

Analysis of Leadership and Work Discipline on the Performance of Non-ASN at the North Sumatra Cooperatives and SMEs Office

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Abstract

The performance of non-ASN employees is an important factor in supporting the achievement of government organizational goals. This study aims to analyze the influence of leadership and work discipline on the performance of non-ASN employees at the North Sumatra Cooperatives and SMEs Office. This study used a type of quantitative research with a descriptive and associative approach. The population in this study is all Non-ASN/Honorary employees and Assistants of the North Sumatra Cooperatives and SMEs Office which amounted to 70 employees, with saturated sampling techniques (census), so that the sample in this study amounted to 70 respondents. Primary data was collected through questionnaires arranged based on the Likert scale, while data analysis used multiple linear regression analysis techniques with the help of SPSS software. The results of the study showed that: leadership did not have a significant effect on the performance of non-ASN employees; work discipline has a positive and significant effect on the performance of non-ASN employees; leadership and work discipline simultaneously have a significant effect on the performance of non-ASN employees. The determination coefficient value (R^2) of 0.367 showed that leadership and work discipline were able to explain 36.7% of the variation in the performance of non-ASN employees, while the remaining 63.3% were influenced by other variables outside of this study.

Keywords: Leadership; Work Discipline; Performance of Non-ASN Employees

INTRODUCTION

The success of a job is largely determined by effective human resources, because human resources have a major role in the activities of the organization or work (Daulay et al., 2019). All processes in a company or organization will not be able to run properly if the organization does not have or lacks human resources in carrying out a process in the organization (Rizky, M., 2022). Therefore, human resource management plays an important role in helping companies acquire the right human resources. The resources in question are leaders and employees (Arifin, 2019).

In the scope of human resources, the performance of an employee is needed to achieve the best performance, both for his own employees and the company. To get satisfactory performance in accordance with the company's expectations, of course, supporting factors are needed so that maximum employee performance can be achieved (Daulay et al., 2019). Employees are living organisms that allow the running of an organization or company and become an important element in management (Rizky & Ardian, 2019). Employees serve as assets to the organization, contributing vitality, talent, and originality (Luthfiana & Rianto, 2023). Everything can be done well if employees can behave and act in accordance with the provisions that have been set for the

achievement of company goals. If human resources in a company are considered to be of poor quality, it is certain that the company will experience a decline in performance (Rizky, 2022). Therefore, to achieve the highest goal, employee performance must be considered (Pratiwi et al., 2023).

Good employee performance can be seen as an activity in which an individual is able to complete the tasks assigned to him successfully, subject to the normal limits of the reasonable use of available resources (Mahiri & Orwa, 2016). According to (Prabu, 2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The word performance is an acronym consisting of the word's kinetics, energy, and work. According to the term, performance is defined as the embodiment of the results of work carried out by employees, which in general the word performance is used as a reference for the assessment of the employee in a company or organization (Rahman et al., 2023). Employee performance is one of the benchmarks of organizational performance, so in this case it is necessary to always evaluate the work performance in order to maintain or improve organizational performance and vice versa good work performance must be maintained or even always improved (Kurniawati & Meliyanti, 2024).

In supporting services to MSME actors, the North Sumatra Provincial Cooperatives and SMEs Office mobilize tens to hundreds of non-ASN employees spread across various fields. Starting from the field of cooperative institutions, business financing, to counselling and direct assistance in the field, almost all of them are supported by non-ASN. Their function is vital because they are involved in MSME data reporting, training, document archiving, and administrative services to the community. However, despite their large contributions, the attention to the welfare and development of non-ASNs has not been proportional to the contribution they make, including in terms of leadership. Employee performance will be better if there is self-awareness and seriousness from each employee as an individual in carrying out their duties and responsibilities (Widodo & Yandi, 2022).

In an organization, leadership is a key factor that ensures an organization, because leadership is a behaviour with a specific goal, especially affecting the functioning of team members to achieve common goals and bring financial benefits to individuals and organizations (Mustapa & Maryadi, 2018) in (Pratiwi et al., 2023). According to (Kartono, 2017), leadership is the ability to influence others, subordinates, or groups, to direct their behaviour to achieve organizational or group goals. Leadership in a government organization has an important role in order to achieve goals, especially service to the community, in this case the leader must be able to understand, carry out his leadership duties, so that subordinates will feel happy to work so that the performance of the government can be achieved optimally (Hardiyana & Helwiyani, 2011) in (Palungan et al., 2020). Effective leaders can motivate, inspire, and guide employees, potentially increasing their loyalty and commitment to the Company (Gunawan & Rizky, 2024). Effective leadership is also not just about command and control, but how a leader is able to be an example, build trust, and create an inclusive and empowering work environment. Leadership is the ability to convince and mobilize others to be willing to work together under their leadership as a team to achieve certain goals (Rizky, 2022). The right leadership style can create a conducive work environment, increase work motivation, and direct employees to achieve organizational goals. Many leadership style problems arise, because fatal mistakes made by leaders can have an impact on organizational

development (Merry, Natalina & Rizky, 2024). The consequences that may arise from a bad leadership style or leadership that is more task-oriented than employees is a decrease in employee work motivation (Setiawan et al., 2024).

Employee performance is influenced by work discipline. Discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms (Darmilisani et al., 2024). In other words, the higher the level of work discipline that the employee has, the better the performance, and vice versa, the lower the level of work discipline that the employee has, the worse the performance will be (Afhandi, 2025). Work discipline is a form of obedience to a person's behaviour in complying with certain provisions or regulations related to work, and enforced in an organization (Kurniawati & Meliyanti, 2024). Work discipline is the ability and attitude to control oneself to obey a regulation that has been given by the company to achieve goals (Suhanta et al., 2022). Work discipline is a concept in the workplace or management that requires employees to apply it regularly (Rizky, 2022). The better the employee discipline in a company, the higher the work performance that can be achieved. Conversely, without good employee discipline, it is difficult for a company to achieve optimal results. According to (Siswadi, 2016) discipline is an attitude of respect for the company's rules and regulations, which exist in the employee, which causes him to be able to adapt voluntarily to the company's rules and regulations. Work discipline aims to make employees engaged and productive, so that it will enable the company to achieve its goals (Sanjaya & Prijati, 2020). Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behaviour and as an effort to increase one's awareness and willingness to obey all applicable company regulations and social norms (Akhmad et al., 2021).

According to (Lail, 2023) leadership and discipline are important variables that determine employee performance in an agency. Leadership determines the success of an agency to achieve its goals. However, discipline can determine the course of the roles, functions, and goals that exist in an institution. Based on the background of the phenomenon described above, the researcher is interested in conducting research on "The Influence of Leadership and Work Discipline on Non-ASN Performance in the North Sumatra Cooperatives and SMEs Office".

RESEARCH METHODS

This study used a type of quantitative research with a descriptive and associative approach which aims to analyze the influence of leadership and work discipline on the performance of non-ASN employees at the North Sumatra Cooperative and SME Office. The population in this study is all Non-ASN/Honorary employees and Assistants of the North Sumatra Cooperatives and SMEs Office which totals 70 employees. Given the relatively small population and to obtain more accurate and representative research results, this study uses a saturated sampling technique (census) where all members of the population are used as research samples, so that the sample in this study is 70 respondents. Primary data was collected through questionnaires compiled on the Likert scale to measure leadership variables (X1), work discipline (X2), and employee performance (Y), while data analysis used multiple linear regression analysis techniques with the help of SPSS software to test the research hypothesis.

RESULTS AND DISCUSSION

Overview of Research Objects

The Cooperatives and Small and Medium Enterprises Office of North Sumatra Province is a regional apparatus formed as the implementer of government affairs in the field of cooperatives and MSMEs in accordance with the regional autonomy policy, with the aim of encouraging the strengthening of cooperative institutions and increasing the competitiveness of MSMEs in North Sumatra. This Service is led by a Head of Service who is responsible to the Governor through the Regional Secretary, and is supported by an organizational structure consisting of the Secretariat, several technical fields such as the Cooperative Sector, the Micro, Small and Medium Enterprises Sector, and the Supervision and Empowerment Sector, each of which oversees subdivisions or sections according to their duties and functions in order to realize effective and professional public services.

Descriptive Statistical Analysis

Descriptive statistical analysis is an analysis used to describe the characteristics of research data through minimum, maximum, mean, and standard deviation values.

Table 1. Descriptive Statistical Analysis

| Descriptive Statistics | | | | | |
|------------------------|----|---------|---------|-------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Leadership | 70 | 7 | 15 | 11.21 | 1.940 |
| Work Discipline | 70 | 10 | 20 | 14.89 | 2.096 |
| Work Performance | 70 | 7 | 15 | 11.01 | 1.518 |
| Valid N (listwise) | 70 | | | | |

Primary data processed from questionnaire results (2026)

Based on Table 1 descriptive statistical analysis, it shows that the leadership variable has a minimum value of 7 and a maximum of 15 with an average value of 11.21 and a standard deviation of 1.940, which indicates that the level of leadership is in the category of quite good; The work discipline variable has a minimum value of 10 and a maximum of 20 with an average value of 14.89 and a standard deviation of 2.096 which shows that the respondent's work discipline is relatively good; Meanwhile, the employee performance variable has a minimum value of 7 and a maximum of 15 with an average value of 11.01 and a standard deviation of 1.518 at the North Sumatra Provincial Cooperatives and SMEs Office.

Classic Assumption Test

a. Normality Test

The normality test is a statistical test that aims to find out whether the research or residual data in the analysis model are normally distributed, with commonly used testing methods including the Kolmogorov–Smirnov test, Shapiro–Wilk test, histogram graph analysis, Normal P–P Plot, and Q–Q Plot.

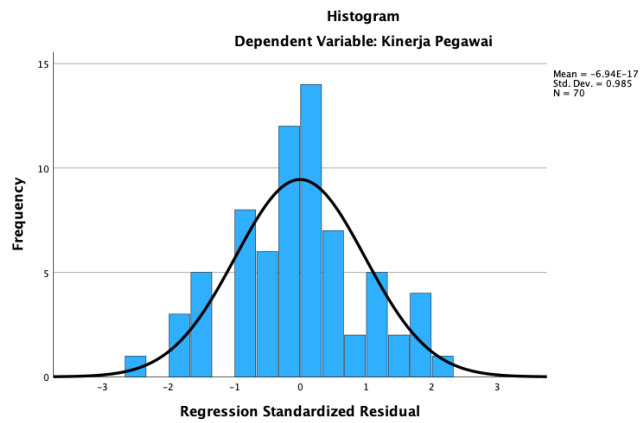


Figure 1. Histogram Normality Test

Figure 1 shows that the normality test histogram forms a pattern resembling a bell-shaped curve, so that it can be concluded that the research data is normally distributed.

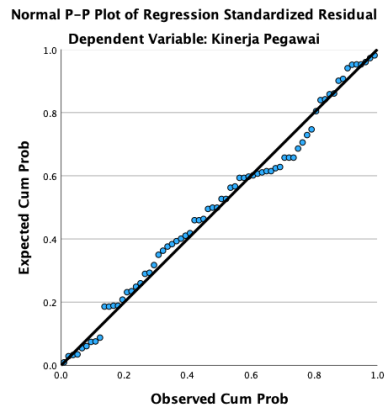


Figure 2. Normality P-Plot

Figure 2 shows that the dots on the Normal P-Plot graph are spread around and follow a diagonal line, so it can be concluded that the research data is normally distributed.

Table 2. Kolmogorov–Smirnov Test
One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual | |
|--|-------------------------|-------------------------|------|
| N | | 70 | |
| Normal Parameters ^{a,b} | Mean | .0000000 | |
| | Std. Deviation | 1.38522370 | |
| Most Extreme Differences | Absolute | .083 | |
| | Positive | .083 | |
| | Negative | -.054 | |
| Test Statistic | | .083 | |
| Asymp. Sig. (2-tailed) ^c | | .200 ^d | |
| Monte Carlo Sig. (2-tailed) ^e | Sig. | .265 | |
| | 99% Confidence Interval | Lower Bound | .254 |
| | | Upper Bound | .276 |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Primary data processed using SPSS output (2026)

Based on Table 2 of the Kolmogorov–Smirnov test, the Asymp value was obtained. Sig. is 0.200 (> 0.05), so it can be concluded that the residual data in this study is normally distributed.

b. Multicollinearity Test

The multicollinearity test is a test that aims to find out the relationship between independent variables, which is carried out by looking at the values of Tolerance and Variance Inflation Factor (VIF), where multicollinearity does not occur if the value of Tolerance is > 0.10 and VIF is < 10 .

Table 3. Multicollinearity Test
Coefficients^a

| Model | | Collinearity Statistics | |
|-------|-----------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | Leadership | .827 | 1.209 |
| | Work Discipline | .827 | 1.209 |

a. Dependent Variable: Work Performance

Primary data processed using SPSS output (2026)

Based on Table 3 of the multicollinearity test, the Tolerance value of each leadership and work discipline variable was 0.827 (> 0.10) and the VIF value was 1.209 (< 10), so it can be concluded that multicollinearity did not occur in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test is a test that aims to find out whether there is residual variance inequality in the regression model, which is carried out through the Glejser test or scatterplot graph analysis, where the model is declared heteroscedasticity free if the significance value is > 0.05 or the points are randomly spread without a specific pattern.

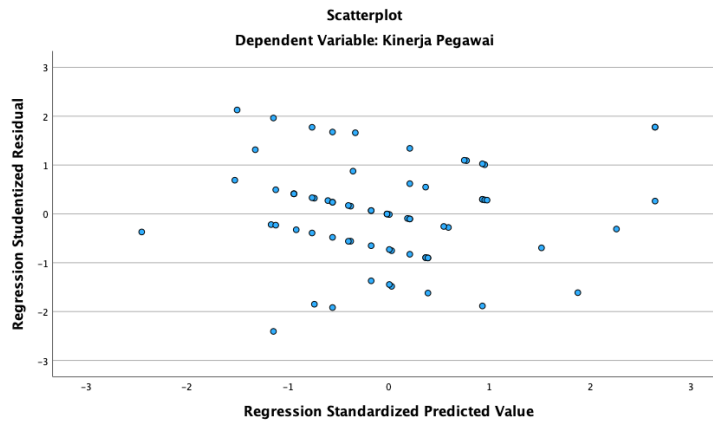


Figure 3. Scatterplot

Figure 3 shows that the dots on the scatterplot graph are scattered randomly and do not form a specific pattern, so it can be concluded that the regression model does not experience heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis used to determine the influence of leadership and work discipline simultaneously or partially on the performance of non-ASN through the formation of regression equations.

Table 4. Multiple Linear Regression Analysis

| Coefficients ^a | | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|------|-------|-------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 6.221 | 1.323 | | 4.704 | <.001 |
| | Leadership | .112 | .096 | .143 | 1.165 | .248 |
| | Work Discipline | .238 | .089 | .328 | 2.678 | .009 |

a. Dependent Variable: Work Performance

Primary data processed using SPSS regression analysis (2026)

Table 4 shows the results of multiple linear regression analysis that tests the influence of leadership and work discipline on the performance of non-ASN employees at the North Sumatra Cooperatives and SMEs Office. From the results of the analysis, the following regression equations were obtained:

$$Y = 6.221 + 0.112 X_1 + 0.238 X_2$$

The constant value of 6.221 indicates that if the variables of leadership and work discipline are zero or non-existent, then the performance of non-ASN employees will be worth 6.221 units. The leadership variable (X_1) has a regression coefficient of 0.112 with a positive direction. This indicates that every one unit increase in the leadership variable will increase employee performance by 0.112 units, assuming the other variables are fixed. The work discipline variable (X_2) has a regression coefficient of 0.238 with a positive direction. This means that every one unit increase in the work discipline variable will increase employee performance by 0.238 units, assuming the other variables are constant.

Hypothesis Test

a. Partial Test (t-test)

Partial test (t-test) is a test used to determine the influence of each individual leadership and work discipline variable on the performance of non-ASN, where the hypothesis is accepted if the significance value is < 0.05 .

Table 5. Partial test (t test)
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
|-------|-----------------------------|------------|---------------------------|------|-------|-------|
| | B | Std. Error | Beta | | | |
| 1 | | | | | | |
| | (Constant) | 6.221 | 1.323 | | 4.704 | <.001 |
| | Leadership | .112 | .096 | .143 | 1.165 | .248 |
| | Work Discipline | .238 | .089 | .328 | 2.678 | .009 |

a. Dependent Variable: Work Performance

Primary data processed using SPSS t-test results (2026)

Table 5 shows the results of a partial test (t-test) which aims to test the influence of each independent variable (leadership and work discipline) partially on the dependent variable (performance of non-ASN employees) at the North Sumatra Cooperatives and SMEs Office. The results of the t-test for the leadership variable showed a calculated t-value of 1.165 with a significance value of 0.248. Since the significance value is $0.248 > 0.05$, H_0 is accepted and H_1 is rejected. This means that leadership does not have a significant effect on the performance of non-ASN employees at the North Sumatra Cooperatives and SMEs Office. The results of the t-test for the work discipline variable showed a calculated t-value of 2.678 with a significance value of 0.009. Since the significance value is $0.009 < 0.05$, H_0 is rejected and H_2 is accepted. This means that work discipline has a positive and significant effect on the performance of non-ASN employees at the North Sumatra Cooperative and SME Office.

b. Simultaneous Test (F Test)

Simultaneous test (F test) is a test used to determine the influence of leadership and work discipline together on the performance of non-ASN, where the model is declared significant if the significance value is < 0.05 .

Table 6. Simultaneous Test (F Test)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 26.585 | 2 | 13.293 | 6.727 | .002 ^b |
| | Residual | 132.400 | 67 | 1.976 | | |
| | Total | 158.986 | 69 | | | |

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Work Discipline, Leadership

Primary data processed using SPSS ANOVA output (2026)

Based on Table 6 of the results of the simultaneous test (F test), an F value of 6.727 was obtained with a significance value of 0.002 (< 0.05), so it can be concluded that leadership and work discipline simultaneously have a significant effect on the performance of non-ASN employees at the North Sumatra Provincial Cooperatives and SMEs Office.

Coefficient of Determination (R²)

The determination coefficient (R²) is a measure used to determine how much leadership ability and work discipline explain the variation in Non ASN performance.

Table 7. Coefficient of Determination (R²)

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .409 ^a | .367 | .342 | 3.406 |

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Work Discipline, Leadership

Primary data processed using SPSS model summary (2026)

Based on Table 8 of the determination coefficient (R²), an R Square value of 0.367 was obtained which shows that leadership and work discipline were able to explain 36.7% of the variation in the performance of non-ASN employees, while the remaining 63.3% was influenced by other variables outside this research model.

The Influence of Leadership on the Performance of Non-ASN Employees

Based on the results of multiple linear regression analysis and partial tests (t-test) that have been carried out, it was found that leadership does not have a significant effect on the performance of non-ASN employees at the North Sumatra Cooperative and SME Office. These findings are not in line with some leadership theories that state that leadership has an important role in improving employee performance. These findings indicate that the leadership style or practice applied has not been fully felt directly in improving the performance of non-ASN employees. This condition can be caused by the characteristics of non-ASN employees who are more oriented towards the

implementation of routine administrative tasks, so that the influence of leadership is indirect or more felt through policies and work systems than daily leadership interactions. The results of this study are in line with research conducted by Prasetyo (2020) which found that leadership does not have a significant effect on the performance of honorary employees in local government agencies.

The Effect of Work Discipline on the Performance of Non-ASN Employees

The results of multiple linear regression analysis and partial test (t-test) showed that work discipline had a positive and significant effect on the performance of non-ASN employees at the North Sumatra Cooperative and SME Office. This shows that employees' level of compliance with work rules, punctuality, responsibility, and consistency in carrying out tasks have an important role in improving performance. The higher the work discipline possessed by non-ASN employees, the better the performance produced. This finding is in line with the theory put forward by Rivai (2019) which emphasizes that good work discipline reflects the magnitude of a person's responsibility for the tasks assigned to him, which will encourage work passion, work morale, and the achievement of organizational goals. The results of this study are consistent with previous studies conducted by Rivai (2020), Sinambela (2021), and Mangkunegara (2019) which found a significant influence of work discipline on employee performance.

The Influence of Leadership and Work Discipline Simultaneously on the Performance of Non-ASN Employees

The results of the simultaneous test (F test) show that leadership and work discipline together have a significant effect on the performance of non-ASN employees at the North Sumatra Cooperative and SME Office. This is evidenced by the calculated F value of 6.727 with a significance value of 0.002 which is smaller than the set significance level ($\alpha = 0.05$). Thus, the third hypothesis (H_3) which states that leadership and work discipline simultaneously have a significant effect on the performance of non-ASN employees is accepted. The findings of this study are in line with the research of Sutrisno and Kusmawan (2021) which found that leadership and work discipline simultaneously have a significant effect on employee performance. Similarly, Nugroho (2020) research shows that the combination of leadership factors and work discipline contributes significantly to improving employee performance in the public sector.

CONCLUSION

Based on the results of the analysis and discussion of this research, it can be concluded that: Leadership and work discipline simultaneously have a significant effect on the performance of non-ASN employees at the North Sumatra Provincial Cooperatives and SMEs Office. Partially, leadership does not have a significant effect on the performance of non-ASN employees. Work discipline has a positive and significant effect on the performance of non-ASN employees. Based on the above conclusion, it can be suggested as follows: The North Sumatra Provincial Cooperatives and SMEs Office are advised to improve the work discipline of non-ASN employees through consistent enforcement of work rules and continuous supervision. Leaders are expected to be able to apply a more participatory and communicative leadership style in order to encourage the improvement of the performance of non-ASN employees. There needs to be a clear system of rewards and sanctions to foster employee responsibility and work discipline.

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