behaviors have a very large impact on the organization being led, they even have a very significant impact on employee performance in the organization.

H₃: Leadership style has a positive and significant impact on employee performance

According to Sinungan, discipline is the mental attitude of a person or a group of people who always want to follow or obey all the rules or decisions that have been established [12]. While Hasibuan argues that work discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms that are in force. [12]. The above concept shows that in realizing a good performance we must start from the employees themselves, especially in terms of discipline. Because with discipline one can be responsible in matters of timeliness, planning, processes and results of his work so that a good performance will be realized.

H₄: Discipline has a positive and significant impact on employee performance

Motivation is important in improving work effectiveness, because people who have high work motivation will try their best so that they can do their works in a successful way as well as possible. By giving motivation, the leader aims to change the motive or drive that exists in employees from low to high, because according to Sherman: giving motivation can energize employees' behavior which in turn can improve their performance [1].

H₅: Motivation has a positive and significant impact on employee performance

Leadership style in providing work motivation is very important in an organization, where motivation arises because of the desire in a person that causes that person to take action and the

fact that leadership is the backbone of organizational development because without a good leadership it will be difficult to achieve organizational goals.

H₆: Leadership style has an indirect significant impact on employee performance through motivation

Leadership can be said as a way which the leader uses in directing, stimulating and managing all elements within the company to achieve its goals. To achieve this goal, discipline is very important in the growth of an organization. Disciplinary action is used by the organization to provide sanctions for employees who violate work rules. Therefore work discipline is the leader's strictness in correcting or punishing subordinates for violating rules or procedures.

H₇: Leadership style has an indirect significant impact on employee performance through discipline

Conceptual Model

Based on a number of considerations above, the following conceptual framework was developed. This framework shows how the independent variable i.e. leadership style affect discipline, motivation and employee performance as the dependent variables.

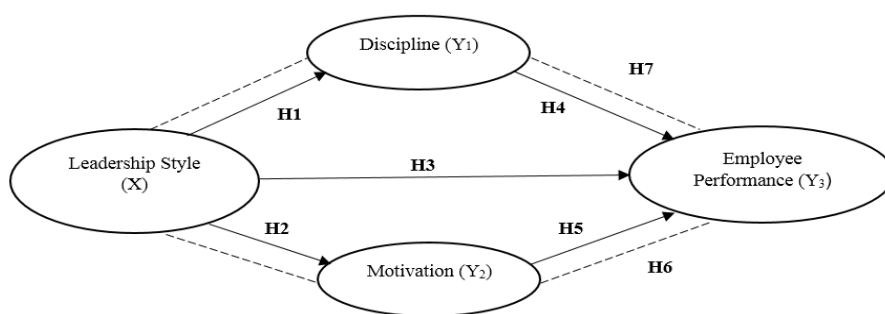


Figure 1: The Conceptual Model

RESEARCH METHOD

This type of research is a quantitative study, namely to determine and analyze the leadership style of discipline, motivation and employee performance. The research was conducted at PT. Angkasa Pura I (Persero) Sultan Hasanuddin International Airport. This research is based on the consideration that PT Angkasa Pura I (Persero) Sultan Hasanuddin International Airport is a company that provides services related to airports. The population in this study is the number of employees in each department of PT Angkasa Pura I (Persero) Sultan Hasanuddin International Airport with a population of 225 employees. Through the use of the Slovin formula, a sample of 69 respondents was taken from this population [13].

Primary data used in this study were obtained by observation and questionnaires collected from the respondents. The data obtained were then analyzed using path analysis. The path analysis model is also used to analyze the pattern of relationships between variables in order to determine the direct and indirect impacts of a set of independent variables (exogenous) on the dependent variables (endogenous) [14].

To test the relationship between leadership style variables on discipline, motivation and employee performance using path analysis, the following formula has been established:

$$Y_1 = b_1x + e_1 \dots\dots\dots(1)$$

$$Y_2 = b_2x + e_2 \dots\dots\dots(2)$$

$$Y_3 = b_3x + b_1y_3 + b_2y_3 + e_3 \dots\dots\dots(3)$$

EMPIRICAL RESULTS

Path Model Analysis I

Table 1. The Result of The Analysis of Path Coefficients I^a

Model	B	Standardized Coefficients Beta	t	Sig.
1 (Constant)	18.312		5.618	.000
Leadership Style	.399	.657	6.468	.000

a. Dependent Variable : Discipline

Based on table 1, that from the result of data processing, it is found that the regression equation $Y1 = 0.657X + 0.754e1$ (1) By referring to table 1, we can see that the significant value of variable X = 0.000 is smaller than 0.005. This result concludes that regression model I, namely variable X has a significant impact on Y1.

Coefficient Test of Path Model I

Table 2. Path Coefficient I Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657 ^a	.432	.422	2.77374

a. Predictors: (Constant), Leadership Style

Based on the result of the calculation using the SPSS 24.0 program on table 2, the correlation coefficient value (R) is 0.432. This shows that the impact of X on Y1 is 43.2%, while the remaining 56.8% is the contribution of other variables not included in the research. Meanwhile, the value of e1 is obtained via the formula $e1 = \sqrt{1 - 0.432} = 0.754$. Thus the diagram for the structure path model I is obtained as follows:

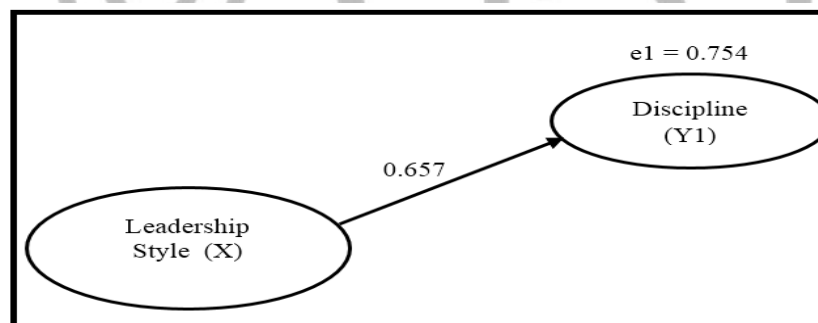


Figure 2. Diagram of Model Path I

Based on the diagram above, we can see the impact of variable X on Y1. The meaning of the diagram is that, Analysis of the impact of X (Leadership Style) on Y1 (Discipline): It is known that the direct impact of X (Leadership Style) on Y1 (Discipline) is 0.657.

Analysis of Path Model II

Table 3. The result of The Analysis of Path Coefficients II^a

Model	B	Standardized Coefficients Beta	t	Sig.
1 (Constant)	15.391		4.144	.000
Leadership Style	.693	.800	9.879	.000

a. Dependend Variabel: Motivation

Based on table 3 of the result of the data processing, a regression equation is obtained i.e. $Y2 = 0.800X + 0.6e2$(2) By referring to table 2, it can be seen that the significant value of

variable $X = 0.000$ is smaller than 0.05. This result concludes that the regression model I, namely variable X has a significant impact on Y2.

Coefficient Test of Path Model II

Table 4. Summary of Path Model Coefficient II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.640	.633	3.15991

a. Predictors: (Constant), Leadership Style

Based on the result of the calculation using the SPSS 24.0 program, on table 4 the correlation coefficient (R) is 0.640. This shows that the impact of X on Y2 is 64.0%, while the remaining 36.0% is the contribution of the other variables not included in the research. While the value of e_1 is obtained by the formula $e_2 = \sqrt{1 - 0.640} = 0.6$. Thus a diagram of the structure path model II is obtained as follows:

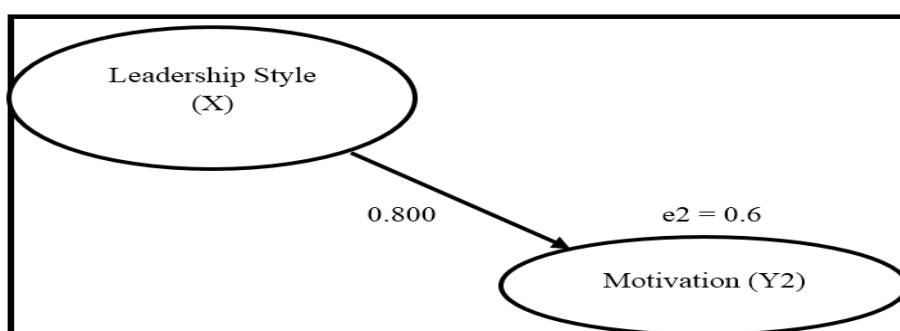


Figure 3. Diagram of Path Model II

Based on the diagram above, we can see the impact of variable X on Y2. The meaning of the diagram above is that, Analysis of the impact of X (Leadership Style) on Y2 (Motivation): it is known that the direct impact of X (Leadership Style) on Y2 (Discipline) is 0.800.

Path Model Analysis III

Table 5. The Result of The Analysis of Path Coefficients III^a

Model	B	Standardized Coefficients Beta	t	Sig.
1 (Constant)	14.794		4.500	.000
Leadership Style	.204	.370	2.954	.005
Discipline	.594	.652	4.166	.000
Motivation	.398	.625	5.931	.000

a. Dependent Variable: Performance

Based on table 5 of the result of data processing, the regression equation is obtained: $Y_3 = 0.370X + 0.652Y_1 + 0.625Y_2 + 0.651e_3 \dots (3)$ By referring to table 5, we can see that the significant value of variable $X = 0.05$ is equal to 0.05 and variable $Y_2 = 0.000$ and variable $Y_1 = 0.000$ is smaller than 0.05. This result concludes that the regression model III, i.e. the X variable has a significant impact on Y3, the Y2 variable has a significant impact on Y3 and the Y1 variable has a significant impact on Y3.

Coefficient Test of Path Model III

Table 6. Summary of Path Coefficients III

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	.576	.552	2.22493

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

Based on the result of the calculation using the SPSS 24.0 software, on table 6 the

correlation coefficient (R) is 0.576. This shows that the impact of X, Y1, Y2 on Y3 is 57.6% while the remaining 42.4% is the contribution of other variables not included in the research. Meanwhile, the value of e2 is obtained via the formula $e3 = \sqrt{1 - 0.576} = 0.651$. Thus, a diagram of the structure path model III is obtained as follows:

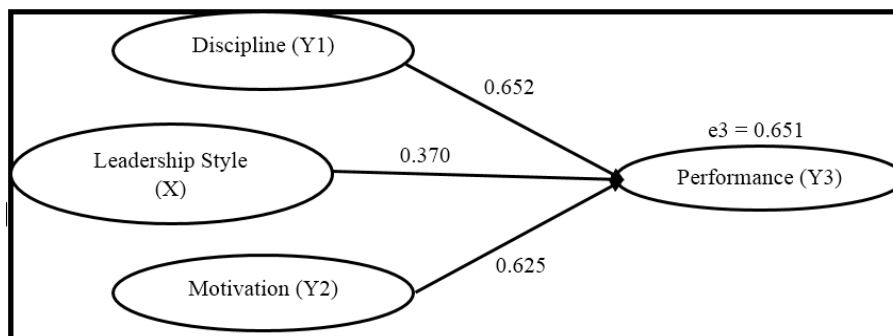


Figure 4. Diagram of Path Model III

Based on the diagram above, we can see the impacts of variable X, Y1 and Y2 on Y3. The meaning of the diagram can be explained as follows:

- Analysis of the impact of X (Leadership Style) on Y3 (Performance): it is known that the direct impact of X (Leadership Style) on Y3 (Performance) is 0.370.
- Analysis of the impact of Y1 (Discipline) on Y3 (Performance): it is known that the direct impact of Y1 (Discipline) on Y3 (Performance) is 0.652.
- Analysis of the impact of Y2 (Motivation) on Y3 (Performance): it is known that the direct impact of Y2 (Motivation) on Y3 (Performance) is 0.625.

Based on the result of data processing on the variables of leadership style, discipline, motivation and performance, a diagram of the path model structures of I, II, and III is obtained as follows:

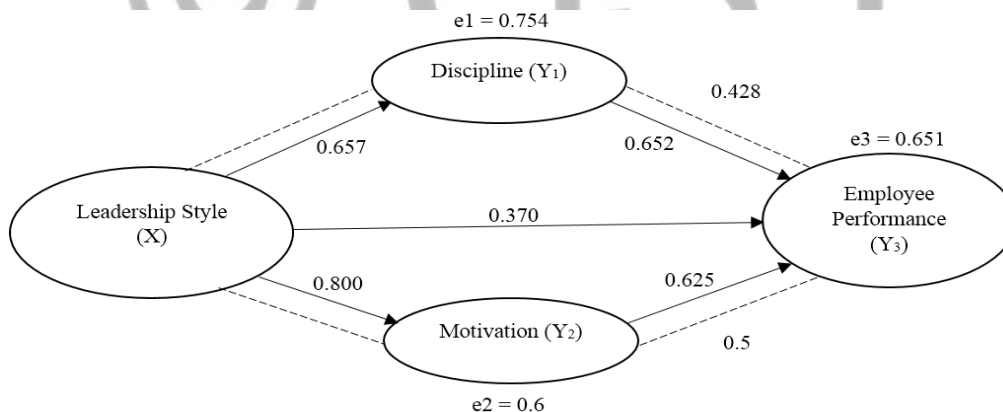


Figure 5. Diagram of Path Model

Based on the diagram above, we can see the impacts of variable X on Y1, Y2 and Y3. The meaning of the diagram can be explained as follows:

- Analysis of the impact of X (Leadership Style) on Y1 (Discipline): it is known that the direct impact of X (Leadership Style) on Y1 (Discipline) is 0.657. While the indirect impact of X (Leadership Style) on Y3 (Employee Performance) through Y1 (Discipline) is the multiplication of beta X to Y1 with the beta value of Y3 to Y1, that is : $0.657 \times 0.652 = 0.428$.

Then the total impact given by X on Y1 is the direct impact plus the indirect impact, that is $0.657 + 0.428 = 1.085$. Based on the result of this calculation, it is known that the value of the direct impact is 0.657 and the value of the indirect impact is 0.428, which means that the value of the indirect impact is smaller compared to the value of the direct impact.

- Analysis of the impact of X (Leadership Style) on Y2 (Motivation): it is known that the direct impact of X (Leadership Style) on Y2 is 0.800. While the indirect impact of X

(Leadership Style) on Y3 (Employee Performance) through Y2 (Motivation) is the multiplication of beta X to Y2 with the beta value of Y3 to Y2, that is : $0.800 \times 0.625 = 0.5$. Then the total impact given by X on Y2 is the direct impact plus the indirect impact that is $0.800 + 0.5 = 1.3$. Based on the result of this calculation, it is known that the value of the direct impact is 0.800 and the value of the indirect impact is 0.5, which means that the value of the indirect impact is smaller compared to the value of the direct impact.

DISCUSSION

The Impact of Leadership Style on Discipline

The result of the research shows that the leadership style has a positive and significant impact on discipline, where the standard beta coefficient is 0.657 and its significant value is $0.000 < 0.05$. This indicates that time discipline, regulatory discipline and responsibility discipline are very important for employees in an effort to form work discipline so as to form an attitude, behavior and actions in accordance with the applied regulations. In enforcing employee discipline, the directive leadership style tends to play a greater role because the leadership directly provides direction and encouragement to his subordinates to carry out their main duties and functions in accordance with the rules and regulations that apply in the company. This is indicated by the leadership regularly holding meetings to discuss and evaluate the extent to which the discipline set by the company has been complied with. This finding is supported by a previous research conducted by Nazar which states that leadership has a positive and significant impact on employees' work discipline [15]. Furthermore, a research conducted by Saputra proves the result of his research that leadership style has a direct and significant impact on discipline [16].

The Impact of Leadership Style on Motivation

The result of the research shows that leadership style has a positive and significant impact on motivation, where the standard beta coefficient is 0.800 and its significant value is $0.000 < 0.05$. This indicates that achievement, recognition, work itself, responsibility and progress all play their roles in efforts to increase employee success in providing motivation so that employees feel a work spirit based on a sense of enjoyment, loyalty and responsibility. This condition is initiated by leaders who tend to adopt a supportive, participative and oriented leadership style. Where the supportive style of the leader always provides solutions to work problems that employees face, seeks to develop a family atmosphere in the work environment and gives opportunities to subordinates' constructive ideas to be considered in finding a solution, making a plan etc. The participatory leadership style of the leader gives employees the opportunity to discuss work-related problems, involves employees' participation in every company activity and gives employees space to complete the tasks they are assigned. The orientation-based leadership style of the leader shows the attitude of providing opportunities for employees to develop their careers and motivating them to work optimally. These findings are supported by a research conducted by Fajrin and Susilo where leadership style has a significant impact on work motivation [10]. Other research conducted by Al-Anazi and Alghazo shows that there is a strong relationship between leadership style and employee motivation [17]. Syafruddin and Suci shows that leadership style has a significant impact on motivation [18].

The Impact of Leadership Style on Employee Performance

The result of the research shows that leadership style has a positive and significant effect on employee performance, where the standard beta coefficient is 0.370 and its significance value is : 0.05 is equal to 0.05. This indicates that quality, quantity and timeliness provide optimal performance results. Good performance is performance that is in accordance with organizational standards and supports the achievement of organizational goals. The directive, supportive, participatory and orientation-based leadership styles that are applied simultaneously create discipline and motivate employees to be able to carry out their work well, minimize error rates, to be open to criticisms/suggestions in order to produce quality work performance and get the job done on time. This finding is supported by research Jung et al, whose research result shows that leadership style has a significant result on employee performance [19]. Suranto

shows the results of his research where leadership style has a positive and significant relationship with employee performance [20]. Furthermore Maramis et al. show the result of their research that leadership style has a positive and significant effect on employee performance [21].

The Impact of Discipline on Employee Performance

The result of the research shows that discipline has a positive and significant impact on employee performance, where the standard beta coefficient is 0.652 and its significant value is : $0.000 < 0.05$. This indicates that time discipline, regulatory discipline and responsibility discipline show that realizing performance must start from the employees themselves, especially in terms of discipline. In general, employees have shown time discipline by coming to work and going home according to the specified working hours, regulatory discipline by carrying out the stipulated job rules and responsibility discipline by using office facilities and doing work in accordance with applicable procedures. Because with discipline a person can be responsible for the timeliness, planning, process and result of his work. This finding is supported by the research conducted by Untari where the result shows that there is an impact between work discipline on employee performance with its significant result [12]. Istiqomah and Suhartini show the result of their research that work discipline variables have significant impacts on employee performance [22]. Anthony shows the result of his research that the discipline variables simultaneously have a significant effect on employee performance [23]. Furthermore Widodo et al, show the result of their research that work discipline generates a positive and significant impact on employee performance [24].

The Impact of Motivation on Employee Performance

The result of the research shows that motivation has a positive and significant impact on employee performance, where the standard beta coefficient is 0.625 and its significant value is : $0.000 < 0.05$. This indicates that achievement, recognition, the work itself, responsibility and progress give optimal result in performance. In general, employees develop their skills, capacities and career advancement while working, accompanied by the support from the leader. Employees who are motivated to work will give good performance result. This finding is in line with the research of Elegwa Mukuru which shows that employee motivation has a positive effect on his performance [25]. Khumaedi's research shows that the motivation variable has a positive and significant effect on employee performance [26]. Gideon and Elizabeth show that there is a positive relationship between motivation and employee performance where the employee is able to achieve a high level of performance [27]. Furthermore, Syaleh shows that motivation variables have a positive and significant impact on employee performance [28].

Leadership Style has an indirect impact on employee performance through Motivation.

The result of the research shows that through motivation, leadership style has an indirect significant impact on employee performance, where the multiplication between beta X to Y2 and the beta value of Y3 to Y2 is 0.5. This shows that the leader has an important role in increasing work motivation for employees in supporting their careers, where motivation arises because of the drive in a person. This finding is supported by Saputra's research. The researcher shows that leadership style has a positive and significant impact on employee performance through motivation [16]. Moreover, Syafruddin and Suci show through the result of their research that leadership style has a significant impact on employee performance through motivation [18].

Leadership Style has an indirect impact on employee performance through Discipline

The result of the research shows that through discipline, leadership style has an indirect significant impact on employee performance, where the multiplication between beta X to Y1 and the beta value of Y3 to Y1 is 0.428. This shows that the leader is able to direct, stimulate and organize all elements in the company to achieve its goals. To achieve these goals, discipline is very important in the growth of an organization. The research conducted by Saputra supports this finding. The researcher shows that leadership style has a significant impact on employee performance through work discipline [16]. Furthermore, Muttaqin et al, through the result of their research shows that leadership style has a significant impact on employee performance through work discipline [29].

CONCLUSION

Leadership style has a positive and significant impact on discipline in a direct manner. Leadership style has a positive and significant impact on motivation in a direct manner. Leadership style has a positive and significant impact on employee performance in a direct manner. Discipline has a positive and significant impact on employee performance in a direct manner. Motivation has a positive and significant impact on employee performance in a direct manner. Leadership style has a significant impact on employee performance through motivation in an indirect manner. Leadership style has a significant impact on employee performance through discipline in an indirect manner.

Based on the result of the research that has been stated, suggestions are given which hopefully are going to become the input to the company. On the leadership style variables that are directive, supportive, participatory and orientation-based in nature, they show good results in motivating the employees, guiding them in discipline and improving performance result to an adequate level. But on the participatory indicator, where the statement about giving employees the opportunity to complete tasks in their own way shows a low score. It is hoped that this will become a future concern for the leader to be able to guide and direct his employees in carrying out their duties based on experience to be further improved.

On the Discipline variable, it shows positive results where the employees generally have shown time discipline by coming to work and going home according to the specified working hours, regulatory discipline by carrying out the stipulated job rules and responsibility discipline by using office facilities and doing their works in accordance with the applicable procedures. But on the time discipline indicator where the statement about whether the employees come home from work in accordance with the established rules shows a low score. It is hoped that this will become a concern for PT Angkasa Pura I (Persero) Sultan Hasanuddin International Airport to improve working time for its employees based on the rules set by the company.

On the motivation variable, it also shows positive results. Employees in general have developed skills, capacities and career advancement. But on the recognition indicator where the statement about employees working hard to earn reward and recognition for their work shows low scores. It is hoped that this will become a concern for PT Angkasa Pura I (Persero) Sultan Hasanuddin International Airport to give appreciation to every employee regarding their performance improvements.

On the employee performance variable, it also shows positive results. Where this shows that the employees are able to do their job well, minimize the error rate, are open to receiving criticism / suggestions to produce quality performance and complete their work on time. But on the timeliness indicator where the statement about prioritizing work over personal interests shows a low score. It is hoped that this will become a concern for PT Angkasa Pura I (Persero) Sultan Hasanuddin International Airport to instill awareness in its employees to manage their working time properly so as not to force themselves when they work.

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