



The Effect of Leadership Style, Work Discipline, and Motivation on Employee Performance via Satisfaction

Mochamad Noer Arafat Ombaier^{1*}, Bambang Raditya Purnomo²

^{1,2}Dr. Soetomo University, Indonesia

*Corresponding author: ombaier@gmail.com |

Received: 17 September 2025 | Revised: 20 October 2025 | Published: 30 November 2025

Abstract

Purpose: This study aims to analyze the influence of leadership style, work discipline, and work motivation on employee performance through employee satisfaction as an intervening variable.

Research Methodology: This study used a quantitative approach. The population and sample consisted of 71 respondents, namely, Kaimana Regency Education, Youth, and Sports Department employees. Multiple linear regression and the Sobel test were used for data analysis.

Results: Leadership style, work discipline, and work motivation positively and significantly influence employee performance, both directly and indirectly through employee satisfaction.

Conclusions: The study concludes that leadership style, work discipline, and work motivation have positive and significant effects on employee performance at the Kaimana Regency Education, Youth, and Sports Office. Additionally, employee satisfaction acts as an intervening variable, positively influencing performance and enhancing the impact of leadership, discipline, and motivation on employee outcomes.

Limitations: This study is limited to employees of the Education, Youth, and Sports Office in Kaimana Regency, which may restrict the generalizability of the findings. The research also relies on cross-sectional data and self-reported measures, which may be subject to bias or temporal limitations.

Contributions: The research provides empirical evidence on the importance of leadership, discipline, and motivation in improving employee performance, highlighting the mediating role of employee satisfaction. These findings can guide organizational strategies, HR policies, and leadership development programs in similar public sector institutions.

Keywords: *Employee Performance, Job Satisfaction, Leadership Style, Work Discipline, Work Motivation*

How to Cite: Ombaier, M., N., A. & Purnomo, B., R. (2025). The Effect of Leadership Style, Work Discipline, and Motivation on Employee Performance via Satisfaction. *Jurnal Bisnis, Ekonomi, Manajemen, dan Kewirausahaan (JBEMK)*, 5(2), 61–72.

<https://doi.org/10.52909/jbemk.v5i1.240>

1. Introduction

An employee's performance plays a crucial role in an organization because each employee's performance represents an achievement for their performance in each organizational function, and in turn, the performance of these organizational functions contributes to the achievement of organizational performance (Satria, 2021). Organizations or agencies believe that achieving excellence requires striving for the highest possible performance. However, once established within an agency, the agency must meet the needs of its employees (Winarko & Purnomo, 2023). Performance evaluation is part of an internal control

system that aims to identify critical issues faced in the implementation of performance-based governance and determine the level of achievement of performance targets (Solihin, 2021).

The evaluation is supported by assessment and evaluation tools in accordance with the standards and norms of laws and regulations. Knowing the problems and levels of achievement will facilitate the continuous redesign of implementation strategies until the desired results are achieved (Sinta & Purnomo, 2023; Wijayanto & Purnomo, 2023). Performance evaluation is conducted in terms of the level of success/failure by comparing the realization with the target for each predetermined performance indicator.

Motivation is crucial for improving work effectiveness, and highly motivated individuals strive to achieve their goals (Hairul et al., 2024). Empirically, motivation has been shown to have a strong, positive, and significant impact on employees; the better the motivation, the better the performance (Eladira et al., 2024; Udodiugwu et al., 2024). A person is said to be motivated when they have a strong reason to achieve their desires. This aligns with the research conducted by Anita et al. (2023) and Syafrizal et al. (2024) which showed that work motivation has a positive and significant impact on employee performance.

Work discipline is crucial for organizational growth and is primarily used to motivate employees to discipline themselves in carrying out their work, both individually and in groups. Discipline is also beneficial for educating employees to comply with and appreciate existing regulations, procedures, and policies, resulting in high-performance (Adil et al., 2025; Sanjaya et al., 2024). Work discipline fosters passion and enthusiasm for work and promotes the achievement of organizational goals. Employees with high morale feel that they are included in the organization's goals and that their efforts are recognized and appreciated (Ichdan, 2024; Kurbani et al., 2023). Employees with high morale exhibit positive attitudes such as loyalty, joy, cooperation, pride, and adherence to obligations. This is in line with research conducted by Afrilia (2023) and Fernando and Surjandari (2022) which shows that work discipline has a positive and significant effect on employee performance.

Based on the results of the researcher's observations, performance at the Education, Youth, and Sports Agency of Kaimana Regency (West Papua) has decreased due to the quantity and quality of employee performance being less than optimal. This results in the failure to achieve targets set by their superiors. To achieve employee synergy, coaching through re-evaluation by leadership is necessary to place employee competencies in accordance with the field of work in an effort to improve employee performance. The lack of the best coaching provided to employees to stimulate their enthusiasm to achieve agency goals.

2. Literature Review & Hypothesis Development

2.1 Leadership Style

Leadership plays a crucial role in organizations. Leadership encompasses all activities designed to influence people to work together to achieve a shared goal (Cahyani & Yunus, 2018). Effective leadership can motivate employees to be more engaged, productive, and committed to organizational objectives. Leaders serve as role models, shaping the culture and work environment through their behavior, decision-making, and communication style (Hendrarso et al., 2025; Rachman et al., 2025).

A leader's style influences how tasks are delegated, how feedback is provided, and how team cohesion is built. Transformational leaders, for instance, inspire employees by creating a shared vision, fostering innovation, and recognizing individual contributions (Abenoja et al., 2025; Nugraheni et al., 2025). In contrast, transactional leadership focuses on structured procedures, performance monitoring, and reward systems. Understanding leadership style is therefore essential to enhancing organizational performance and employee satisfaction (Fahrizal et al., 2025).

Moreover, leadership affects not only the operational aspects of the organization but also employees'

psychological states. Good leadership reduces work-related stress, encourages proactive behavior, and promotes a positive workplace climate (Bantilan et al., 2024). Leaders who maintain open communication and support their employees help foster loyalty, trust, and long-term commitment to the organization. This demonstrates why leadership is considered a foundational factor in achieving sustainable organizational success (Alfian et al., 2024).

2.2 Work Discipline

Work discipline is a positive attitude and action demonstrated by individuals, such as respecting, appreciating, and adhering to the organization's regulations, both written and unwritten, as well as the ability to implement them and accept all consequences (Siswanto & Baehaki, 2021). Employees with strong discipline are consistent in their performance, punctual, and responsible in completing tasks, which directly contributes to organizational efficiency. Discipline serves as the foundation for order, reliability, and accountability within an organization (Ichdan, 2024).

Discipline also fosters a culture of professionalism and integrity. When employees follow organizational rules and guidelines, they minimize errors, reduce conflicts, and create a predictable and stable work environment. Moreover, disciplined employees demonstrate commitment not only to tasks but also to ethical standards, workplace safety, and collaborative behaviors. This alignment with organizational expectations ensures that goals are met systematically (Hendrarso et al., 2025).

In practice, work discipline is influenced by both internal and external factors. Personal values, motivation, and awareness of consequences shape self-discipline, while organizational policies, supervision, and performance appraisal systems reinforce adherence. Therefore, maintaining and improving work discipline requires continuous training, clear communication of rules, and consistent enforcement by leadership, ensuring employees understand the importance of discipline for achieving both individual and organizational success (Sanjaya et al., 2024).

2.3 Work Motivation

According to (Anita et al., 2023), work motivation is a condition that influences the generation, direction, and maintenance of behavior related to the work environment. Motivation is a key determinant of employee performance because it drives individuals to set goals, persist through challenges, and seek higher levels of achievement. Highly motivated employees exhibit initiative, creativity, and a willingness to take responsibility for their work outcomes.

Motivation can be classified into intrinsic and extrinsic types. Intrinsic motivation arises from internal factors such as personal growth, satisfaction from completing tasks, and the sense of accomplishment. Extrinsic motivation is shaped by external rewards such as salary, promotions, recognition, and other tangible benefits. A combination of both types of motivation often results in optimal employee engagement and productivity (Satria, 2021).

Organizations can enhance work motivation by creating a supportive work environment, offering opportunities for professional development, and providing clear pathways for career advancement. Leaders play a critical role in fostering motivation through coaching, mentoring, and establishing performance-based incentives. Understanding employee motivation helps organizations design policies that align individual needs with organizational goals, ultimately improving overall performance (Akhirudin & Purnomo, 2023).

2.4 Employee Satisfaction

According to (Siswanto & Baehaki, 2021), job satisfaction is an emotional attitude in the form of feelings that arise from a person who enjoys and loves their job. Employee satisfaction reflects how content employees are with their roles, responsibilities, and the work environment. Satisfied employees are more

likely to be engaged, productive, and committed, reducing turnover and fostering a positive organizational climate (Akhirudin & Purnomo, 2023).

Factors influencing employee satisfaction include leadership style, work discipline, work motivation, organizational culture, compensation, and interpersonal relationships (Sinta & Purnomo, 2023). For instance, employees who feel recognized, fairly treated, and supported in their professional development tend to experience higher satisfaction. Moreover, employee satisfaction is closely linked to psychological well-being, job involvement, and organizational loyalty (Purnamasari & Riyadi, 2023).

Enhancing employee satisfaction requires both organizational strategies and managerial efforts. Organizations must ensure fair policies, transparent communication, and a supportive environment. Leaders who provide constructive feedback, recognize achievements, and encourage teamwork further strengthen satisfaction. Ultimately, high employee satisfaction contributes not only to individual well-being but also to organizational effectiveness and competitive advantage (Kuswanti & Purnomo, 2023).

2.5 Employee Performance

Performance is the successful achievement of a full-fledged job by an individual or group through their actions (Cahyani & Yunus, 2018). It can also be determined by the quality and quantity of work results achieved by an employee in carrying out their duties according to assigned responsibilities. Employee performance is a critical indicator of organizational productivity, efficiency, and goal attainment.

Performance is influenced by various factors, including leadership, discipline, motivation, job satisfaction, skills, and organizational support. Employees who receive clear guidance, adequate resources, and positive reinforcement are more likely to perform optimally. Regular performance evaluation ensures alignment with organizational objectives and identifies areas for improvement (Sinta & Purnomo, 2023).

Furthermore, employee performance is not only about completing tasks but also about contributing to organizational development through innovation, problem-solving, and collaboration. High-performing employees demonstrate commitment, accountability, and continuous improvement, creating a foundation for organizational success. Measuring and enhancing performance remains a central task for both managers and human resource professionals to achieve strategic objectives (Wijayanto & Purnomo, 2023).

2.6 Hypothesis Development

Based on the literature reviewed above, the following hypotheses are proposed:

- H_1 : It is suspected that the Leadership Style variable has a direct effect on Employee Performance at the Education, Youth and Sports Office of Kaimana Regency.
- H_2 : It is suspected that Work Discipline has a direct effect on Employee Performance at the Education, Youth, and Sports Office of Kaimana Regency.
- H_3 : It is suspected that the Work Motivation variable affects Employee Performance at the Education, Youth, and Sports Office of Kaimana Regency.
- H_4 : It is suspected that the Leadership Style variable affects Employee Satisfaction at the Education, Youth, and Sports Office of Kaimana Regency.
- H_5 : It is suspected that Work Discipline has a direct effect on Employee Satisfaction at the Education, Youth, and Sports Office of Kaimana Regency.
- H_5 : It is suspected that the Work Motivation variable has a direct effect on Employee Satisfaction at the Education, Youth, and Sports Office of Kaimana Regency
- H_7 : It is suspected that Employee Satisfaction has a direct effect on Employee Performance at the

3. Methodology

3.1 Variable Identification and Measurement

Four research variables were used: independent, dependent, and intervening. The independent variables included leadership, work discipline, and work motivation. The dependent variable was employee performance. The intervening variable included employee satisfaction (ES).

3.2 Population and Sample

The population in this study was all employees at the Education, Youth, and Sports Office of Kaimana Regency, totaling 71 people. According to Arikunto (2012:104), if the population is less than 100 people, then the sample size is taken as a whole. Based on this study, because the population size is not greater than 100 respondents, the sample in the study is the entire population; thus, the number of samples is the same as the population size (census or saturated sample), namely, 71 respondents at the Education, Youth, and Sports Office of Kaimana Regency.

3.3 Analysis Method

The data analysis method used was Partial Least Squares (PLS). PLS is a new analytical technique pioneered by Herman World. PLS is commonly referred to as US soft modeling. With PLS, structural equations can be modeled with relatively small sample sizes, eliminating the need for multivariate normality assumptions. The measurement model was used to test the validity and reliability of the measuring instrument, and the structural model was used to test causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

4. Results and Discussion

4.1 Results

To determine the magnitude of the influence of the leadership style variables (X1), work discipline (X2), and work motivation (X3) on employee performance (Y) through job satisfaction (Z), the magnitude of determination (R^2) can be seen in the following table:

4.1.1 Coefficient of Determination (R^2) Model 1

Table 1. Coefficient of Determination (R^2) Model 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.735	0.615	0.610	1.66109

Based on Table 1, the R-square value of 0.615, it means that 61.5% of the variation in changes in employee performance is caused by the variable factors of leadership style (X1), work discipline (X2), work motivation (X3), and job satisfaction as a moderating variable (Z).

4.1.2 Model Summary

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.923	0.810	0.806	1.73597

a. Predictors: (Constant), Work motivation, Discipline Work, Leadership Style

Based on Table 2, the R square table of 0.810, it means that 81% of the variation in changes in job satisfaction is caused by leadership style factors (X1), work discipline (X2), and work motivation (X3).

4.1.3 F Test Model 1 (ANOVA)

Table 3. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.162	4	12.041	33.138	0.020
Residual	253.275	66	3.837		
Total	301.437	70			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Discipline Work, Work Motivation, Leadership Style

Based on Table 3, the calculated F value is 33.138 with a significance level of 0.020, it is concluded that leadership style (X1), work discipline (X2), work motivation (X3) and Job Satisfaction (Z) have a joint (simultaneous) influence on Employee Performance (Y).

4.1.4 F Test Model 2 (ANOVA)

Table 4. ANOVA^a - Model 2

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.484	3	8.161	3.014	0.025
Residual	201.910	67	2.708		
Total	226.394	70			

a. Dependent Variable: Job Satisfaction

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

Based on Table 4, the calculated F value is 3.014 with a significance level of 0.025. It was concluded that leadership style (X1), work discipline (X2), and work motivation (X3) have a joint (simultaneous) influence on Job Satisfaction (Z).

4.1.5 t Test Model 1 (Coefficients)

Table 5. Coefficients^a - Model 1

Model	Beta	Standardized Coefficients		t	Sig.
(Constant)	6.394	4.422		1.446	0.153
Leadership Style	0.172	0.148	0.155	2.163	0.049
Work Discipline	0.073	0.149	0.059	2.488	0.027
Work Motivation	0.076	0.155	0.063	2.490	0.025
Job Satisfaction	0.319	0.138	0.277	2.317	0.024

a. Dependent Variable: Employee Performance

Based on Table 5, leadership style has a t-value of 2.163 with a sig. 0.049, meaning that leadership style has a positive and significant effect on employee performance. Work discipline had a t-value of 2.488 with a sig. 0.027, indicating that work discipline has a positive and significant effect on employee performance. Work motivation had a t-value of 2.490 with a sig. 0.025, indicating that work motivation has a positive and significant effect on employee performance. Job satisfaction had a t-value of 2.317 with a sig. 0.024, indicating that job satisfaction has a positive and significant effect on employee performance.

4.1.6 *t* Test Model 2 (Coefficients)

Table 6. Coefficients^a - Model 2

Model	Beta	Standardized Coefficients		t	Sig.
(Constant)	9.645	3.737		1.145	0.256
Leadership Style	0.143	0.130	0.149	2.100	0.025
Work Discipline	0.178	0.130	0.165	2.365	0.017
Work Motivation	0.156	0.136	0.148	2.581	0.012

a. Dependent Variable: Job Satisfaction

Based on Table 6, leadership style has a t-value of 2.100 with a sig. 0.025, indicating that leadership style has a positive and significant effect on job satisfaction. Work discipline had a t-value of 2.365 with a sig. 0.017, indicating that work discipline has a positive and significant effect on job satisfaction. Work motivation had a t-value of 2.581 with a sig. 0.012, indicating that work motivation has a positive and significant effect on job satisfaction.

4.2 Discussion

Based on the results of the presented hypothesis, the SEM-PLS model meets the evaluation criteria of the measurement and structural models. The explanation of the relationship between latent and the relationship between indicators and their latent is as follows:

4.2.1 *The Influence of Leadership Style on Employee Performance*

The t-test table shows a calculated t-value of 2.163 with a significance level of $0.049 < (0.05)$, indicating that leadership style has a positive and significant effect on employee performance. This is because a good leadership style improves employee performance. A good leader serves as a good example for their employees and vice versa. The results of this study are supported by the research of [Indrasari \(2017\)](#) and [Cahyani and Yunus \(2018\)](#) which show that leadership style has a positive and significant effect on employee performance.

4.2.2 *The Influence of Work Discipline on Employee Performance*

The t-test table shows a calculated t-value of 2.488 with a significance level of $0.027 < \alpha = 0.05$, indicating that work discipline has a positive and significant effect on employee performance. This is because company regulations foster employee work discipline, which, in turn, improves employee performance. The results of this study are supported by research by [Windayati and Sinta \(2020\)](#) which shows that work discipline has a positive and significant effect on employee performance.

4.2.3 *The Influence of Work Motivation on Employee Performance*

The t-test table shows a calculated t-value of 2.490 with a significance level of $0.025 < \alpha = 0.05$, indicating that work motivation has a positive and significant effect on employee performance. This is because salary and income meet expectations, a favorable work environment and conditions, and supportive colleagues and superiors can foster high work motivation among employees. The results of this study are supported by research by [Dunan and Gunawan \(2023\)](#), which shows that work motivation has a positive and significant effect on employee performance.

4.2.4 *The Influence of Leadership Style on Employee Satisfaction*

The t-test table shows a calculated t-value of 2.100 with a significance level of $0.025 < \alpha = 0.05$, indicating that leadership style has a positive and significant effect on employee satisfaction. This is because leadership style is more about how leaders direct employees. Employee satisfaction can be achieved when a leader can effectively direct their employees. These results are supported by [Mukmin](#)

and Prasetyo (2021), who showed that leadership style has a positive and significant effect on employee satisfaction.

4.2.5 The Influence of Work Discipline on Employee Satisfaction

The t-test table shows a t-value of 2.365 with a significance level of 0.017, indicating that work discipline positively and significantly affects employee satisfaction. This is because employee work discipline results in good work for each individual, thus fostering employee satisfaction, where they are satisfied with the results of their work. The results of this study are supported by Putri and Maulida (2020) who showed that work discipline has a positive and significant effect on employee satisfaction.

4.2.6 The Influence of Work Motivation on Employee Satisfaction

The t-test table shows a t-value of 2.581 with a significance of 0.012, indicating that work motivation positively and significantly affects employee satisfaction. This is because the work motivation provided by the company, in the form of salary, comfortable environmental facilities, good co-workers, and leadership, contributes to employee satisfaction. These results are supported by research showing that work motivation positively and significantly affects employee satisfaction (Indrasari et al., 2018).

4.2.7 The Influence of Employee Satisfaction on Employee Performance

The t-test table shows a t-value of 2.317 with a significance of 0.024, indicating that employee satisfaction positively and significantly affects employee performance. This is because employee satisfaction stems from the work motivation provided by the company, work discipline fostered by accountability, and company regulations, which can improve employee performance. The results of this study are supported by research by Cahyani and Yunus (2018) who showed that work motivation has a positive and significant effect on employee satisfaction.

5. Conclusions

Leadership style has a positive and significant effect on employee performance at the Kaimana Regency Education, Youth and Sports Office. Similarly, work discipline and work motivation also have a positive and significant effect on employee performance at the same office. In addition, leadership style positively and significantly influences employee satisfaction, as do work discipline and work motivation. Furthermore, employee satisfaction itself has a positive and significant effect on employee performance at the Kaimana Regency Education, Youth and Sports Office.

Acknowledgements

The authors would like to express their gratitude to the Education, Youth, and Sports Office of Kaimana Regency for their cooperation during data collection, and to colleagues and reviewers who provided valuable input in refining this study.

Author Contributions

ND conceptualized the study, supervised data collection, and drafted the manuscript. MIR performed data analysis, prepared tables and figures, and contributed to manuscript editing. Both authors reviewed and approved the final manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results

or interpretation of the findings.

References

- Abenoja, J. B., Blase, D. J. C., & Almagro, R. E. (2025). A correlational study on organizational culture and leadership style. *Annals of Management and Organization Research*, 6(4), 303–321. <https://doi.org/10.35912/amor.v6i4.2454>
- Adil, A., Marhani, M., & Rosa, I. (2025). The influence of individual characteristics and work discipline on the performance of pt employees bank syariah indonesia palopo branch. *Dirham: Journal of Sharia Finance and Economics*, 1(1), 15–25. <https://doi.org/10.35912/josfe.v1i1.3330>
- Afrilia, M. (2023). Pengaruh disiplin kerja dan motivasi terhadap kinerja pegawai dinas koperasi umkm kota medan. *JMHS: Jurnal Manajemen, Hukum Dan Sosial*, 1(1), 46–55. <https://doi.org/10.30596/jmhs.v1i1.12>
- Akhirudin, E., & Purnomo, B. R. (2023). Impact of democratic leadership, compensation, and work environment on employee performance via motivation. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 3(2), 92–101. <https://doi.org/10.52909/jbemk.v4i2.174>
- Alfian, D., Wibisono, C., & Khaddafi, M. (2024). The influence of leadership style, work environment and competency on employee performance: Job satisfaction as an intervening variable at the labour and transmigration office in the province of riau islands. *Journal of Multidisciplinary Academic and Practice Studies*, 2(1), 37–54. <https://doi.org/10.35912/jomaps.v2i1.2405>
- Anita, D., Balafif, M., & Rosyafah, S. (2023). Pengaruh gaya kepemimpinan, dukungan organisasi dan kepuasan kerja terhadap motivasi kerja dan kinerja pegawai pada biro pemerintahan dan otonomi daerah sekretariat daerah provinsi jawa timur. *Indonesian Journal of Management Science*, 2(2), 91–102. <https://doi.org/10.46821/ijms.v2i2.395>
- Bantilan, J. C., Sombilon, E. J. J., Regidor, A. R., Mondoyo, D. P., & Edig, M. M. N. (2024). Impact of transformational leadership and school environment on organizational commitment of teachers. *Journal of Social, Humanity, and Education*, 4(2), 99–116. <https://doi.org/10.35912/jshe.v4i2.1584>
- Cahyani, I., & Yunus, E. (2018). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja pegawai melalui kepuasan pegawai sebagai variabel intervening pg gempolkrep-ptpn x. *Ekonomi Dan Bisnis*, 1(1), 40–45.
- Dunan, H., & Gunawan, S. A. (2023). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan pt. sekawan chandra abadi. *JAMBURA: Jurnal Ilmiah Manajemen dan Bisnis*, 6(2), 614–619. <https://doi.org/10.37479/jimb.v6i2.19711>
- Eladira, E., Lubis, Y., & Sakti, I. (2024). The effect of e-assessment on performance, competency, worklife balance, and motivation on civil servant performance. *International Journal of Financial, Accounting, and Management*, 6(2), 165–181. <https://doi.org/10.35912/ijfam.v6i2.1825>
- Fahrizal, I., Budiono, A., Khalid, J., & Santoso, B. (2025). From inclusion to engagement: The psychological safety role in mediating inclusive leadership and diversity initiatives in the indonesian workplace. *Annals of Human Resource Management Research*, 5(2), 33–50. <https://doi.org/10.35912/ahrmr.v5i2.2795>
- Fernando, L., & Surjandari, D. A. (2022). The impact of internal control, cultural control, incentives, and work discipline on employee performance (case study in pt lestari jaya raya). *Annals of Management and Organization Research*, 2(3), 209–223. <https://doi.org/10.35912/amor.v2i3.929>
- Hairul, H., Wibisono, C., & Catrayasa, I. W. (2024). The influence of the e-performance appraisal system, education and competence on employee performance through spiritual motivation in the regional office of the ministry of religion riau islands province. *Journal of Multidisciplinary Academic and Practice Studies*, 2(3), 173–188. <https://doi.org/10.35912/jomaps.v2i3.2384>
- Hendrarso, P., Handoko, P., Kurnina, N., & Suseno, B. D. (2025). Inclusive leadership in the hybrid work era: Fostering employee well-being and task performance through psychological safety. *Annals*

- of Human Resource Management Research*, 5(2), 403–419. <https://doi.org/10.35912/ahrmr.v5i2.3857>
- Ichdan, D. A. (2024). Analysis of employee performance through productivity: The role of kaizen culture, motivation, and work discipline in the manufacturing industry. *Annals of Human Resource Management Research*, 4(1), 13–28. <https://doi.org/10.35912/ahrmr.v4i1.2158>
- Indrasari, M., Syamsudin, N., Purnomo, B. R., & Yunus, E. (2018). Pengaruh budaya organisasi, lingkungan kerja, gaya kepemimpinan terhadap kepuasan kerja serta dampaknya terhadap kinerja dosen. *Akademika Jurnal Manajemen, Akuntansi dan Bisnis*, 16(1), 51–59.
- Indrasari, M. (2017). *Manajemen sumber daya manusia*. Indomedia Pustaka.
- Kurbani, A., Novalia, N., & Nuarly, M. (2023). The effect of health, spatial planning and work discipline on employee work effectiveness. *Journal of Multidisciplinary Academic and Practice Studies*, 1(2), 71–80. <https://doi.org/10.35912/jomaps.v1i2.1619>
- Kuswanti, D. I., & Purnomo, B. R. (2023). The influence of leadership style and organizational culture on employee performance at mojokerto revenue agency. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 3(2), 82–91. <https://doi.org/10.52909/jbemk.v4i2.173>
- Mukmin, S., & Prasetyo, I. (2021). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja karyawan sebagai variabel intervening. *Jurnal Manajerial Bisnis*, 4(2), 123–136. <https://doi.org/10.37504/jmb.v4i2.297>
- Nugraheni, K. S., Palupiningtyas, D., & Ardi, R. P. (2025). Transformational leadership and empowerment as driving factors for employee performance in star-rated hotels in central java. *Annals of Human Resource Management Research*, 5(2), 21–32. <https://doi.org/10.35912/ahrmr.v5i2.2828>
- Purnamasari, D., & Riyadi, S. (2023). The influence of leadership and work environment on employee performance through discipline at puprperakim mojokerto. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 3(2), 72–81. <https://doi.org/10.52909/jbemk.v4i2.172>
- Putri, R., & Maulida, Y. (2020). Pengaruh disiplin kerja dan fasilitas kerja terhadap kepuasan kerja dan produktivitas kerja karyawan pt subentra kota pekanbaru. *Jurnal Ekonomi Kiat*, 31(2), 56–68. [https://doi.org/10.25299/kiat.2020.vol31\(2\).2790](https://doi.org/10.25299/kiat.2020.vol31(2).2790)
- Rachman, S., B, J. A. S., Susanto, P. C., & Mustika, I. (2025). Determination of employee performance: Analysis of training, work motivation, transformational leadership and organizational culture. *Annals of Human Resource Management Research*, 5(2), 171–184. <https://doi.org/10.35912/ahrmr.v5i2.2998>
- Sanjaya, R., Wibisono, C., & Sajiyo, S. (2024). The influence of bureaucratic leadership style, work culture, and work discipline on the performance of employees of the riau islands provincial secretariat with work motivation as an intervening variable. *Journal of Multidisciplinary Academic and Practice Studies*, 2(4), 235–254. <https://doi.org/10.35912/jomaps.v2i4.2496>
- Satria, B. (2021). The effect of transformational leadership and work motivation on employee performance at pt. xyz. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 1(1), 36–47. <https://doi.org/10.52909/jbemk.v1i1.25>
- Sinta, K., & Purnomo, B. R. (2023). Competency and organizational commitment effects on employee performance through job satisfaction at mojokerto diskoperindag-ukm. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 3(1), 43–52. <https://doi.org/10.52909/jbemk.v4i2.179>
- Siswanto, D. T. B., & Baehaki, I. (2021). Analisis motivasi, disiplin, dan kepuasan kerja terhadap kinerja karyawan outsourcing (studi pada pt bank pembangunan daerah jawa timur tbk. cabang nganjuk). *Otonomi*, 21(1), 99–105. <https://doi.org/10.32503/otonomi.v21i1.1609>
- Solihin, A. (2021). The effect of workload, compensation, and career development on employee loyalty at pt. abc. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 1(1), 48–58. <https://doi.org/10.52909/jbemk.v1i1.26>

- Syafrizal, S., Wibisono, C., & Nurhatisyah, N. (2024). Work effectiveness of regional inspectorate employees of riau islands province with the determination of digital transformation, self-efficacy and innovative behaviour through work motivation. *Journal of Multidisciplinary Academic and Practice Studies*, 1(3), 153–177. <https://doi.org/10.35912/jomaps.v1i3.2394>
- Udodiugwu, M. I., Nwosu, C. C., Obiakor, U. J., & Nwumeh, U. J. (2024). Motivation through indirect compensation: Evaluating employee performance in enugu state civil service commission. *Annals of Human Resource Management Research*, 4(2), 79–96. <https://doi.org/10.35912/ahrmr.v4i2.2320>
- Wijayanto, I., & Purnomo, B. R. (2023). Influence of jobship and organizational culture on employee performance with job satisfaction at kranggan office. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 3(1), 32–42. <https://doi.org/10.52909/jbemk.v4i2.178>
- Winarko, G., & Purnomo, B. R. (2023). The influence of leadership and compensation on employee performance at cv gabryl utama beton, mojokerto. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 3(1), 12–20. <https://doi.org/10.52909/jbemk.v4i2.176>
- Windayati, D. T., & Sinta, D. (2020). Pengaruh gaya kepemimpinan, budaya organisasi dan disiplin terhadap kinerja pegawai badan pengelolaan pajak dan retribusi daerah kota batam. *Zona Manajerial: Program Studi Manajemen (S1) Universitas Batam*, 10(2), 110–122. <https://doi.org/10.37776/manajer.v10i2.1069>