

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Influence of Transformational Leadership on Employee Performance with Work Motivation as a Mediation Variable

Karyono

Postgraduate Student, Department of Economics and Business,
Lampung University, Indonesia

Ayi Ahadiat

Lecturer, Department of Economics and Business,
Lampung University, Indonesia

Habibullah Jimad

Lecturer, Department of Economics and Business,
Lampung University, Indonesia

Abstract:

Achieving optimal employee performance is one of the goals of an organization. Optimal employee performance is expected to be the key to achieving organizational goals. One of the strategic steps in the bureaucratic reform program in the Ministry of Finance is to implement a transformational leadership pattern in managing its human resources. The Directorate General of Customs and Excise, as one of the agencies in the Ministry of Finance in managing human resources, also uses a transformational leadership pattern. With the implementation of this strategy, it is hoped that the performance targets that have been set by both individuals and organizations can be achieved optimally. The purpose of this study is to determine the influence of transformational leadership on employee performance, the influence of transformational leadership on employee work motivation, the influence of work motivation on employee performance, and work motivation as variables of transformational leadership mediation variables on employee performance. The mediation variables in this research are measured using the Structural Equation Model (SEM) analysis tool with the help of SMART-PLS Software Version 3.2.9. Penelitian conducted a quantitative study with a total sample of 106 using the purposive sampling method. The empirical findings obtained from this study are that transformational leadership positively affects employee performance, transformational leadership positively affects work motivation, work motivation positively affects employee performance, and work motivation variables mediate indirect influences between transformational leadership of employee performance. This research results in several things that must receive more attention from human resource management at KPPBC Bandar Lampung, including direct supervisors must provide input to employees to see masalah from various points of view, employees must be responsible for the work they carry, appreciation of the results of work and the work of a job that is more effective and efficient. The result of this study is related to the number of variables studied, and it is hoped that the next research can be done even better.

Keywords: Transformational leadership, employee performance, work motivation

1. Introduction

Achieving optimal employee performance is very important in achieving organizational goals. The higher the employee's performance, the higher the organizational performance, and vice-versa. If the employee's performance is low, organizational performance is also low. To achieve its goals, the organization should have competent or highly capable employees to carry out or carry out a job so that employee performance increases and can provide maximum service to stakeholders. Optimal performance in the organization can be measured from the results of the work that has been done compared to the standards set by the organization. In this study, employee performance is influenced by transformational leadership and work motivation as a mediating variable where the quality of work life explains the definition of quality of work life as an effective program in improving working conditions from the employee's point of view and greater organizational effectiveness from the manager's point of view. Parvar, Allameh and Ansari, 2015. And the individual's work motivation.

This means that good performance is determined based on abilities that are seen based on work competence and motivation both from within the employee and environmental motivation that supports employee performance. Various factors that affect organizational performance actually provide information regarding the performance of the implementation of organizational units, where the organization requires adjustments to all activities in accordance with organizational goals. The Ministry of Finance implemented a bureaucratic reform program in 2007 through Minister of Finance Decree No. 30KMK. 012007 concerning Bureaucratic Reform of the Ministry of Finance. To ensure the success of

achieving the goals of bureaucratic reform and the successful achievement of strategic planning, a performance appraisal system is needed as part of the performance management system within the Ministry of Finance. The Ministry of Finance has established the use of the BSC Balanced Scorecard method in performance management, which aims to make performance measurable and directed. Performance appraisal covers all organizations and employees within the Ministry of Finance. Organizational and employee performance assessments are expected to serve as an early warning system for organizational leaders and superiors and, finally, for the Ministry of Finance to continue to be anticipatory and proactive towards challenges and opportunities that exist to achieve the goals of bureaucratic reform. KPPBC Bandar Lampung is a vertical office under the Directorate General of Customs and Excise, Ministry of Finance. KPPBC Bandar Lampung is part of the West Sumatra Regional Office of the Directorate General of Customs and Excise. KPPBC Bandar Lampung has its address at Jalan Jenderal Yos Sudarso, Port of Panjang Bandar Lampung, Lampung province. The main activities of KPPBC Bandar Lampung are supervision and services related to import, export, and customs and excise facilities. In addition to these activities, KPPBC Bandar Lampung is also burdened by the Directorate General of Customs and Excise DGCE to collect state revenue from import duties, export duties, excise, and other revenues based on statutory provisions. As one of the vertical units of the Directorate General of Customs and Excise DJBC within the Ministry of Finance, KPPBC Bandar Lampung performs performance measurements based on the BSC Balanced Scorecard. BSC is a strategic management tool that translates Vision, Mission, Objectives, and Strategy into an operational framework. In general, performance management is intended to improve the performance of both employees and the organization. The success of an organization in improving performance, among others, can be measured through the achievement of performance targets set in the performance contract.

The vision and mission of the organization direct all components of the organization to have the same picture of ideals. It underlies decision-making, planning for the future, coordinating disparate works, and driving innovation forward. Furthermore, objectives are formulated as qualitative stages to realize the vision and mission. To make these goals easier to achieve, targets are formulated that describe specific and measurable conditions to be realized in a certain period. Referring to these goals, strategic goals are formulated as a priority that the organization wants to have, run and achieve in a certain period. To ensure that the strategic objectives can be achieved, managing the risk of failure to achieve the SS Strategic Targets is necessary. SS achievement is measured by KPI Key Performance Indicators. Each KPI is accompanied by a target that describes the performance to be achieved. To achieve the KPI target, groundbreaking activities called the IS Strategic Initiative can be implemented. In principle, the formulation and implementation of all the above stages are always carried out within the framework of the Ministry of Finance's values. DGCE's strategic targets implemented in the KPI were passed down to the West Sumatra Regional Office of DJBC and then downgraded again to KPPBC Bandar Lampung, then stipulated in the Performance Contract. Performance contracts were handed down to all KPPBC Bandar Lampung employees. Performance success is measured based on KPI achievements in Performance Contracts. In its preparation, the Performance Report contains performance measurement, evaluation, and disclosure of the analysis results in the form of adequate successes and obstacles faced for continuous improvement. Evaluation of performance management is an activity that aims to measure the maturity level of performance management in organizational or internal work units through several evaluation stages. The maturity level of performance management is a condition that indicates that performance management has been carried out thoroughly, and thus achieving organizational goals is optimal. Another factor that influences employee performance is the leadership role of organizational leaders. Leadership factor is very influential in the creation of work effectiveness. It can even be said that the progress achieved or setbacks experienced by an organization are largely determined by the role of its leader, which can be seen from its leadership style.

A leader is a positive and confident person with a vision, mission, and high ethical values, with the ability to convey ideas and encourage and relate well with others. If a leader can apply proper leadership in accordance with the existing circumstances, then employees will be able to work comfortably and with high enthusiasm. Without someone who manages and directs an organization, the organization cannot achieve its goals in accordance with its vision and mission. Luthans defines leadership as a group of processes, personality, fulfillment, certain behaviors, persuasion, authority, goal achievement, interaction, role differences, initiation of structures, and combinations of two or more of these things. Leadership is the center point for significant changes in the organization. Leadership becomes a personality that has an impact, and leadership is the art of creating organizational fit and stability. Talking about leadership in an organization will not be separated from the model or leadership style of a leader.

In this research, the authors focus on the concept of transformational leadership, which is currently widely used or applied by organizational leaders in supporting the achievement of organizational goals. James V. Downton first initiated the concept of transformational leadership, which was later developed by James McGregor Burns as the opposite of transactional leadership (Wikipedia, 2021; Bass & Bass, 2008). Then it was followed by Bernard M. Bass, who empirically showed that transactional leadership and transformational leadership are two dimensions that are positively correlated. Moreover, transformational leadership adds to the influence of transactional leadership (Bass & Bass, 2008) or complements each other (Robbins & Judge, 2017). Research shows that organizations need both transactional and transformational leadership because transactional leadership can increase efficiency, while transformational leadership steers companies toward better action directions McShane and Von Glinow, 2018. Burns argues that transformational leaders engage followers not only to make them achieve For something important. Leaders like this are not only portrayed as visionary agents of change but also to raise their morale so that they can become leaders as well or make them become cadres so that one day they can become leaders too.

2. Literature Review

2.1. Employee Performance

2.1.1. Definition of Employee Performance

In the Indonesian dictionary, performance is defined as something that is achieved, the achievements are shown, and the workability. Performance comes from or is better known as performance, namely work results or work performance. Performance has a broader meaning, not only limited to work performance but also includes how the work process takes place (Wibowo, 2016).

Related to its scope, the performance also has two perspectives, namely individual performance and organizational performance. According to Parvar, Allameh, and Ansari(2015), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Thus, employee performance is the work of an employee in carrying out his job duties in accordance with the authority and responsibility owned in an effort to achieve organizational goals.

2.1.2. Employee Performance Indicators

Performance is the result of efforts that have been made by someone in mobilizing all individual abilities and responsibilities to complete tasks in their work both in quantitative and qualitative terms from the output issued along with employee performance indicators:

- Quality is the level of good or bad or the level or degree of something.
- Quantities are all kinds of units of measurement related to the amount of work that can be expressed as numbers or other numerical equivalents, as explained by Wungu & Brotoharsojo (2003).
- Responsibility and commitment are attitudes or behaviors to do something serious and are ready to take all risks and actions. Moreover, commitment is a situation where an employee sides with a particular organization and its goals and desires to maintain membership in the organization.
- Cooperation is a joint effort between individuals or social groups to achieve common goals.
- Initiative is doing something or working without being told beforehand what to do.

2.2. Transformational Leadership

2.2.1. Definition of Transformational Leadership

The term transformational leadership consists of two syllables, namely leadership and transformational. The term 'transformational' stems from the word 'transform,' which means transforming or changing something into another, different form. Transformational leadership is a process in which leaders and followers mutually enhance each other and develop their morality and motivation. Transformational leadership involves inspiring all its members to achieve a common vision that gives meaning to developing their own potential and some problems from a new perspective.

The concept of transformational leadership was first put forward by James V. Downtown, which was then developed by James McGregor Burns as the opposite of transactional leadership (Wikipedia, 2021; Bass & Bass, 2008) and then followed by Bernard M. Bass, who empirically showed that transactional leadership and Transformational leadership are two dimensions, both of which are positively correlated, besides transformational leadership adds to the influence of transactional leadership (Bass & Bass, 2008) or complements each other (Robbins & Judge, 2017, 2018). Research shows that organizations need both transactional and transformational leadership because transactional leadership can increase efficiency, while transformational leadership directs companies towards better actions (McShane & Von Glinow, 2018).

2.2.2. Indicators in Transformational Leadership

The following are indicators of transformational leadership:

- Idealized influence is to influence, change opinions, and change behavior
- Inspirational motivation makes a person feel the positive energy and makes the day more enjoyable.
- Inspirational intellectuals are people who can change and influence and provide information intellectually or scientifically.
- Individualized consideration is the behavior of leaders who give personal attention, treat each subordinate individually with different needs, abilities, and aspirations, and train and provide advice.

2.3. Work Motivation

2.3.1. Definition of Performance Motivation

The success of an organization in improving its performance is highly dependent on the work motivation of employees in carrying out their work tasks. Only with high work motivation do employees make efforts with all their abilities to achieve optimal performance. Stephen P Robbin (2018) defines motivation as a process that takes into account the intensity, direction, and persistence of individual efforts to achieve goals. From this definition, we can see that there are 3 main elements in motivation: intensity, direction, and persistence. Intensity describes how hard a person tries to achieve a goal. However, high intensity is unlikely to lead to favorable job performance outcomes unless the effort is channeled in a direction that benefits the organization. Therefore, the leadership of the organization must be able to direct

all the efforts made so that it is consistent with the goals of the organization. In addition to intensity and direction, the persistence element, which is an element to measure how long a person can maintain his efforts to achieve the desired goal, is also essential in managing employee motivation.

2.3.2. Indicators in Work Motivation

The following are indicators of work motivation:

- An indicator of the need for achievement is achievement obtained from the efforts that have been made. From this understanding of achievement, the notion of self-achievement is the result of one's efforts.
- The need for affiliation is one way to develop a business by utilizing targeted socialization carried out by individuals.
- The need for power Power is the authority obtained by a person or group to exercise that authority in accordance with the authority given.

2.4. Thinking Framework and Hypotheses

The research conducted consisted of independent variables and dependent variables. Where the independent variable or independent variable (X) is transformational leadership. While the dependent variable, employee performance (Y), is work motivation (M). Then it can be seen in the following form:

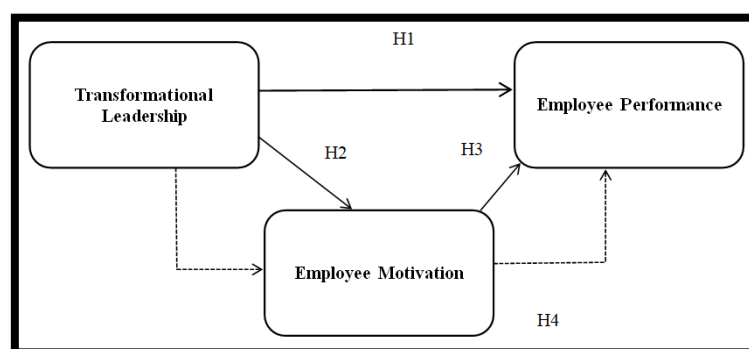


Figure 1: Conceptual Model

2.4.1. Hypotheses

- H1: Transformational leadership has a positive and significant influence on employee performance
- H2: Transformational leadership has a positive and significant influence on employee motivation.
- H3: Work motivation has a positive and significant effect on employee performance.
- H4: Motivation mediates the influence of transformational leadership on employee performance.

3. Research Methodology

The research was conducted at KPPBC Bandar Lampung. In this study, the independent variable is Leadership Style (X1). The dependent variable is Employee Performance (Y). Furthermore, the intervening variable is Work Motivation (M). The research uses quantitative and qualitative data approaches and uses a Likert scale to measure attitudes, opinions, influences, and perceptions of a person or group of people about social phenomena (Sugiyono, 2016). Determination of the sample is done by purposive sampling method, namely the method of selecting a sample to determine the model because of certain considerations. So the sample is not taken randomly but is determined by the researcher. The sample is part of the number and characteristics of the population (Sugiyono, 2016). According to (Hair in Mwetiumo et al. 2021), the recommended minimum sample size is 5-10 observations for each parameter estimated. The method used in data analysis and hypothesis testing in this study is the Structural Equation Model – Partial Least Square Method (SEM-PLS). According to Noor (2014), SEM is a statistical technique used to build and test statistical models, usually in the form of causal models. This study used descriptive statistical data analysis and Partial Least Square SEM, which is an analysis used to develop or predict existing theories. Descriptive method is used to obtain a complete and precise description of the research objectives. In this case, a Likert scale of 5 was used, and data were analyzed using Partial Least Square SEM. A study is used to develop or predict an existing theory. Measurement model analysis (Outer Model) includes convergent validity, discriminant validity, and reliability tests—an analysis of the Structural Model (Inner Model) and a discussion of the results of hypothesis testing. Data processing uses the Structural Equation Model (SEM) with the help of the SmartPLS v.3.2.9 application.

4. Research Findings and Discussions

4.1. Descriptive Statistics

Researchers will use descriptive analysis techniques to obtain information about the characteristics of the respondents. Descriptive analysis is an analytical technique used to explain how the characteristics of data originating from an object of research can be described and understood properly. Discussion of the characteristics of the respondents in this study will display several aspects of the respondents such as gender, age, and last education. Gender

is descriptive data that the respondents in this study partially indicated that the respondents in this study were mostly male, namely as many as 86 respondents or 81.1%. Moreover, the number of respondents with female gender is 20 people or 18.9%. Descriptive data on the age of respondents with the highest frequency are respondents aged between 20-30 years of 47.17% or as many as 106 respondents, and the lowest respondents are respondents aged more than 50 years of 5.7% or as many as 6 people, and for respondents aged 41-50 and over, as many as 10 respondents or 9.43%. Characteristics of respondents based on last education, Senior High School/Diploma 1 is 33.01% with a frequency of 35 respondents, Diploma III education level is 18.87% with a frequency of 20 respondents, S1/Diploma IV education level is 42.46% with a frequency of 45 respondents, S2 education level is 5.66% with a frequency of 6 respondents. This means that most respondents in this study have the last education S1/Diploma IV, which amounted to 45 respondents (42.46%).

Demographic Variables	Category	Frequency	Percentage
Gender	Male	86	81.10%
	Female	20	18.90%
Age	20-30tahun	50	47.17%
	31-40 tahun	40	37.70%
	41-50 tahun	10	9.43%
	>50 tahun	6	5.70%
Last Educations	SMA/Diploma 1	35	33.01 %
	Diploma III	20	18.87 %
	S1/Diploma IV	45	42.46%
	S2	6	5.66%

Table 1: Characteristics of Respondents

4.1.1. Measurement Model

This study implemented covariance-based Structural Equation Modeling (CB-SEM) to test the proposed research model using Smart PLS software. The measurement model of this study used validity and reliability, which could be assessed through factor loadings that values should be greater be 0.5, average variance extracted (AVE) that value should be greater than 0.5, Cronbach alpha that value should be greater than 0.7, and composite reliability that value should be greater than 0.7 (Hair et al., 2016). Table 2 predicted values show that all the values fulfill the criteria of recommended values.

ConstructName	Items	Factor Loadings	Cronbach's Alpha	CR	AVE
KT	KT2	0.785	0.880	0.904	0.512
	KT4	0.752			
	KT5	0.748			
	KT3	0.731			
	KT1	0.725			
KT	KT15	0.721	0.896	0.928	0.763
	KT8	0.721			
	KT14	0.620			
	KT16	0.617			
KP	KP5	0.900	0.887	0.914	0.519
	KP6	0.915			
	KP8	0.827			
MK	KP9	0.848	0.887	0.914	0.519
	MK1	0.732			
	MK3	0.796			
	MK4	0.785			
	MK5	0.834			
	MK6	0.814			
	MK7	0.832			

Table 2: Measurement Model

4.1.2. Structure Model

After analyzing a measurement model, the next step is to test the proposed hypothesis using a structural model. This study uses the Path Coefficient as the research model within an acceptable range. Similarly, the Specific Indirect Effect Tests index implies an acceptable fit. The four predicted paths are significant. Therefore, H1, H2, H3, and H4 were all supported in this study.

Constructs	Hypothesis	Path Coefficient	t-value	Results
Transformational leadership has a positive and significant influence on employee performance	H1	3.186	0.000	Supported
Transformational leadership has a positive and significant influence on employee motivation.	H2	5.907	0.000	Supported
Work motivation has a positive and significant effect on employee performance.	H3	8.641	0.000	Supported

Table 3: Direct Relationship

It is explained that the mediation test was conducted to determine how the mediating variable affects the relationship between endogenous and exogenous variables in terms of the strength and direction of the relationship regarding path estimation and t-value.

Constructs	Hypothesis	Path Coefficient	t-value	Results
Motivation mediates the influence of transformational leadership on employee performance	H4	4.143	0.000	Supported

Table 4: Intervening Impacts

4.2. Discussion

The purpose of this study is to determine the effect of transformational leadership on employee performance with mediation as a mediating variable. This study used 2 variables, namely transformational leadership and work motivation. A total of 4 (four) hypotheses were developed and tested with *the Structural Equation Modeling (SEM)* method and assisted by *SmartPLS 3.2.9 software*. From the results of testing on research variables, the following results were obtained:

The first hypothesis tests whether transformational leadership has a positive and significant effect on performance. The test results show a t-statistic value of 3.186 and a p-value of 0.000. From these results, it is stated that the t-statistic is significant. Because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 , the first hypothesis is supported. This proves that transformational leadership has a positive and significant effect on employee performance. It can be said that if transformational leadership increases, employee performance will also increase (Ahmad Prayudi, 2020; Yukl & Gardner, 2020; Kjelevold Olsen, Roar Espevik, 2022).

The results of the second hypothesis test whether transformational leadership has a positive and significant effect on work motivation. The test results show a t-statistic value of 5.907 and a p-value of 0.000. From these results, it is stated that the t-statistic is significant. Since the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 , the second hypothesis is supported. It can be said that if transformational leadership increases, the work motivation of employees will also increase (Wosenyeleh Semeon Bagajjo, 2021).

And then the third hypothesis tests whether work motivation has a positive and significant effect on employee performance. The test results show a t-statistic value of 8.641 and a p-value of 0.000. From these results, it was stated that the t-statistic was significantly positive. Since the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 , the third hypothesis is supported. This proves that work motivation has a positive and significant effect on employee performance. It can be said that if work motivation increases, employee performance will increase (Ahmad Prayudi, 2020).

Furthermore, the results of the fourth hypothesis that the role of work motivation in mediating leadership transformation on employee performance show that transformational leadership is mediated by work motivation on employee performance, and thus, the fourth hypothesis is supported. It can be said that transformational leaders are assisted indirectly through work motivation as a mediating variable, and it can be seen from the results that have been processed that work motivation mediates transformational leadership and increases transformational leadership mediated by work motivation will improve employee performance (Asmawiyah, 2020).

5. Conclusion

Based on the description of the discussion above, the following conclusions can be obtained:

- It is concluded that transformational leadership has a significant positive effect on employee performance, and this first hypothesis is supported.
- It is concluded that transformational leadership has a significant positive effect on work motivation, and the second hypothesis is supported.
- It is concluded that work motivation has a significant positive effect on employee performance, and the third hypothesis is supported.
- It is concluded that transformational leadership through work motivation as a mediating variable on employee performance is positively significant, and the fourth hypothesis is supported.

6. References

- i. A.A. Anwar Prabu Parvar, Allameh and Ansari, 2015. 2016. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : PT. Remaja Rosdakarya.
- ii. Asmawiyah, Afiah Mukhtar, and Nurjaya. 2020. "Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT. Perkebunan Nusantara XIV Makassar." *Jurnal Mirai Management* 5 (2): 388-401.
- iii. Bass, Bearnard M & Ronald E Riggio. (2006). *Transformational Leadership* Second Edition. New Jersey: Lawrence Erlbaum Associates, Publishers Bass & Avolio, (1994). *Improving Organizational Effectiveness through Transformational Leadership*. Thousand Oaks Sage publication.
- iv. Becker, T E & Klimoski, R J (1989). A Field Study of the relationship between the organizational feedback environment and performance. *Journal of Personnel Psychology* Vol. 42.
- v. Bernardin, H. John, and Russel. 2010. *Human Resource Management*. New York: McGraw-Hill.
- vi. Bakker, Arnold B., Jørn Hetland, Olav Kjelleveold Olsen, and Roar Espevik. 2022. "Daily Transformational Leadership: A Source of Inspiration for Follower Performance?" *European Management Journal*, no. January.
- vii. <https://doi.org/10.1016/j.emj.2022.04.004>.
- viii. Eliyana, Anis, Syamsul Ma'arif, and Muzakki. 2019. "Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership towards Employee Performance." *European Research on Management and Business Economics* 25 (3): 144-50. <https://doi.org/10.1016/j.i.edeen.2019.05.001>.
- ix. Ghozali, Imam. 2012. "Aplikasi Analisis Multivariate dengan Program IBM SPSS". Yogyakarta: Universitas Diponegoro.
- x. Hair et al. 2010. *Multivariate Data Analysis, Seventh Edition*. Pearson Prentice Hall.
- xi. Mukhtar, A. (2018). The effect of competence and organization culture to work satisfaction and employee performance of Sharia banks in Makassar City. *International Journal of Scientific and Technology Research*, 7(10), 1-6.
- xii. Nursiti, Sofyandi. 2021. "A New Decade for Social Changes." *Technium Social Sciences Journal* 17: 235-43.
- xiii. Prayudi, Ahmad. 2020. "Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Pd. Pembangunan Kota Binjai)." *Jurnal Manajemen* 6 (2): 63-72. <http://ejournal.lmiimedan.net>.
- xiv. Parvar, Mohammad Reza Faghih, Sayyed Mohsen Allameh, and Reza Ansari, 'Effect of transformational and motivation through employee performance by SEM (Case Study: OICO Company),' *International Journal of Academic Research in Business and Social Sciences*, 3.10 (2015). <https://doi.org/10.6007/ijarbss/v3-i10/285>
- xv. Robbins & Judge. 2015. *Perilaku Organisasi*. Edisi 16. Jakarta. Salemba Empat.
- xvi. Robbins, P. Stephen. (2002). *Prinsip-Prinsip Perilaku Organisasi*. Edisi Kelima. Diterjemahkan oleh: Halida, S.E dan Dewi Sartika, S.S. Erlangga, Jakarta. Robbins, P. Stephen. (2006). *Perilaku Organisasi*. Edisi Sepuluh. Diterjemahkan oleh: Drs. Benyamin Molan. Erlangga, Jakarta.
- xvii. Rivai, Prof. Dr. H. Veithzal., Sagala, Ella Jauvani (2011) *Manajemen Sumber Daya Manusia untuk perusahaan dari teori ke Praktik*. Jakarta: Rajawali Pers.
- xviii. Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta.
- xix. Sugiyono. 2007. *Metode Penelitian untuk Penelitian Kuantitatif*. Jakarta: PT Bumi Aksara.
- xx. Sugiyono. 2008. *Metode Penelitian Bisnis*. Bandung: Alfabeta.
- xxi. Slovin, M.J., 2016. *Sampling*, Simon and Schuster Inc. New York.
- xxii. Yukl, Gary (2015) *Kepemimpinan Dalam Organisasi (Edisi 7)*. Jakarta : Indeks.
- xxiii. Wibowo. 2016. *Manajemen kinerja*. Jakarta: Rajawali Pers.
- xxiv. Simeon, W. E., & Nna, L. F. (2020). Impact of Discipline on Students' Academic Performance in Public Junior Secondary School in Rivers State. *International Journal of Innovative Psychology & Social Development* 8, 8(4), 95-104.