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by Suharto Suharto

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12 **S. Ary Yudhistianto**

Student Master of Management
Krisnadwipayana University Jakarta
Campus UNKRIS Jatiwaringin
P.O. Box 7774/Jat CM. Jakarta 13077
Indonesia

Dr. Suharto SE. MS

Associate Professor
12 Faculty of Economics
Krisnadwipayana University Jakarta
Campus UNKRIS Jatiwaringin
P.O. Box 7774/Jat CM. Jakarta 13077
Email: Suharto@unkris.ac.id
Indonesia

Ella Siti Chaeriah

Lecturer
12 Faculty of Economics
Krisnadwipayana University Jakarta
Campus UNKRIS Jatiwaringin
P.O. Box 7774/Jat CM. Jakarta 13077
Indonesia

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Abstract

This study aims to analyze the influence of simultaneous and partial leadership style and work discipline on performance through motivation as the intervening variable in the information service and data processing of the Army (DISINFOLAHT AD). In this study population and sample research as many as 75 people respondents on employees and soldiers in the Department of Information and Data Processing of the Army. In this study data analysis used with the statistical model with the help of SPSS software version 20.

The results showed that the magnitude of direct influence of work discipline on employee performance is 0.234, while the amount of indirect influence of work discipline on employee performance through motivation of 0.792, it can be concluded that the value of direct influence is smaller than the value of indirect influence that gives meaning that variable motivation able to mediate work discipline on employee performance.

Keywords: Leadership Style, Work Discipline, Motivation, and Performance.

1. Introduction

An important asset in an organization or a company lies in the human resources it has in achieving its objectives. Appropriate and skilled human resources support will reflect the organization or agency in achieving its objectives. Human resources dominate in the formation of organizational

performance that cannot be replaced and imitated by other resources. Support variations of characteristics of human resources such as common sense, feelings, and desires possessed as motivation. Such characteristics if managed well by the organization can provide input for the organization itself in achieving organizational goals. The human resources in the organization cover



the entire person who provides the energy and mind and effort to the organization with a view to contributing to the development of the organization. Douglas (2000) suggests that organizations are highly dependent on highly performing employees.

Performance of civil servants and TNI soldiers who are the result of thought and energy of individual civil servants and TNI soldiers for the work they do. The work can be tangible, seen, and quantified, but in reality, the results of mind and energy cannot be counted and seen, for example, ideas for job-solving, new innovations for effective and efficient work. Setiyawan and Waridin(2006) disclose employee performance is the result of employee work that is assessed from the aspect of quality and quantity based on standards determined by the organization. Performance that meets the standards is the optimal performance. Optimal performance can support the achievement of organizational goals. Organizations can exist if the internal conditions of the organization always strive to continue to improve the ability of its human resources.

Increased employee performance contributes to progress for the organization in maintaining its existence in external changes. Therefore, efforts to improve the work result are a major organizational management challenge where the success of achieving organizational goals and survival is emphasized on the quality of work intern⁴⁴. Performance is one of them influenced by leadership(Yammarino.*et.al.*,1993; Humphreys, 2002; Bass.*et al.*,2003). The style of leadership in a simple mindset is illustrated as a leader's behavior in directing, encouraging and organizing all elements within the organization, agency, and company to achieve an organization, agency or corporate objectives. Leaders must have the ability to develop and direct the potential and ability of subordinates in achieving organizational goals (Dvir. *et al* 2002).

Leadership style as a norm of behavior that applied to someone when influencing the behavior of others (Suranta,2002). The precision of the leadership style model is evaluated by pairs of organizational goals have been communicated and subordinates. Organizations reward or reward as a tool in motivating employees. Leaders who are able to hear

ideas from subordinates before making decisions and policies will have an impact on subordinates. The right leadership style will motivate subordinates to achieve. The success of a person achieving his achievement⁶⁶ is influenced by the leadership style of his superiors(Hardini,2001 in Suranta,2002). Suranta (2002) and Tampubolon(2007) in his research stated leadership style has a significant influence on employee performance.

Zesbendri and Aryanti(2009) argued that discipline is a substantial capital that affects the work of a person. According to Ardana, *et al* (2011:134), work discipline is an attitude of respect, respect, obedience, and obey the rules that apply, both written and unwritten, and able to run it and not evasive to accept sanctions. Iriani (2010), adding that discipline is absolutely necessary for all activities that are and will be carried out according to the mechanism that has been determined. With work discipline, then subordinates will not take actions that can harm the organization.

Another thing that can improve performance is motivation. Motivation is an encouragement, effort, and desire within a human being that activates empowers and directs behavior to perform tasks well within the²³ scope of work(Judge,2006). Robbins(2006) defines motivation as a process that determines the intensity, direction, and perseverance of individuals in an effort to achieve goals. Motivation as an echoing process of strength in physiological and psychological matters, or needs that result in behavior or encouragement aimed at a goal or incentive (Moekijat,2001 in Judge,2006). The influence of work motivation on performance shows the same result, that the relationship⁶⁷ between motivation and performance shows a positive and significant relationship.

With the strength of the influence⁵ of leadership style, work discipline and motivation toward the achievement of organizational goals, institutions, and companies, then this will greatly affect the performance of all components. However, given the many factors in this regard, not only leadership style and work discipline that affects performance, but there are many other factors such as motivation, compensation, work environment, safety, communication among workers, job satisfaction, and



others. This study will focus on the correlation between leadership style and work discipline on the performance of civil servants and TNI soldiers, with motivation as the intervening variable in the Army Information and Data Processing Service (DISINFOLAHTAD).

2. Literature Review

2.1. Leadership

Toha(2008:5) outlines some notions of leadership cited by experts, among others, as follows:

According to Dubin interpret the leadership as the implementation of authority and decision-making. J.L Hemphill defines the leadership of initiative in acting to form a consistent pattern in order to achieve the solution to a common problem.

Terry defines leadership as an activity to influence people to be directed toward achieving company goals. Soekarso(2010:16) defines leadership as "Leadership in the process of influencing others to understand and agree about what needs to be done, and the process of facilitating individual and collective efforts to accomplish the shared objective."

Of the several definitions of leadership mentioned above, it can be concluded that leadership can be interpreted as an initiative to act that produces a consistent flow model in order to achieve the way of solving a common problem.

Leadership Functions

Rivai (2009: 53) states that operationally the main functions of leadership can be divided into several points, among others, as follows:

a. Instructive Functions

This function is characterized by one-way communication. The leader as the informer can determine what and how the order is executed effectively. To realize the effectiveness of leadership requires the ability to move and motivate others to want to carry out orders.

b. Consultative Functions

This function is characterized by two-way communication. In the early stages of decision-making, leaders always need consideration with their subordinates who are considered to have the necessary information. The next stage of the consultation is done after the decision is established and is being implemented. The consultation aims to get input to improve and refine the policies that have been set. The consultative function is expected policy leader gets support for easy leadership to give instruction and run effectively.

c. Function of Participation

In implementing this function, the leadership tries to involve its subordinates both on the participation of decision making and in the implementation. Participation is done in a controlled and directed manner like cooperation take the basic task of others. The role of the leader remains in the function of the leader, not as the executor.

d. Delegate Function

This function is reflected in the delegation of authority from the leadership in the form of consent to decide. The function of delegation is characterized by trust. The recipients of deliberations should be believed to be assistant leaders who share the same principles, perceptions, and aspirations.

e. Control Function

The control function implies that successful/effective leadership is able to manage the activities of its members directed and ineffective coordination, in order to enable the achievement of the goal to the maximum. Control functions can be implemented through guidance, coordination, and monitoring activities.

Typology of Leadership

Soekarso (2010: 24) in leadership theory there are six typologies of leadership known today, namely:

a. Authoritarian Type

The authoritarian type is the leader whose various activities are performed and the decision-making is determined solely by the leader solely (not allowing subordinates).

b. Democratic type

Democratic type is the type of leader whose various activities will be performed and decision-making is



determined jointly between leaders and subordinates (giving participation opportunities to subordinates).

c. Liberal Type

Liberal type is the type of leader whose various activities and decision-making are mostly left to subordinates (giving freedom to subordinates).

d. Populist Type

The populist type is the type of leader who is able to build a sense of solidarity with his subordinates or followers.

e. Charismatic Type

Charismatic type is the type of leader who has a special characteristic value of personality or high dignity so much admired and has a great influence on subordinates or followers.

f. Co-operative Type

Cooperative type is intended as a leadership characteristic of Indonesia, namely leadership that has Pancasila soul, which has the authority and power to bring and lead the society of the environment into the awareness of community life and statehood based on Pancasila and the 1945 Constitution.

The aspect of Pancasila leadership is consistent and consistent attitude in living and practicing Pancasila. The spirit of kinship and gotong royong is an important element of Pancasila leadership.

The main principles of Pancasila leadership are:

- Ing ngarso sung tulodho means a leader must be able to pass his attitude and actions make himself role model for his subordinates.
- Ing madyo mangu karso means a leader must be able to arouse the spirit of representation and creativity in the people who guided.
- Tut wuri handayani means that a leader must be able to encourage the people who take care, dare to walk in front, and be responsible.

2.2. Leadership Style

According Toha (2013: 49) that the style of leadership is the norm of behavior used by a person when the person is trying to influence the behavior of others as he sees. While Rivai (2014: 42) suggests a leadership style as a set of characteristics that applied leadership in influencing subordinates to achieve corporate objectives. A leadership style that shows

the belief of a leader to the competence of his subordinates. Stonner (1996: 165) defines the style of leadership as a behavioral pattern favored by leaders in the process of directing and influencing workers. Based on the understanding of the experts above, then in this study, the style of leadership is defined as the way used by leaders to influence, direct and control the behavior of subordinates in achieving goals.

Leadership Style Theory

One of the main contingency approaches to leadership is the Situational Leadership Model proposed by Stonner(1996:171)that "The most effective leadership style varies with employee readiness. Stonner(1996:171) defines readiness as a desire to pace, willingness to accept responsibility and ability related to task, skill, and experience. The goals and knowledge of followers are important variables in determining effective leadership styles. Rivai(2014:16) states that the relationship between the leadership and its members has four stages/phases necessary for the leadership to change his leadership style: the First stage, in the initial readiness of the reader's attention to the task, is very high, members are given clear instructions and familiarized with rules, structures and working procedures. The second stage is where members have been able to handle the task, attention to the task is very important because subordinates cannot work without structure. Leadership trust in subordinates is increasing. The third stage in which the members have greater ability and achievement motivation begins to appear and they are actively seeking greater responsibility, leaders still have to support and give attention, but no longer need to give direction. The fourth stage is the stage where members begin to self-confidence, can direct themselves and experience; leaders can reduce the amount of attention and direction.

This situational model attracts attention because it recommends dynamic and flexible leadership types, not static. Employee motivation, ability, and experience must be continuously assessed to determine which combinations of forces are most adequate with flexible and variable conditions. So leaders who want to develop their subordinates, boost



their confidence, and help them learn about their work must change the style of leadership continuously.

In theory, it still has some disadvantages, such as when managers are flexible in their leadership style, or if they can be trained to change their style, they can be considered effective in leadership situations. If otherwise, the managers are relatively rigid in the leadership style, they will work effectively only in the most suitable situations that their style or that can be tailored to fit their style. Such stiffness will hamper the manager's personal career that causes the company's goals and objectives to fill in ineffective management positions.

Then came the theory of leadership according to Stonner (1996:173) that measures leadership styles on a scale that indicates a person's level describes profitably or harms his least favored colleague (LPC, Least Preferred Co-worker).

Furthermore, Wahjosumidjo,(1994:97) identifies three kinds of leadership situations or variables that help determine effective leadership styles:

- a. The relationship between leader and subordinate(leader-member relations).That is how the level of relationship quality that occurs between superiors with subordinates. Subordinate attitude to the personality, character, and skill of the boss.
- b. Task structure. It means in the work situation whether tasks have been compiled into a clear pattern or vice versa.
- c. The authority of the leader position (leader's position power). How does the formal authority of the leader be exercised against subordinates?

6 *Dimension of Leadership Style*

Behling, Orlando and James M. McFillen (1996) developed a leadership style questionnaire. The questionnaire consists of two kinds, the indicator is as follows:

1. Trust follower (Follower Belief Questionnaire)
 - Inspiration
 - Admiration
 - Empowerment

2. Attribute Behavior Questionnaire (Attributes of Leader Behavior Questionnaire)

- Show empathy
- Explain the mission attractively
- Demonstrate belief
- Improve the image
- Provide opportunities for success.

2.3. Discipline

Discipline comes from the word disciple meaning disciple, disciplinary about obedience. This word then turns into a discipline which means obedience or matters of order. Thus the meaning of discipline is an adherence to the rules, norms, standards, laws, and order in force.

According to Anoraga(2007:240), discipline is the psychological attitude of a person or group who always willing to follow or comply with all the rules that have been determined. Discipline has a very close relationship with motivation, discipline with an exercise, among others, working to appreciate time and cost will have a positive effect on employee productivity. According to Handoko(1997:208-209), discipline is a management activity to run the standards of the organization. There are two kinds of disciplinary activities:

1. Preventive disciplining is an activity/action that encourages employees to comply with various applicable regulations and meet established standards. This means that through clarity and explanation about the attitude patterns, actions, and behaviors that cool from every member of the organization cultivated do not let the employees behave negatively so that diversions can be prevented

2. Corrective discipline is an activity undertaken to deal with violations of the rules and to try to avoid further violations. If an employee has actually committed a breach of any applicable provisions or fails to comply with established standards, he shall be subject to disciplinary sanctions in the form of a penalty and shall be called the disciplinary action. The severity or severity of a sanction depends on the weight of the offense, the imposition of sanctions usually follows a hierarchical procedure, meaning the imposition of sanctions initiated by the employee's



immediate supervisor, forwarded to a higher leader and the final decision of such sanctions is taken by an authorized leadership official, therefore. If these steps are taken appropriately, the organization's relationship with its employees is expected to be at a stage that encourages its employees to fulfill their obligations as best they can.

Purpose of Work Discipline

Work discipline has a purpose, namely:

- a. Create a working atmosphere that is orderly, smooth, harmonious, orderly and has good results that can benefit the office/company and employees.
- b. Creating a regular working system will facilitate every employee in performing their duties and in accordance with their respective fields.
- c. Supporting work discipline, employee morale in particular, and the company in general.

Factors Affecting Work Discipline

There are several factors that affect (increase/decrease) one's work discipline, namely as follows: 1) State leadership; 2) Controlling factors; 3) Want to be recognized as human (self-esteem); 4) Opportunity to develop a career; 5) A pleasant working environment; 6) Security guarantee; 7) Fair and honest treatment; 8) Pleasant working conditions; 9) Decent salary (can meet the needs of employees and families); 10) Good old age guarantee; 11) A harmonious working relationship.

Army Discipline

The discipline of civil servants and soldiers of the Indonesian National Army (TNI) is the real obedience and obedience of every civil servant and TNI soldier supported by the consciousness of Panca Prasetya ²⁹rpri, Sapta Marga and Sumpah Prajurit to fulfill their duties and obligations, and behave and behave in accordance with the rules or order of life of civil servants and soldiers of the Indonesian National Army (TNI). Army discipline is an absolute requirement for:

- Keep all the regulations of civil servants and TNI soldiers from all official orders of each boss, from small things in an orderly manner.

- Enforcing life in civil service and new and regular military forces, in small, small but important and great things.

Dimension of Discipline

Work discipline is the adherence to regulations, attendance, responsibility, timeliness, and work. Discipline is the ideal situation in support of the implementation of tasks according to the rules in order to support the optimization of work. The indicators of the work discipline are (Waridin, 2006):

- a. Quality of work discipline: includes timely return and return, time utilization for task implementation and ability to develop self-potential based on positive motivation.
- b. The quantity of work: includes output and contribution volumes.
- c. Compensation required: includes suggestions, directions or improvements.
- d. Workplace or residence location.
- e. Conservation: includes respect for the rules with the courage to always prevent the occurrence of actions that conflict with the rules.

2.4. Motivation

¹⁰ Rivai and Sagala, Jauvani (2009: 837) reveal that motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals, attitudes, and values are invisible that gives the power to encourage individuals to behave in achieving that goal. Basically, motivation can trigger employees to work hard so as to achieve their goals that can improve the work productivity of the individual employees so as to affect the achievement of corporate goals.

Notoatmodjo (2009:114) defines the motivation of work as a desire that is in an individual who encourages him to do the deeds. Another opinion expressed by Notoatmodjo(2009: 115) defines motivation is a thing that causes and supports one's actions or behavior. Based on that opinion motivation can be summed up as an impulse that exists in man in



behaving which can generate spirit as effort fulfillment requirement, which influenced by situation and condition of the environment.

2.4.1. Purposes of Motivation

Hasibuan (2008: 146) the purpose of the motivation of work include the following:

- a. Improve morale and job satisfaction
- b. Increase employee work productivity
- c. Maintaining employee stability within the company
- d. Improve employee work discipline
- e. Create a good atmosphere and working relationship
- f. Increase employee loyalty, creativity, and employee participation
- g. Increase employee welfare level
- h. Enhances employees' sense of responsibility for their duties
- i. Improving the efficiency of the use of facilities and infrastructure.

From the above statement can be concluded that the provision of motivation can be said is very important because the leader in a company requires good cooperation with subordinates to carry out the tasks of companies in achieving the goals set. The importance of motivating subordinates is that they are willing and willing to perform their duties in accordance with the skills or skills possessed.

Dimension of Motivation

Motivation is a factor affecting the spirit and enthusiasm of civil servants and TNI soldiers to participate actively in the work process. The most famous of the motivational theories is the hierarchy of needs expressed by Abraham Maslow. The hypothesis says that in all human beings there are five levels of need (Maslow, in Robbins, 2006), which is an indicator that is:

- a. Physiological: among other things hunger, thirst, protection (clothing and housing), and other physical needs.
- b. Security: including safety and protection against physical and emotional losses.
- c. Social: includes affection, belonging, acceptance, and friendship.

d. Reward: includes deep respect factors such as self-esteem, autonomy, and achievement; as well as external respect factors, such as status, recognition, and attention.

e. Self-actualization: the urge to become someone/something according to his ambition that includes growth, potential achievement, and self-fulfillment.

2.5. Employee Performance

Mangkunegara(2005:75) states that in general performance is divided into two, namely individual performance and organizational performance. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with the group performance. According Mangkunegara(2000:67), performance or work performance is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him.

Meanwhile, according to Gibson *et al.* (1996: 95), employee performance is a measure that can be used to determine the comparison of the results of execution of tasks, responsibilities given by the organization in a certain period and can be used relative to measure work performance or organizational performance. According to Rivai (2005: 14), the word performance is a translation of the word performance that comes from the word to perform with some entries:

- a. Doing, running, executing {to do or carry out, execute}.
- b. Fulfill or perform the obligations of intent or vow (to discharge of fulfilling; as vow).
- c. Implement or refine the responsibility (to execute or complete an understanding).
- d. Do something expected by the person or machine (to do what is expected of a person or machine).

Irawan (2000:17) states that performance is a translation of the word performance. Understanding performance or performance as a worker's output, an output of the management process, or an organization as a whole, where the output should be able to show



the evidence concretely and can be measured (compared with predetermined standards). According to Prawirosentono (1999: 2), performance is the work that can be achieved by a person or group of people within an organization, in accordance with the authority⁶ and responsibility of each, in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the moral and ethics. High performance can be realized if managed properly. That's why every organization needs to implement performance management. With regard to performance management, people often make the mistake of thinking that evaluating performance is performance management.

Ventrakaman and Ramanujam (1986: 801-814) describe the performance as a reflection of the achievement of corporate success that can be made as a result that has been achieved from various activities undertaken. Another opinion put forward by Waterhouse and Svendsen(1998: 59) that defines performance²¹ measurable actions or activities. Furthermore, performance is a reflection of the achievement of quantity and quality of work produced by individuals, groups, or organizations and can be measured. The same opinion put forward by Wells and Spinks(1996:30), that performance shows the results of the behavior of value with the criteria or quality standards.

Mathis and Jackson(2006:378), defined that performance is essentially what employees do and do not do. Employee performance is what affects how much they contribute to the organization that includes (1) output quantities, (2) output quality, (3) output period, (4) attendance at work, (5) cooperative attitude. Based on⁴⁹ several theories above can be concluded that the performance is the result of work that can be achieved by employees in an organization, in accordance with the authority and responsibility provided by the organization in an effort to achieve the vision, mission and objectives of the organization concerned legally, not violating the law and in accordance with the moral and ethics.

Factors Affecting Performance

According to Atmosoeparto(2001: 58), performance is the ratio between the output achieved with the input (input) provided. In addition, performance is also a result of the efficiency of input management and the effectiveness of target achievement. Therefore, the effectiveness and efficiency of high work will result in high performance as well. To achieve a high performance requires a mental attitude that has a view far ahead. One must have an optimistic attitude, that the quality of life and life of tomorrow is better than today. Meanwhile, according to Sulistiyani and Rosidah(2003: 223), the assessment of a person's performance is a combination of ability, effort, and opportunities that can be accessed from the results of his work.

Another opinion expressed by Furtwengler(2002:79) which suggests that to improve employee performance, the organization needs to make performance improvements. The performance improvement that should be considered by the organization is the factor of speed, quality, service, and value. In addition to these four factors, there are also other factors that influence the performance of employees, namely interpersonal skills, mental to succeed, open to change, creativity, communication skills, initiative, and ability to plan and organize activities that become his duty. These factors are not directly related to work but have the same weight of influence. While Higgins followed by Umar(2005:64) to identify the existence of several variables that are closely related to performance,⁵⁴ namely the quality of work, honesty of employees, initiative, attendance, attitude, cooperation, reliability, knowledge of work, responsibility and utilization of time.

According to Rivai(2005:324),⁸ in assessing the performance of an employee, it is necessary various aspects of assessment include knowledge of work, leadership, and initiative, quality of work, cooperation, decision making, creativity, reliable, planning, communication, intelligence (intelligence), problem-solving, delegation, attitude, effort, motivation, and organization. Furthermore, the aspects of the assessed performance appraisal are grouped into:

- a. Technical capability, that is the ability to use the knowledge, methods, techniques, and tools used to



carry out the tasks and experience and training it acquires.

- b. Conceptual ability that is the ability to understand the complexity of the company and the adjustment of the field of motion from each unit to the company's overall operational field. In essence, every individual or employee in every company understands the duties, functions, and responsibilities of an employee.
- c. Interpersonal skills, among others, the ability to work with others, motivate employees, negotiate, and others.

According to Bernardin and Russell (1993: 382), there are 6 criteria to assess employee performance, namely:

- a. Quality is the level where the processor adjustment in an ideal way in conducting activities or meet the activities as expected.
- b. Quantity is the amount generated manifested through the currency value, the number of units, or the number of cycle activities that have been completed.
- c. Timeliness is the level at which the activity has been completed with a faster time than specified and maximizing the time available for other activities.
- d. Cost-effectiveness is the level where the use of human resources in the form of human, financial, and technology maximized to obtain the highest results or reduction of losses from each unit.
- e. Need for supervision is the level where an employee can do his job without requiring help or guidance from his superiors.
- f. The interpersonal impact is the level where an employee feels confident, has good desires, and cooperates among colleagues.

Another opinion expressed by Dessler (2000: 514-516) stating that in assessing the performance of employees, it must be considered 5(five) performance appraisal factors are:

- 1. Quality of work includes accuracy, accuracy, appearance and output acceptance.
- 2. The quantity of work includes output and contribution volume.

- 3. Required supervision includes: requiring advice, direction, or improvement.
- 4. Attendance includes regularity, trustworthiness, and timeliness.
- 5. Conservation includes: prevention, waste, damage, equipment maintenance.

Bernardin and Russel's opinion above, almost the same as that proposed by Dessler, where all three focus on the quality and quantity of work generated members of the organization. In addition to the supervision, personal character of employees, and attendance. An employee who has the characteristics of a good factor as mentioned above, then certainly the performance will produce better.

Employee Performance Dimension

According to Mangkunegara (2000:67), performance (work performance) is the result of work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Gomes (2002) declares the performance as or for the results of a production and a certain work within a certain period. From the performance dimension according to Gomes (1995: 142) can be measured by the following indicators:

- a. A quantity of work within a specified period.
- b. Quality of work based on conditions of conformity and readiness.
- c. Knowledge of work.
- d. The authenticity of the ideas that arise and the action to solve the problem.
- e. Quality works with others.
- f. Awareness and trust in terms of attendance and work completion.
- g. The excitement in carrying out new tasks and in enlarging responsibilities.
- h. Personality, leadership, hospitality and personal integrity.

3. Research Methods

3.1. Research Design

The type of research used in this research is associative. Associative research is a study that aims to determine the relationship between two or more variables. In order to know the influence of independent variables, in this case, our leadership



style variables (X1), work discipline (X2), motivation (X3) and the dependent variable, in this case, is the performance of civil servants and TNI (Y) soldiers. According to (Sugiyono,2007) the approach used in data collection is by survey method because the research is conducted to large populations and the data studied is data from samples taken from the population.

3.2. Population and Sample Research

According to Sigit (2001, 79), the population is a generalization region consisting of objects or subjects that have certain characteristics that will be studied to be studied and then drawn conclusions, while the sample is part of the population or some elements of the population which is an example or representative taken from the population. In this study population and sample research of 75 employees and soldiers in the Department of Information and Data Processing of the Army. This number is considered representative or representative of the population.

3.3. Data Collection Technique

Data collection techniques are done by giving the questionnaire in the form of questions to the respondents as the basis of the analysis. The questionnaire contains a list of questions relating to leadership style factors and work discipline as well as those relating to performance submitted to civil servants and TNI soldiers. The items in question created in the form of the question are open to the respondent's identification and closed for the data of the research variables. The value of the answer given using the Likert scale. Each question contains five choices of answers, which are scored as follows: score 5 for answers strongly agree, score 4 for answers agree, score 3 for neutral answers, score 2 for less agree answers, score 1 for answers disagree.

3.4. Data Analysis Technique

Data analysis technique used is quantitative analysis that is analysis using quantitative analysis tool that is analytical tool using models, such as mathematics (eg multivariate function), statistic model, and econometrics. The results of an analysis are presented in the form of numbers which are then described and interpreted in a description. In this study data analysis used with the statistical model with the help of

software SPSS 20. Where the model used as a tool in answering the problem and prove the hypothesis, described below. In the opinion of Iqbal Hasan(2004:43), both for relations involving two or more variables, statistical techniques used in relationship analysis include correlation analysis, determination coefficient and regression analysis (linear regression equation).

a. Validity Test

Validity is a test to determine the accuracy and accuracy of measuring instrument status in performing the measuring function. Validity test means testing procedure to see whether the tool in the form of the questionnaire can measure carefully or not (Singaribun:1999). According to Masrum, quoted by Sugiyono (2001), states that usually the minimum requirement to be considered valid is $r = 0.30$, so if the instrument is $r < 0.30$ declared invalid.

b. reliability test

Slovin in Umar(2000) the reliability of the questionnaire is a test of the consistency of measuring instruments in measuring the same symptoms. In this research, reliability test is done by Cronbach's unique. Questionnaires are considered reliable if the value of reliability is greater than the critical value $r = 0.05$.

4. Research Results and Discussion

4.1. Research results

a. Validity test

Validity test is used to test each research variable, where the overall research variable contains 42 statements answered by 75 respondents. The criteria used in determining whether or not valid statements used in this study are as follows: trust level = 95 percent (probability 5%), degrees of freedom (dk) = $n - 2 = 75 - 2 = 73$, obtained r table = 0.227. If r count is greater than r table and the value of r is positive, then the statement item is said to be valid (Ghozali,2005:17). Based on the analysis that has been done, the test results validity can be shown in the table below.



Table 1. Instrument Validity Test Results of Leadership Style Variables

Variable	Statement	R arithmetic	R table	Description
Leadership Style (X1)	Question 1	0,938	0,227	Valid
	Question 2	0,924	0,227	Valid
	Question 3	0,965	0,227	Valid
	Question 4	0,936	0,227	Valid
	Question 5	0,964	0,227	Valid
	Question 6	0,970	0,227	Valid
	Question 7	0,953	0,227	Valid
	Question 8	0,945	0,227	Valid

Source: Primary Data, processed in 2017

Table 2. Instrument Validity Test Results of Dicipline Variables

Variable	Statement	R arithmetic	R table	Description
Discipline (X2)	Question 1	0,948	0,227	Valid
	Question 2	0,961	0,227	Valid
	Question 3	0,963	0,227	Valid
	Question 4	0,954	0,227	Valid
	Question 5	0,972	0,227	Valid
	Question 6	0,951	0,227	Valid
	Question 7	0,944	0,227	Valid
	Question 8	0,934	0,227	Valid
	Question 9	0,961	0,227	Valid
	Question 10	0,956	0,227	Valid
	Question 11	0,905	0,227	Valid
	Question 12	0,963	0,227	Valid
	Question 13	0,944	0,227	Valid
	Question 14	0,899	0,227	Valid
	Question 15	0,967	0,227	Valid

Source: Primary Data, processed in 2017

Table 3. Validity Test Results Instrument Variable Motivation

Variable	Statement	R arithmetic	R table	Description
Motivation (X3)	Question 1	0,943	0,227	Valid
	Question 2	0,920	0,227	Valid
	Question 3	0,942	0,227	Valid
	Question 4	0,889	0,227	Valid
	Question 5	0,974	0,227	Valid
	Question 6	0,791	0,227	Valid
	Question 7	0,972	0,227	Valid
	Question 8	0,954	0,227	Valid
	Question 9	0,930	0,227	Valid

Source: Primary Data, processed in 2017

Table 4. Validity Test Results Instrument Variable Employee Performance

Variable	Statement	R arithmetic	R table	Description
Employee Performance (Y)	Question 1	0,905	0,227	Valid
	Question 2	0,943	0,227	Valid
	Question 3	0,964	0,227	Valid
	Question 4	0,960	0,227	Valid
	Question 5	0,948	0,227	Valid
	Question 6	0,919	0,227	Valid
	Question 7	0,966	0,227	Valid
	Question 8	0,958	0,227	Valid
	Question 9	0,940	0,227	Valid
	Question 10	0,923	0,227	Valid

Source: Primary Data, processed in 2017



Based on Tables 1, 2, 3 and 4 that of the 40 items of variable questions used (leadership style, discipline, motivation, and employee performance variables) the results are valid.

Test reliability to know the extent to which the measurement results are reliable and consistent. In the table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

b. Test Reliability

Table 5. Reliability Test Results Instrument Variable Research

Variable	Cronbach Alpha (α)	Description
Leadership style (X1)	0.988	Reliabel
Discipline (X2)	0.993	Reliabel
Motivation (X3)	0.983	Reliabel
Employee Performance (Y)	0.988	Reliabel

Source: Primary Data, processed in 2017

Based on the above Cronbach alpha reliability figures can be seen that all existing statements form a reliable measure of leadership style variables, discipline, motivation and employee performance form a reliable measure of each dimension.

4.2. Discussion

a. Effect of Leadership Style on Employee Performance

R square value on the partial influence of leadership style variables on employee performance is 0.274. This value can be interpreted that variation of employee performance variable change can be explained by the variation of change of leadership style variable equal to 27.4% while the rest that is equal to 72.6% influenced by other variables outside leadership style. The result t calculated is 5.597 when compared with t table (alpha = 0.05 DF = 2; 73), then the value of t table is 1.671. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. Partial influence of leadership style variable on employee performance can be seen from the equation which is composed that is $Y = 0.287x1$. Based on the results of SPSS, that partially the leadership style variables have a positive effect on employee performance. The value of standardized Coefficients leadership style is the coefficient of variable regression of leadership style which gives meaning if keep the attention of factors that influence in applying the model of leadership style hence the performance of employee increase equal to 0.287.

b. The Effect of Work Discipline on Employee Performance

R square value on the partial influence of work discipline variables on employee performance is 0.230. This value can be interpreted that variation of employee performance variable change can be explained by the variation of change of work discipline variable equal to 23% while the rest that is equal to 77% influenced by other variables outside work discipline. The result of t arithmetic is equal to 73.923 when compared with t table (alpha = 0.05 DF = 2; 73), then t table value equal to 1.671. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. Based on SPSS result, it is seen that partially work discipline variables have a positive effect on employee performance. The value of standardized coefficients of work discipline is a regression coefficient of variable work discipline. I keep in mind the factors that affect the successful implementation of work discipline impact on improving employee performance of 0.234.

c. The Influence of Leadership Style on Motivation

R square value on the partial influence of leadership style variables on the motivation of 0.697. This value can be interpreted that variation of change of motivation variable can be explained by the variation of change of leadership style variable equal to 69.7% while the rest is 30.3% influenced by other variables outside leadership style. The result of t arithmetic is 48.311 when compared with t table (alpha = 0.05 DF



= 2.73), then the value of t table is 1.671. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. Based on that partially the leadership style variables have a positive effect on motivation. The value of standardized Coefficients leadership style is the coefficient of regression of leadership style variables. If the factors that influence success in the application of leadership style model is considered will increase employee motivation of 0.698.

d. The Effect of Work Discipline on Motivation

R square value on the partial influence of work discipline to motivation variable is 0.798. This value can be interpreted that variation of change of motivation variable can be explained by the variation of change of work discipline variable equal to 79.8% while the rest that is equal to 20.2% influenced by other variables outside work discipline. The result of t arithmetic is 67,704 when compared with t table ($\alpha = 0.05$ DF = 2.73), then t table value is 1671. From the result, t arithmetic and t table obtained by comparison can be concluded that t value counts bigger than t table. The value of partial influence of the work discipline on motivation can be seen in table 4.36. Based on that partially work discipline variable

34 **Conclusions and Suggestions**

Based on the results of research and discussion can be concluded that partially each independent variable of leadership style, work discipline and motivation have an influence on the performance of civil servants and soldiers in the Department of Information and Data Processing of the Army. Then the result of analysis of motivation variable as an intervening variable can be proved perfectly that motivation variable gives indirect influence on leadership style variable to employee performance and work discipline variable to employee performance. This statement can be proven by the extent of indirect influence (leadership style on employee performance and work discipline on employee performance) through motivation identified as an intervening variable.

has a positive effect on motivation. The value of standardized coefficients of work discipline is a regression coefficient of variable work discipline. If the organization takes into account the factors that influence the improvement of employee work discipline, employee motivation will increase by 0.799.

e. Effect of Motivation on Employee Performance

The value of R square on the partial influence of motivation variable on employee performance is equal to 0.985. This value can be interpreted that variation of employee performance variable change can be explained by the variation of change of motivation variable equal to 98.5% while the rest that is equal to 1.5% influenced by other variables outside of motivation. The result of t arithmetic is 6,268 when compared with t table ($\alpha = 0.05$ DF = 2; 73), then the value of t table is 1.671. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. Based on that in a partial variable of motivation have positive effects on employee performance. The value of standardized Coefficients motivation is a regression coefficient of motivation variables. If the organization takes into account the motivation of each individual employee will improve employee performance of 0.992.

As an input material based on the analysis and discussion that has been done then the advice given as follows.

1. In maintaining the performance of each individual employee can be implemented on the leadership ability to evaluate the suitability of the model of leadership style applied adapted to the vision, mission, and value of the organization. Where applicable can be seen that is located from the decision by the leadership, as well as the delegation of authority, and high points lie in the work of subordinates will be directly proportional to the work of direct supervisor.

2. Organizations through existing leaders are expected to be more persuasive in disseminating work discipline program which in the future is expected to be used as a culture attached to the organization. A



concrete manifestation that can be implemented through reward and punishment for civil servants and soldiers in the Army Information and Data Processing Department.

3. On the other hand, the improvement of work discipline cannot run maximally without being supported by motivation from leaders in the Army Information and Data Processing Department. The motivation for employees will form a positive working behavior of each individual, so as the implementation, if the discipline of work increased and driven by high

employee motivation in carrying out the task of achieving the target of work given the leadership and organization can be achieved with the maximum.

4. For subsequent research using the same variables more attention to the determination of research indicators wherein the determination of indicators can be adjusted to the place or object of research set. Then, on the other hand, the weakness of this study can be seen from the use of the number of samples used. Where the limited number of respondents in this study can have an impact on the accuracy and validation of data collected and analyzed.

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