



The Effect Of Charismatic Leadership And Motivation On Employee Performance Mediated By Work Discipline At PT. Payung Indonesia Kuat

Engkus Kusnadi ¹; Anna Wulandari ²; Sarwo Edy ³

^{1,2,3}) Magister Manajemen Universitas Pelita Bangsa

Email: ¹) engkusnadi927@gmail.com, ²) anna.wulandari@pelitabangsa.ac.id, ³) sarwoedy@pelitabangsa.ac.id

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ABSTRACT

This study aims to determine The Effect of Charismatic Leadership and Motivation on Employee Performance Mediated by Work Discipline at PT. Payung Indonesia Kuat, Bekasi City. Respondents of this study were 60 respondents and this study used a quantitative approach with the SmartPLS 3.0 data processing application. The results of this study found that 1. Charismatic leadership has a positive and significant effect on work discipline, 2. Motivation has a positive and significant effect on work discipline, 3. Work discipline has a positive and significant effect on employee performance, 4. Charismatic leadership has a positive and significant effect on employee performance, 5. Motivation has a positive and significant effect on employee performance, 6. Charismatic leadership has a positive and significant effect on employee performance through work discipline, 7. Motivation has a positive and significant effect on employee performance through work discipline.

INTRODUCTION

Human resources are one of the important factors in a company to achieve its goals and objectives, because human resources are one of the factors that determine the success or failure of a company in achieving its goals. One of the things that must be considered in managing human resources is the placement of employees. Along with the development of the globalization era in order to compete in business competition, companies are required to obtain, develop and maintain quality human resources. Human resources as the driving force of the organization are greatly influenced by the participants, and their functional role is very supportive for the success of the organization. In order to achieve organizational goals, employees need charismatic leadership, and motivation at work so that the work done is more effective and efficient, and motivated for their career path.

From the results of observations at PT Payung Indonesia Kuat, Bekasi City, West Java, information was obtained regarding the lack of performance of employees to work. Someone

who is uncomfortable in showing their feelings at work because they have low motivation results in low performance.

Table 1 Data On Lack Of Employee Performance Pt Payung Indonesia Strong Bekasi City West Java

Indikator	Uraian	Tahun		
		2020	2021	2022
The need for achievement	Responsible in making decisions	No	Yes	Yes
	High-achievement enthusiasm	No	Yes	No
	Consistently carry out tasks in accordance with the decisions that have been agreed upon.	No	Yes	Yes
The need for affiliation	Desire to work with other people	No	No	No
	Willingness to take risks	Yes	Yes	No
The need for power	Communication to fellow employees	No	No	No

Source : PT Payung Indonesia Kuat, 2022

According from the table above, it shows that there are several parts or indicators that are still not properly fulfilled. So that this can lead to reduced employee performance and decreased motivation. In addition, from the table above, it can be concluded that one of the phenomena that occurs in the company is related to motivation where employees show less high-achievement enthusiasm, as seen from the lack of desire to be responsible for making decisions.

Many factors affect employee performance, both from within and from the organizational environment where employees work such as charismatic leadership. Charismatic leadership plays a central role in shaping organizational culture and directing employee performance. Charismatic leadership, which includes a leader's ability to inspire, have a strong vision, and be able to create emotional bonds with subordinates, is considered capable of providing a clear direction for the company. Besides of that, as for what can affect employee performance, namely work discipline.

Work discipline is one of the important factors to achieve good performance. Every company has the right to organize and make rules and regulations based on applicable labor laws. Company regulations are made by not burdening one party and not contradicting the provisions. Violations of the rules are usually subject to sanctions or pay fines according to the existing agreement.

There are also violations that if committed exceed the existing limits, only then are subject to sanctions or pay, or even get a warning letter from the company. What this finding reveals is that work discipline as a mediating variable may have an effect under certain conditions, which needs to be explored further. In the context of this study, it is important to pay attention to the variability of previous results to develop a better understanding of the relationship between the variables under study.

This study also contributes by examining in depth the influence of charismatic leadership and motivation on employee performance, as well as the role of work discipline as a mediating variable, which has not been fully explored in previous studies.

LITERATURE REVIEW

Charismatic Leadership

Charismatic leadership style is a leadership style that makes followers motivated to heroic or extraordinary leadership abilities when they observe certain behaviors of their leaders. In addition, according to Conger & Kanungo in (Yukl, 2018), charismatic leadership is the recognition by followers of the qualities of a charismatic leader determined through behavior,

expertise, and situational aspects. According to (Silva et al., 2019), there are five main characteristics of charismatic leaders :

1. Vision and Articulation : Leaders have a vision shown by idealized goals that hope for a better future than the status quo, and are able to clarify the importance of the vision that can be understood by others.
2. Environmentally sensitive : They are able to realistically assess the environmental constraints and resources needed to make changes.
3. Sensitivity to Followers' Needs : Charismatic leaders will show concern for employees' abilities and be responsive to their needs and feelings.
4. Unconventional Behavior : Charismatic leaders engage in behaviors that are considered new and counter to the norm.

Charismatic leadership's indicators according to (Jubaedi, 2021) are as follows :

1. Vision and Articulation : Charismatic leadership has a vision that is used as an ideal goal for the future, and can clarify or explain the mission conveyed to subordinates.
2. Personal Risk : A leader takes great personal risks, incurs great costs, and sacrifices himself to achieve a vision.
3. Environmentally sensitive : Leaders who can make realistic calculations of their environment and resource needs to anticipate changes.
4. Sensitivity to Member : A leader who accepts others and takes responsibility for their needs and feelings.
5. Unconventional Behavior : Leaders who have new and contrary behavior or habits to achieve a better change.
6. Self-Efficacy : Leaders expend or mobilize all their abilities and are more active to solve a problem to achieve a goal.

Motivation

According to Siagian in (Sedarmayanti, 2018), motivation is the whole process of motivating subordinates to work in such a way that they want to work sincerely for the achievement of organizational goals efficiently and economically. In addition, Hasibuan in (Sutrisno, 2019). motivation questions how to encourage the passion of subordinates, so that they want to work hard by giving all their abilities and skills to realize company goals. According to (Hasibuan, 2019) there are two types of motivation, namely:

1. Positive Motivation : Managers motivate (stimulate) subordinates by giving rewards to those who perform above standard performance. By motivating positively, the morale of subordinates will increase because generally humans like good things.
2. Negative Motivation : Managers motivate subordinates with the standard they will get punished. With this negative motivation, the working enthusiasm of subordinates in the short term will increase because they are afraid of being punished, but in the long term it can have unfavorable consequences.

Motivation's indicators according to (Hasibuan, 2019) are as follows :

1. The need for achievement
 - a. Personal responsibility in making decisions.
 - b. High achievement enthusiasm.
 - c. Consistently carry out tasks in accordance with agreed decisions.
2. The need for affiliation
 - a. Desire to work with others.
 - b. Desire to take risks.
 - c. Desire to work better than others.
3. The need for power

- a. Communication to fellow employees.

Work Discipline

According to Hasibuan in (Sinambela & Poltak, 2018), work discipline is a person's ability to work regularly, diligently continuously and work in accordance with applicable rules by not violating the rules that have been set. According to Sutrisno in (Hamali, 2018) the factors that influence employee work discipline are :

1. The amount of compensation given : The amount of compensation can affect the enforcement of discipline. Employees will comply with all applicable regulations, if employees feel guaranteed a reward that is commensurate with the hard work they have contributed to the company.
2. Exemplary leadership in the company : Exemplary leadership is very important, because in a corporate environment, all employees will always pay attention to how the leader can enforce his self-discipline and how the leader can control himself from speech, actions, and attitudes that can harm the established disciplinary rules.
3. A definite rule that can be used as a guide : Discipline development will not be able to be carried out in the company, if there are no definite written rules to be used as a common guide.
4. Leaders' courage in taking action : The courage of leaders to take action is needed when an employee violates discipline, which is in accordance with the level of the offense he made.
5. Leadership supervision : The most appropriate person to carry out supervision of this discipline is certainly the direct supervisor of the employees concerned. This is because it is the direct superiors who know best and are closest to the employees under them.
6. Attention to employees : Leaders who successfully pay great attention to employees will be able to create good work discipline. A leader is not only close in the sense of physical distance, but also has a close distance in the inner sense.

Work Discipline's indicators according to Hasibuan (2019:194) are as follows :

1. Goals and capabilities : Goals and abilities also affect the level of employee discipline. The goals to be achieved must be clear and ideally set, and sufficiently challenging for employee abilities.
2. Leaders' example : The example of the leader plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates.
3. Payback : Payback (salary and welfare) also affects employee discipline because payback will provide employee satisfaction and love for the company/job.
4. Fairness : Fairness also encourages the realization of employee discipline, because of the ego and human nature that always feels important and asks to be treated the same as other humans.
5. Inherent control : Is the real and most effective action in realizing the discipline of company employees. Inherent control means that superiors must actively and directly supervise the behavior, morals, attitudes, morale, and work performance of their subordinates.

Employee Performance

According (Ramdhani, 2018), employee performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. According to (Rivai, 2019), performance is a display of the overall state of the company during a certain period of time, which is the result or achievement that is influenced by the company's operational activities in utilizing its resources. Performance can also be interpreted as the results of work that can be achieved by employees or a group of employees in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the objectives of the

organization concerned legally, not against the law and in accordance with morals and ethics (Pasolong, 2018). Employee performance's indicators according to (Ramdhani, 2011 in Maknur & Wahyuningsih, 2018) are as follows :

1. Individual variables, including :
 - a. Ability and skill (physical),
 - b. Background (family, social level, and experience)
 - c. Demographics (age, origin, gender).
2. Organizational variables, including :
 - a. Resources,
 - b. Leadership,
 - c. Rewards,
 - d. Structure, and
 - e. Job design.
3. Psychological variables, including :
 - a. Mental/intellectual,
 - b. Perception,

METHODS

This research has a quantitative approach, descriptive and associative types. According to (Sugiyono, 2019), "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing hypotheses that have been developed. The population in this study were all employees of PT Payung Indonesia Kuat, located in Bekasi City with totaling 60 people and the sample in this study amounted to 60 samples.

RESULTS

1. Validity Test

Table 1 Outer Loading

Variable	Indicator	Loading Factor	Validity	
Charismatic Leadership	X1.1	The vision expressed by the leader inspires me to contribute maximally	0,807	Valid
	X1.2	The company mission explained by the leader helps me understand the company's goals better	0,801	Valid
	X1.3	I feel encouraged to make bold decisions after seeing examples from leaders	0,877	Valid
	X1.4	My leader's commitment to the company's success inspires me to make sacrifices to achieve common goals.	0,868	Valid
	X1.5	Leaders have the ability to anticipate environmental changes and manage resources efficiently	0,846	Valid
	X1.6	Realistic assessments from leaders help me prepare for the challenges ahead	0,779	Valid
	X1.6	Leaders pay attention to the needs of individuals in the team and strive to fulfill them	0,748	Valid
	X1.7	Leaders provide needed support to team	0,848	Valid

		members to achieve common goals		
	X1.8	Leaders encourage creativity in the workplace even if it sometimes violates existing rules	0,889	Valid
	X1.9	I feel encouraged to think outside the box by the leader, even if it means breaking the existing rules	0,822	Valid
	X1.10	The leader demonstrates a strong belief in the team's ability to solve problems with determination	0,838	Valid
	X1.11	I feel more confident in solving problems after receiving support from my leader	0,886	Valid
	X1.12	The vision expressed by the leader inspires me to contribute maximally	0,807	Valid
Motivation	X2.1	I always take responsibility for the decisions I make at work	0,820	Valid
	X2.2	I am always eager to achieve the best results in my work	0,800	Valid
	X2.3	I am consistent in carrying out my duties in accordance with the decisions we have previously agreed upon	0,915	Valid
	X2.4	I have a strong desire to cooperate with my coworkers in completing tasks	0,825	Valid
	X2.5	I have the willingness to take risks in achieving work goals	0,795	Valid
	X2.6	I always try to do better than my coworkers	0,928	Valid
	X2.7	I actively communicate with coworkers to achieve common goals	0,817	Valid
	X2.8	I always open lines of communication with coworkers to improve work effectiveness	0,804	Valid
Employee Performance	Y.1	I feel that I have the ability and skills that are in accordance with the demands of my job at PT Payung Indonesia Strong	0,808	Valid
	Y.2	I believe that improving my abilities and skills will have a positive impact on my performance in this company	0,846	Valid
	Y.3	I feel the company provides adequate resources to complete my work tasks effectively.	0,794	Valid
	Y.4	I feel inspired by the charismatic leadership of the leaders at PT Payung Indonesia Kuat.	0,812	Valid
	Y.5	I feel that the rewards given by the company to employees are fair and motivate me to work better	0,739	Valid
	Y.6	I feel that the organizational structure in this company makes it easy for me to complete work tasks efficiently	0,884	Valid
	Y.7	The job design in this company allows me to use my abilities and skills optimally	0,803	Valid
	Y.8	I feel mentally and intellectually capable of facing the challenges of the job at PT. Payung Indonesia Kuat	0,851	Valid

	Y.9	I believe that I have enough thinking power to complete my work tasks well	0,907	Valid
	Y.10	I feel valued and cared for by my coworkers and leaders in this company	0,892	Valid
	Y.11	I believe that the work environment at PT Payung Indonesia Kuat supports my career development and personal growth.	0,786	Valid
Work Discipline	Z.1	The goals that I will achieve in my work I always set them clearly	0,817	Valid
	Z.2	My leaders always set a good example in their behavior and actions.	0,850	Valid
	Z.3	My satisfaction and love for the company has increased because of the treatment and rewards I receive.	0,794	Valid
	Z.4	I feel that my supervisor is always fair in treating all employees.	0,825	Valid
	Z.5	My supervisor actively and directly supervise the work that I do	0,724	Valid
	Z.6	I am afraid to violate company regulations because of the consequences or sanctions I will receive.	0,884	Valid
	Z.7	Courageous and decisive leaders provide clear direction and ensure the necessary actions are taken to achieve company goals	0,814	Valid
	Z.8	The assertiveness of leaders in managing employees affects work discipline in the workplace	0,856	Valid
	Z.9	My relationship with my coworkers is always harmonious, and we support each other	0,910	Valid
	Z.10	Attention and support from coworkers and superiors make the work environment more friendly and comfortable for me.	0,881	Valid

Source: Primary data processed, 2024

Based on the table above, it can be seen that all indicators that measure the variables of charismatic leadership, motivation, employee performance, and work discipline have a loading factor value greater than 0.6. Thus the indicator is declared valid in measuring the variables of charismatic leadership, motivation, employee performance, and work discipline.

Reliability Test

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Description
Charismatic Leadership	0,960	0,965	Reliable
Motivation	0,939	0,950	Reliable
Work Discipline	0,952	0,959	Reliable
Employee Performance	0,955	0,961	Reliable

Source: Primary data processed, 2024

Based on the table above, it can be seen that the composite reliability value on the variables of charismatic leadership, motivation, employee performance, and work discipline is greater than 0.7. Furthermore, the Cronbach Alpha value on the variables of charismatic leadership, motivation, employee performance, and work discipline is greater than 0.6. Thus, based on the calculation of two tests, all indicators that measure the variables are declared highly reliable.

Path Coefficient Results

Testing the hypothesis can be seen from the t-statistic value and the probability value. To test the hypothesis using a statistical value, for alpha 5%, the t-statistic value used is 1.96.

Table 3 Hypothesis Test Results

Flows	Type	Original Sample (O)	T Statistics (O/STDEV)	P Values	Kesimpulan
Charismatic Leadership (X1) -> Employee Performance (Y)	Direct	0,396	4,045	0,000	Significant
Work Motivation (X2) -> Employee Performance (Y)	Direct	0,444	5,931	0,000	Significant
Work Discipline (Z) -> Employee Performance (Y)	Direct	1,010	70,726	0,000	Significant
Charismatic Leadership (X1) -> Work Discipline (Z)	Direct	0,334	3,380	0,001	Significant
Work Motivation (X2) -> Work Discipline (Z)	Direct	0,511	6,849	0,000	Significant
Charismatic Leadership (X1) -> Work Discipline (Z) -> Employee Performance (Y)	Indirect	0,338	3,469	0,001	Significant
Work Motivation (X2) -> Work Discipline -> Employee Performance (Y)	Indirect	0,516	6,684	0,000	Significant

Source: Primary data processed, 2024

DISCUSSION

1. The effect of Charismatic Leadership (X1) on Employee Performance (Y), produces an original sample value of 0.396 with a statistical T value of 4.045 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Charismatic Leadership on Employee Performance. This is in line with (Saelendra et al., 2023), the results showed that the charismatic leadership style affects employee performance. Also with
2. The effect of Work Motivation (X2) on Employee Performance (Y), produces an original sample value of 0.444 with a statistical T value of 5.931 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Work Motivation on Employee Performance. This is in line with (Akbar & Faida, 2023), the results showed that the work motivation affects employee performance.
3. The effect of Work Discipline (Z) on Employee Performance (Y), produces an original sample value of 1.010 with a statistical T value of 70.726 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Work Discipline on Employee Performance. This is in line with (Mannipi et al., 2019), the results showed that the work discipline affects employee performance.
4. The effect of Charismatic Leadership (X1) on Work Discipline (Z), produces an original sample value of 0.334 with a statistical T value of 3.380 and P Values of 0.001 or smaller than the α

- value ($0.001 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Charismatic Leadership on Work Discipline. This is in line with (Holilah et al., 2021), the results showed that the charismatic leadership style affects work discipline.
5. The effect of Work Motivation (X2) on Work Discipline (Z), produces an original sample value of 0.511 with a statistical T value of 6.849 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Work Motivation on Work Discipline. This is in line with (Sudjatmoko & Rusilowati, 2022), the results showed that the work motivation affects work discipline.
 6. The effect of Charismatic Leadership (X1) on Employee Performance (Y) mediated by Work Discipline (Z), produces an original sample value of 0.338 with a statistical T value of 3.469 and P Values of 0.001 or smaller than the α value ($0.001 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Charismatic Leadership on Employee Performance mediated by Work Discipline. This is in line with (Rosalina & Wati, 2020), that the better the leadership style, the work discipline and employee performance will increase. Increased work discipline in company leadership is able to improve optimal performance.
 7. The effect of Work Motivation (X2) on Employee Performance (Y) mediated by Work Discipline (Z), produces an original sample value of 0.516 with a statistical T value of 6.684 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Work Motivation on Employee Performance mediated by Work Discipline. This is in line with (Hania & Bernardus, 2021), that Work discipline variable mediate the relationship between motivation and employee performance and have a positive and significant effect.

CONCLUSION

1. There is a positive and significant effect of charismatic leadership on employee performance at PT. Payung Indonesia Kuat.
2. There is a positive and significant effect of work motivation on employee performance at PT. Payung Indonesia Kuat.
3. There is a positive and significant effect of work discipline on employee performance at PT Payung Indonesia Kuat.
4. There is a positive and significant effect of charismatic leadership on work discipline at PT Payung Indonesia Kuat.
5. There is a positive and significant effect of motivation on work discipline at PT Payung Indonesia Kuat.
6. There is a positive and significant effect of charismatic leadership on employee performance mediated by work discipline at PT. Payung Indonesia Kuat.
7. There is a positive and significant effect of work motivation on employee performance mediated by work discipline at PT. Payung Indonesia Kuat.

SUGGESTION

1. Based on the research results on the Charismatic Leadership variable, it is recommended to hold regular training and workshops to strengthen charismatic leadership skills for managers and leaders at PT Payung Indonesia Kuat. In addition, building open communication and facilitating employee participation in decision making can increase leadership effectiveness.
2. Based on the research results on the Motivation variable, it is recommended to implement an effective and comprehensive reward program that recognizes employee contributions, as well as provides opportunities for them to develop in their careers. Management also needs to actively listen and respond to the needs and desires of employees to maintain and increase their motivation.

3. Based on the research results on the Work Discipline variable, it is recommended to strengthen consistent enforcement of company rules and regulations. This can be done through providing training on the importance of work discipline, providing constructive feedback, and applying clear and fair sanctions for rule breakers.
4. Based on the research results on the Employee Performance variable, it is recommended to provide clear and structured career development opportunities for employees, as well as provide ongoing feedback to help them understand their expectations and development areas. In addition, facilitating effective and collaborative teamwork can also improve overall employee performance.

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