

# The Influence of Leadership and Work Motivation on Employee Discipline At PT Bank XYZ In West Jakarta

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## Abstract.

*This research examines the influence of leadership and work motivation on employee discipline at PT Bank XYZ in West Jakarta. Bank XYZ, as one of the leading financial institutions in Indonesia, is committed to employee development and maintaining a positive work culture. The lack of employee discipline can affect operational efficiency and customer service. Therefore, leadership and work motivation are considered crucial factors in influencing the level of employee discipline. This study utilizes data from 2020 to 2022 to analyze the relationship between these variables. The analysis results indicate that both leadership and work motivation have a positive and significant impact on employee discipline. The better the leadership and work motivation, the higher the level of employee discipline. The implication is the importance of the leader's role in setting a good example and providing motivation to employees to achieve optimal performance. This research contributes to the development of human resource management theory, particularly in the context of the banking industry. Additionally, the findings can serve as a guide for companies to improve employee performance through the optimization of leadership and work motivation.*

**Keywords:** Leadership, work motivation, and work discipline.

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## I. INTRODUCTION

The rapid advancement of technology, fierce competition, and fluctuating consumer preferences are putting pressure on businesses, including the banking industry, to maintain a competitive edge. To achieve this, banks not only need to innovate in product development but also ensure the excellence of their human resources in providing satisfactory service to customers [1]. Work discipline is the awareness and willingness of employees to adhere to all applicable rules and social norms, making it an important tool for managers to communicate the rules of the game to employees [2-3]. Bank XYZ in West Jakarta, as a crucial part of the financial sector, faces challenges in maintaining productivity and optimal performance from its employees. The level of work discipline among employees is a crucial factor that affects operational efficiency and customer service. Lack of work discipline can be observed from attendance data, where many employees are late or leave work earlier than scheduled [4].

Leadership and work motivation are considered significant factors in influencing employee work discipline [5-7]. Leadership encompasses aspects such as building relationships and cooperation, performance effectiveness, participative leadership, and delegation of time, tasks, and authority [8]. Meanwhile, work motivation is the internal and external drive that encourages someone to perform and complete tasks [9-12]. Based on the phenomenon of declining employee work discipline at Bank XYZ from 2020-2022, as well as previous research showing the influence of leadership and motivation on work discipline [13-15], this study titled "The Influence of Leadership and Motivation on Employee Work Discipline at Bank XYZ" is conducted. In line with the background of the problem and the formulated research questions, this study aims to determine: (1) How is Leadership at PT Bank XYZ in West Jakarta, (2) How is Employee Work Motivation at PT Bank XYZ in West Jakarta, (3) How is Employee Work Discipline at PT Bank XYZ in West Jakarta, (4) How much is the Influence of Leadership on Employee Work Discipline at Bank PT XYZ in West Jakarta, and (5) How much is the Influence of Work Motivation on Employee Work Discipline at Bank PT XYZ in West Jakarta.

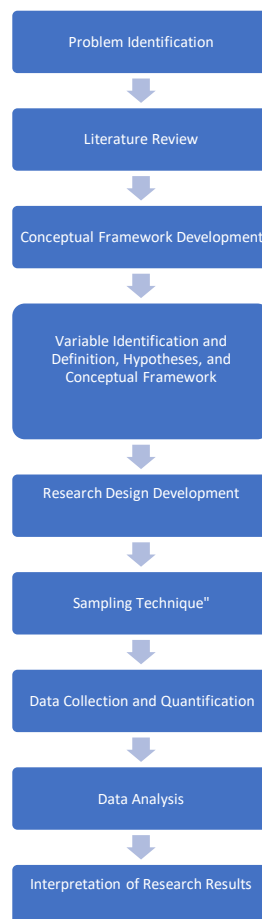
## II. METHODS

This study employs a quantitative method with a descriptive and causal approach [16]. Descriptive analysis is used to provide an in-depth description of the research variables, while causal analysis identifies the cause-effect relationship between the independent variables (Leadership and Work Motivation) and the

dependent variable (Work Discipline). This research involves a saturated sample of 130 employees of Bank XYZ in West Jakarta. The independent variables include Leadership (X1) and Work Motivation (X2), while the dependent variable is Work Discipline (Y). The population of respondents is divided based on gender (Male or Female), age range (<25 years; >25-30 years; >30-35 years; >35-40 years; >45 years), highest level of education (Bachelor's or Master's), and length of employment (<1 year; >1-3 years; >3-5 years; >5 years) [17].

### Research Stages

The implementation steps of the quantitative research are depicted in the diagram below:



**Fig 1. Research Stages**

*Source: Sujarweni (2019)*

This research utilizes a quantitative method with statistical data analysis. A Likert scale is employed to measure respondents' level of agreement or disagreement with statements, ranging from "Strongly Disagree" to "Strongly Agree."

### Validity and Reliability Testing

Validity and reliability testing are crucial in research. Validity measures the extent to which a measurement instrument aligns with the research objectives, while reliability assesses the trustworthiness and consistency of measurements. Validity testing evaluates the accuracy of an item in measuring the intended variable, while reliability testing evaluates the consistency of the measuring instrument, particularly questionnaires. One common method for reliability testing is Cronbach's Alpha, with a reliability threshold considered good when above 0.6.

### Data Analysis Technique

Data analysis in this research employs descriptive techniques to provide an overview of the influence of leadership and work motivation on work discipline at Bank XYZ. The results of this analysis are presented through scores and continuum lines for each variable. Furthermore, Structural Equation Modeling (SEM) techniques, particularly Partial Least Squares (PLS), are used to analyze the relationships between variables.

The analysis process consists of testing the outer model and inner model. The outer model testing involves evaluating the reliability and validity of measurement instruments, while the inner model is used to evaluate hypotheses regarding the relationships between variables. Hypothesis testing is conducted by comparing t-statistics, p-values, and path coefficients to determine the significance of the influence of independent variables on dependent variables [18-20]. The hypotheses in this research include the influence of leadership and work motivation on work discipline at Bank XYZ in West Jakarta. The hypotheses in this research are as follows:

H1: Leadership (X1) influences Work Discipline at Bank XYZ in West Jakarta

H2: Work motivation (H2) influences Work Discipline at Bank XYZ in West Jakarta

### III. RESULT AND DISCUSSION

#### Result

The questionnaire distribution involved 130 employees from PT Bank XYZ in West Jakarta. Respondent characteristics included age, gender, length of employment, and highest education attained. Based on age, 49% of respondents were below 30 years old, 38% were aged between 30-40 years old, and 13% were above 40 years old. Respondents' gender distribution comprised 44% male and 56% female. In terms of length of employment, 79% of respondents had worked for 5-10 years, 13% for less than 5 years, and 8% for more than 10 years. Regarding the highest education attained, 89% of respondents held a Bachelor's degree (S1), 5% a Master's degree (S2), 4% a high school diploma (SMA), and 2% a diploma degree (D3).

#### Respondents' Responses to the Leadership Variable

Table 1. Frequency of the Leadership Variable (X1)

Item	Answer					Average	Criteria
	1	2	3	4	5		
1. A leader as an innovator can take advantage of every opportunity as a chance.	2	2	16	29	81	88.46%	Excellent
2. A leader as an innovator always stays updated on the latest trends that are booming among customers.	1	3	16	44	66	86.31%	Excellent
3. A leader as an innovator is able to convey their thoughts.	0	4	19	58	49	83.38%	Very Good
4. A leader as an innovator always participates in the development of the company.	1	0	14	60	55	85.85%	Excellent
5. As a communicator, a leader always gives clear instructions when issuing orders to subordinates.	0	2	20	53	55	84.77%	Excellent
6. As a communicator, a leader can respond appropriately to what their subordinates convey.	0	1	30	48	51	82.92%	Very Good
7. As a communicator, a leader is always able to effectively summarize the various information they receive.	0	2	14	52	62	86.77%	Excellent
8. A leader acts as a motivator who always provides positive encouragement to employees in completing the tasks assigned to them.	1	1	14	54	60	86.31%	Excellent
9. A leader as a motivator is able to be firm in assigning job responsibilities to employees.	0	4	11	57	58	86.00%	Excellent
10. A leader as a motivator is able to be firm in assigning job responsibilities to employees.	0	0	16	54	60	86.77%	Excellent
11. A leader as a motivator always strives to implement the company development strategies they create.	0	0	16	58	56	86.15%	Excellent

12. As a controller, a leader is always seen supervising the work of each employee.	1	3	16	50	60	85.38%	Excellent
13. In performing the role of a controller, a leader is always meticulous in observing the details of their employees' work.	0	1	18	53	58	85.85%	Excellent
14. As a controller, a leader always selects employees with abilities that match the tasks to be assigned.	0	2	19	53	56	85.08%	Excellent
<b>Average</b>						<b>85.71%</b>	Excellent

Based on the above response tabulation, it can be seen that the Leadership variable (X1) has an average of 85.71%. This generally indicates that Leadership (X1) falls into the category of Excellent. Based on the respondent response table above, each item in the Leadership dimension as Innovator can be described as follows:

Item 1 "Leadership as an innovator can utilize every opportunity as a chance" has a weight of 88.46%, meaning that leadership as an innovator is recognized as a dominant component in creating opportunities Excellent. Item 3 "Leadership as an innovator can channel their thoughts" has a weight of 83.38%, meaning that based on the interpretation of the dimension scores, it is categorized as very good. Item 6 "As a communicator, leaders can respond appropriately to what their subordinates convey" has a weight of 82.92%, meaning it is categorized as very good. Item 7 "As a communicator, leaders can always summarize various information received effectively" has a weight of 86.77%, meaning that this ability is considered very effective and contributes significantly to a leader's overall performance, which is Excellent. Item 10 "Leadership as a motivator always plays a role in implementing strategies to develop the company" has a weight of 86.77%, meaning that a leader's ability to be a motivator and lead the team in implementing necessary strategies for the growth and development of the company is considered effective and influential, categorized as Excellent. Item 13 "In performing the role of a controller, leaders are always vigilant in observing the details of their employees' work" has a weight of 85.85%, meaning that leaders can effectively pay attention to the details of the work done by employees to ensure that the work is done to high standards and in line with the company's expectations, categorized as Excellent.

### Respondents' Responses to Work Motivation Variable

**Table 2.** Frequency of Work Motivation Variable (X2)"

Item	Answer					Average	Criteria
	1	2	3	4	5		
15. Having a good relationship with colleagues	0	1	16	50	63	86.92%	Very High
16. The company provides salaries commensurate with the job position	0	5	21	37	67	85.54%	Very High
17. The company cares about employees' achievements in their work performance.	2	9	18	45	56	82.15%	High
18. The performance standards that employees must achieve within the company have been established and clearly communicated	1	3	14	57	55	84.92%	Very High
19. The company provides training to its employees	0	3	21	52	54	84.15%	Very High
20. The company conducts periodic evaluations of employees for promotions based on employee performance.	2	2	12	48	66	86.77%	Very High
21. I am always punctual in completing job tasks that are my professional responsibility	0	1	15	53	61	86.77%	Very High
22. The implementation of overtime if the time used to complete the job is insufficient or delayed.	2	6	27	40	55	81.54%	High
23. Receiving recognition from colleagues when successfully completing tasks well.	2	5	20	50	53	82.62%	High
24. The company's management acknowledges and appreciates employees' work results.	3	2	17	49	59	84.46%	Very High

<b>Average</b>	<b>84.58%</b>	Very High
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Based on the above response tabulation, it can be observed that the Work Motivation variable (X2) has an average of 84.58%. This generally indicates that Work Motivation (X2) falls into the category of very high. Based on the respondent response table above, the description of each item in the Work Motivation dimension with the Reward aspect is as follows Item 15 "Having a good relationship with coworkers" has a value of 86.92%, meaning that one's ability to establish positive and harmonious relationships with coworkers is considered effective and contributes positively to the work environment and overall team performance, categorized as very high. Item 17 "The company cares about employees' work achievement" has a value of 82.15%, indicating that the company shows concern for employees' work achievements, although there is room for improvement or enhancement in this regard, categorized as high. Item 18 "The company has established and clearly socialized performance standards that employees must achieve" has a weight of 84.92%. The company has succeeded in setting clear standards and ensuring that all employees understand well what is expected of them in terms of performance, categorized as very high. Item 20 "The company conducts periodic evaluations of employees for promotion based on employee performance" has a weight of 86.77%, meaning that the company has recognized the importance of regular performance evaluations as a basis for decision-making related to promotions, categorized as very high.

Item 21 "I am always punctual in completing work tasks responsibly" has a weight of 86.77%, indicating that you have shown consistency and accuracy in completing work tasks in a professional manner and as expected, categorized as very high. Item 22 "Overtime is applied if the time used to complete tasks is insufficient/late." has a weight of 81.54%, meaning that the company has acknowledged the importance of completing tasks on time and provides incentives in the form of overtime as a response to delays, categorized as high. Item 23 "Receiving recognition from coworkers when successfully completing tasks well" has a weight of 82.62%, indicating that recognition from coworkers is considered important and contributes positively to the work environment, categorized as high. Item 24 "The company's management acknowledges and appreciates employees' work results" has a weight of 84.46%, meaning that the company's management has shown willingness and willingness to acknowledge and appreciate the contributions made by employees, categorized as very high.

**Respondents' Responses to the Work Discipline Variable**

**Table 3.** Frequency Table of Work Discipline Variable (Y)

Item	Answer					Average	Criteria
	1	2	3	4	5		
25. I come to the office on time according to the scheduled time.	0	0	14	45	71	88.77%	Very High
26. I leave according to office hours, except for overtime.	2	1	15	44	68	86.92%	Very High
27. I always use time effectively and efficiently.	0	0	13	57	60	87.23%	Very High
28. I never procrastinate on tasks.	1	1	18	47	63	86.15%	Very High
29. I always adhere to all the regulations in the company.	0	0	19	47	64	86.92%	Very High
30. I always complete tasks on time	0	1	14	44	71	88.46%	Very High
31. I make reports about the work I have completed every day	0	2	12	41	75	89.08%	Very High
<b>Average</b>						<b>87.65%</b>	Very High

Based on the above response tabulation, it can be seen that the Work Discipline variable (Y) has a weight of 87.65%. This generally indicates that Work Discipline (Y) falls into the category of very high. Based on the respondent response table above, the description of each item in the Work Discipline dimension with the aspect of Time Compliance is as follows: Item 25 "I arrive at the office on time according to the

designated time" has a weight of 88.77%, meaning that I have demonstrated consistency and discipline in maintaining punctuality, categorized as very high. Item 31 "I make reports on the work I have completed every day" has a weight of 89.08%, meaning that I have a good habit of monitoring and documenting your work progress regularly, categorized as very high.

### PLS Data Analysis

#### Outer Model Testing

Outer model testing is an evaluation stage to assess the accuracy and reliability of measurement instruments as well as the ability of indicators to explain other variables. In this testing, the validity and reliability of measurement instruments are evaluated, as well as the ability of indicators to explain other variables. Reflective indicators are considered good if their correlation is greater than 0.70 with the measured construct. In this study, a loading factor threshold of 0.70 is used to determine indicator validity.

**Tabel 4.** Outer Loadings

	Work Discipline (Y)	Leadership (X1)	Work Motivation (X2)
x1.1		0.813	
x1.10		0.751	
x1.11		0.721	
x1.12		0.725	
x1.13		0.733	
x1.14		0.766	
x1.2		0.732	
x1.3		0.754	
x1.4		0.765	
x1.5		0.716	
x1.6		0.714	
x1.7		0.722	
x1.8		0.734	
x1.9		0.771	
x2.1			0.752
x2.10			0.782
x2.2			0.742
x2.3			0.757
x2.4			0.790
x2.5			0.776
x2.6			0.816
x2.7			0.735
x2.8			0.752
x2.9			0.764
y1	0.737		
y2	0.763		
y3	0.724		
y4	0.790		
y5	0.758		
y6	0.771		
y7	0.788		

Indicator validity testing is conducted by examining the correlation between item scores and construct scores. Loading factors with values  $\geq 0.5$  are considered significant, indicating adequate convergent validity. Indicator validity is considered good if the loading factor exceeds 0.7. From the test results, all indicators have loading factors  $> 0.7$ , indicating adequate validity, thus all variables can be retained in the model. Reliability evaluation and Average Variance Extracted (AVE) are important for assessing construct validity. Construct reliability is considered high if its value is  $\geq 0.70$ , while AVE is considered good if its value is  $> 0.50$ . In the following table, Composite Reliability and AVE values for all variables will be presented.

**Tabel 5.** Composite Reliability Variabel

	Cronbach's	Composite	Average Variance
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	Alpha	rho_A	Reliability	Extracted (AVE)
Disiplin Kerja (Y)	0.879	0.882	0.906	0.580
Kepemimpinan (X1)	0.938	0.941	0.946	0.554
Motivasi Kerja (X2)	0.922	0.923	0.934	0.588

Source: Author's Processed Data (2024)

The table shows that the composite reliability values for all constructs in the variables are above 0.7, indicating that all constructs in the model meet the criterion for discriminant validity. Additionally, all Average Variance Extracted (AVE) values are  $> 0.50$ , and all Cronbach's Alpha ( $\alpha$ ) values are  $> 0.70$ , indicating that all variables are considered reliable. Discriminant validity testing is conducted by examining the cross-loading values, which are the correlation coefficients of indicators with their constructs compared to the correlation coefficients with other constructs. The correlation coefficient values of indicators should be higher for their own constructs than for other constructs.

**Table 6.** Discriminant Validity Test Results

	Work Discipline (Y)	Leadership (X1)	Work Motivation (X2)
x1.1	0.608	0.813	0.492
x1.10	0.550	0.751	0.417
x1.11	0.389	0.721	0.387
x1.12	0.376	0.725	0.379
x1.13	0.464	0.733	0.467
x1.14	0.510	0.766	0.495
x1.2	0.517	0.732	0.427
x1.3	0.504	0.754	0.399
x1.4	0.492	0.765	0.404
x1.5	0.438	0.716	0.332
x1.6	0.450	0.714	0.358
x1.7	0.452	0.722	0.381
x1.8	0.508	0.734	0.484
x1.9	0.545	0.771	0.427
x2.1	0.503	0.434	0.752
x2.10	0.518	0.426	0.782
x2.2	0.524	0.418	0.742
x2.3	0.438	0.374	0.757
x2.4	0.524	0.452	0.790
x2.5	0.536	0.430	0.776
x2.6	0.478	0.403	0.816
x2.7	0.546	0.475	0.735
x2.8	0.488	0.501	0.752
x2.9	0.529	0.404	0.764
y1	0.737	0.521	0.504
y2	0.763	0.536	0.562
y3	0.724	0.444	0.427
y4	0.790	0.443	0.529
y5	0.758	0.537	0.486
y6	0.771	0.471	0.476
y7	0.788	0.555	0.549

Source: Author's Processed Data (2024)

Based on the discriminant validity testing results after modifying the model as seen in the table above, it is shown that all indicators have cross-loading values with their respective constructs greater than the cross-loading values with other constructs, thus indicating validity. It can be concluded that all constructs have good discriminant validity. Multicollinearity, or the presence of strong intercorrelations among independent variables, is evaluated using the Variance Inflation Factor (VIF) values. The VIF value should be less than 5, as a value greater than 5 indicates multicollinearity among constructs. Multicollinearity evaluation in the model is performed by examining the VIF values in the Inner Model.

**Table 7.** VIF Values

	Work Discipline (Y)	Leadership (X1)	Work Motivation (X2)
Work Discipline (Y)			
Leadership (X1)	1.468		
Work Motivation (X2)	1.468		

Source: Author's Processed Data (2024)

Based on the VIF values in the table above, there are no VIF values > 5, indicating that there is no multicollinearity issue.

**Structural Model Testing (Inner Model)**

Inner model testing, or structural model testing, is conducted to examine the relationships between constructs, the significance values, and the R-square of the research model. The structural model is evaluated using the R-square for dependent constructs and the significance of the coefficients of the structural path parameters.

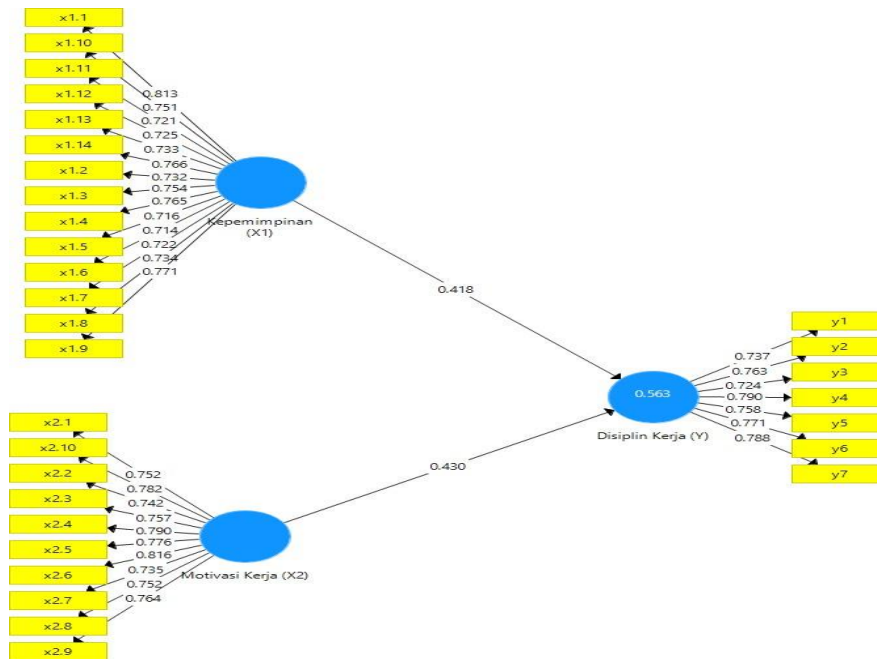


Fig 2. Source: Author's Processed Data (2024)

For the leadership variable, the indicator with the highest loading factor (0.813) is "Leadership as an innovator can seize every opportunity as a chance" (X1.1). This indicates the significant influence of leadership's innovator ability in seizing opportunities. Meanwhile, the indicator with the lowest loading factor (0.714) is "As a communicator, leaders can respond appropriately to what their subordinates convey" (X1.6), indicating the need for improvement in the leadership's communication skills with subordinates. For the work motivation variable, the indicator with the highest loading factor (0.816) is "The company conducts periodic evaluations of employees for promotions based on employee performance" (X2.6). This indicates the significant impact of performance evaluation policies on work motivation. However, the indicator with the lowest loading factor (0.7) is "I am always punctual in completing work tasks responsibly" (X2.7), indicating the need for improvement in employee discipline and professionalism in completing tasks on time. For the work discipline variable, the indicator with the highest loading factor (0.790) is "I never procrastinate" (Y2.4). This indicates the importance of the aspect of not procrastinating in assessing work discipline. Meanwhile, the indicator with the lowest loading factor is "I always use time effectively and efficiently" (Y3), indicating the need for improvement in the effective and efficient use of time as part of work discipline. In evaluating the model with PLS, it starts by examining the R-square for each dependent latent variable. The following table shows the results of R-square estimation using Smart PLS.

**Table 8. R-Square Values**

	R Square	R Square Adjusted
Work Discipline (Y)	0.563	0.556

Source: Author's Processed Data (2024)



The R-square value for the Work Discipline variable (Y) is obtained at 0.563. This result indicates that 56.3% of the Work Discipline variable (Y) can be influenced by the Leadership (X1) and Work Motivation (X2) variables. The significance assessment of the predictive model can be seen from the P-value. If the P-value  $> 0.05$  or 5%, it means the influence is not significant. Conversely, if the P-value  $< 0.05$  or 5%, it means there is a significant influence between these variables. The significance of the estimated parameters provides important information about the relationships between the research variables. The hypothesis testing results are determined based on these P-value values, where the hypothesis will be accepted if the P-value  $< 0.05$  and rejected if the P-value  $> 0.05$ . The results of the hypothesis testing are as follows:

**Table 9.** Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Leadership (X1) -> Work Discipline (Y)	0.418	0.410	0.105	3.966	<b>0.000</b>
Work Motivation (X2) -> Work Discipline (Y)	0.430	0.448	0.105	4.105	<b>0.000</b>

*Source: Author's Processed Data (2024)*

Leadership (X1) Has a Significant Influence on Work Discipline (Y). The analysis results indicate that Leadership (X1) has a significant influence on Work Discipline (Y) with a p-value  $< 0.05$  (0.000). The original sample estimation value is positive (0.418), indicating that the direction of the influence of Leadership (X1) on Work Discipline (Y) is positive. Therefore, hypothesis 1 in this study can be accepted, that Leadership (X1) has a significant positive influence on Work Discipline (Y). Work Motivation (X2) Has a Significant Influence on Work Discipline (Y). The analysis results indicate that Work Motivation (X2) has a significant influence on Work Discipline (Y) with a p-value  $< 0.05$  (0.000). The original sample estimation value is positive (0.430), indicating that the direction of the influence of Work Motivation (X2) on Work Discipline (Y) is positive. Therefore, hypothesis 2 in this study can be accepted, that Work Motivation (X2) has a significant positive influence on Work Discipline (Y).

### Discussion

The analysis results indicate that leadership has a positive and significant effect of 0.418 or 41% (p-value  $< 0.05$ ) on employee work discipline. This means that the better the leadership, the better the resulting work discipline. These findings align with previous research indicating that leadership significantly influences work discipline [21-22]. The influence of leadership and the practices implemented by leaders can significantly affect the level of discipline and employee performance within an organization. Furthermore work motivation also has a positive and significant effect of 0.430 or 43% (p-value  $< 0.05$ ) on employee work discipline. This indicates that the better the work motivation of employees, the better their work discipline. This finding is supported by previous research indicating that work motivation significantly influences work discipline [8] [23]. The level of motivation individuals possess can significantly influence their consistency and compliance in carrying out tasks and adhering to organizational rules and procedures. Thus, it can be concluded that both leadership and work motivation play crucial roles in shaping the level of employee work discipline within an organization. Therefore, companies need to pay attention to leadership practices and efforts to enhance employee work motivation as part of their strategy to improve work discipline and overall organizational performance.

## IV. CONCLUSION

Based on the research findings and discussion, it can be concluded that leadership in PT Bank XYZ Jakarta Barat is categorized as very good with an average respondent response rate of 85.71%. Work motivation in the company is also classified as very good with an average respondent response rate of 84.58%. Similarly, work discipline falls under the category of very good with an average respondent response rate of 87.65%. The analysis results using SEM PLS show that leadership has a significant positive effect on work discipline with a p-value  $< 0.05$  and a path coefficient of 0.418. This means that the better the

leadership, the better the employee work discipline. Additionally, work motivation also has a significant influence on work discipline with a p-value < 0.05 and a path coefficient of 0.430. Thus, the higher an individual's work motivation, the better their level of work discipline.

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