

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

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Abstract

Purpose: This study examines the influence of bureaucratic leadership style, work culture, and work discipline on employee performance at the Riau Islands Provincial Secretariat, with work motivation as an intervening variable.

Research Methodology: Using a quantitative approach, 165 employees were selected as respondents from a population of 279 employees. Data were analyzed using structural equation Modelling (SEM) with AMOS 24.0.

Results: The findings show that bureaucratic leadership style and work discipline significantly influence employee performance, whereas work culture has no significant direct effect. All three factors—leadership style, work culture, and discipline—positively and significantly affect motivation, which in turn strongly influences performance. Furthermore, motivation successfully mediated the relationships between leadership style, work culture, discipline, and employee performance, strengthening the overall causal model.

Conclusions: Employee performance is primarily shaped by effective leadership, strong discipline, and supportive motivation, with work culture playing an indirect role. Motivation is a central driver that enhances the impact of leadership and discipline on performance outcomes.

Limitations: This study is limited to a single public sector organization, with cross-sectional data that may not capture long-term dynamics. Future studies should incorporate other variables, such as teamwork, compensation, and organizational trust.

Contribution: This study contributes to the public management literature by demonstrating the mediating role of motivation in linking bureaucratic leadership, culture, and discipline with performance, offering insights for policy and managerial practices in government institutions.

Keywords: AMOS, Bureaucratic Leadership Style, Performance, Motivation, Work Culture, Work Discipline

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1. Introduction

Human resource management is a management activity that includes the utilization, development, assessment, and provision of services for human beings as individual members of an organization or agency. Human resource management also involves designing systems for planning, employee development, career management, job evaluation, employee compensation, and employment relations. Human resource management involves all management practices that can directly affect an organization. Human resources are the main drivers of an organization's activities. Likewise, in the context of an organization, its progress and retreat are determined by the existence of its human resources. Therefore, human resources in an organization are an important concern in the context of efforts to achieve organizational success.

The success of an organization is influenced by the individual performance of its employees; an organization will strive to improve the performance of its employees in the hope that the goals of the organization can be achieved. Thus, performance is important for the organization or company as well as from the employees themselves (Putra, Ahadiyat, & Keumalahayati, 2023). Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work seriously according to their ability to achieve good work results, without good performance from all employees, then success in achieving good performance goals from all employees, then success in achieving goals will be difficult to achieve. Performance includes mental attitudes and behaviors that always have the view that the work carried out today must be of higher quality than the implementation of past work, and for the future, it is of higher quality than the present. Employees feel proud and satisfied with their achievements based on the performance they provide for the organization. Good performance is a desirable state in the workplace. An employee will get good work performance if his performance is in accordance with standards, both quality and quantity (Latunusa, Timuneno, & Fanggidae, 2023).

To create the performance of the State Civil Apparatus to run effectively, it is not only encouraged by good motivation but there are several other factors that can also encourage to improve employee performance, including the existence of a good and organized leadership system so that it can manage the organization well. Leaders must be role models for all employees in an organization. A leader can play an important role in the implementation of changes in an organization. Leadership can be carried out well if a leader has competence, intelligence, and leadership emotions. The leadership applied in the Riau Islands Provincial Secretariat is good but not optimal, because the leadership style used in the Riau Islands Provincial Secretariat adheres to the Bureaucratic Leadership system. There are several weaknesses of the leadership style applied in the Riau Islands Provincial Secretariat, namely the inability to respond to changes and often less flexibility in dealing with rapid changes or challenges. Rigid structures can hinder decision-making adaptation to dynamic environments. In decision-making, the leaders at the Riau Islands Provincial Secretariat usually hold a meeting and discuss the existing problems first, which certainly takes a lot of time, and is not effective for problems that require quick action.

Another factor that affects an employee's performance besides leadership is work culture (Muliyanto, Indrayani, Satriawan, Ngaliman, & Catrayasa, 2023). Work culture comprises key values, beliefs, and attitudes enforced among members of an organization. Work culture is a habit that employees in an organization repeat. Leaders must be aware of this work culture to determine their attitudes and actions so that employees can be directed towards an attitude and behavior that will be useful in achieving organizational goals. The work culture at the Riau Islands Provincial Secretariat is good, but there are several employees who slightly damage the already good work culture. This is because several employees still arrive late and do not enter the office without clear information. Of course, this will gradually damage the existing work culture and is feared to give a bad example to employees. It is feared that this will lead to other employees becoming contaminated, as they will do the same thing.

When discussing the performance of an organization, the discipline of its members or employees is the most important factor because discipline will be able to create good work results. The spirit of discipline must be owned, instilled, and nurtured by every state civil servant as a bureaucratic apparatus in the

implementation of various daily routines, considering the close relationship between discipline in every activity carried out by each employee, which has an impact on employee performance (Wa, Desriyantika, Hasbullah, Et, & Indrianni, 2024). In an effort to improve civil servant discipline, the government has also provided a policy with the issuance of a Government Regulation for civil servant discipline, namely Government Regulation number 94 of 2021, concerning civil servant discipline, which regulates Employee Working Hours for one week is 37.5 hours. This is intended so that employees work with discipline and are responsible for their work. The measure used in assessing whether the employee is disciplined or not can be seen from the punctuality in work, dress etiquette, and the effective and efficient use of office facilities. Through high discipline, employee performance can be improved. Therefore, it is necessary to affirm work discipline for each employee to achieve optimal employee performance.

From the description above, it can be interpreted that there are still employees who have a low awareness of discipline, therefore a leadership is needed that can provide role models and motivation to employees at the Regional Secretariat of Riau Islands Province so that the level of employee discipline becomes better so that it will be able to improve the performance of employees. Therefore, from this situation and after combining these factors holistically and observing the phenomena that occurred, the author is interested in conducting a study with the title **"the influence of bureaucratic leadership style, work culture, and work discipline on the performance of employees of the regional secretariat of riau islands province with work motivation as an intervening variable "**

2. Literature Review

2.1. Performance

Kasmir (2016) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Increasing individual performance is likely to improve corporate performance because the two have a close relationship. Ambarita, Lie, Efendi, and Sisca (2018) Performance is an overview of the level of achievement in the implementation of a program, activity or policy in realizing the targets, goals, visions and missions of the organization as outlined through the strategic planning of an organization. Based on some of the definitions above, it can be synthesized that Performance is the result of work in quality and quantity achieved in realizing the targets, goals, visions and missions of the organization as outlined through the strategic planning of an organization.

2.2. Motivation

Suparti and Daliman (2023) state that motivation comes from the Latin word *movere*, which means encouragement or moving. Motivation in management is only shown in human resources in general and subordinates in particular. Sutrisno (2016) states that motivation is a factor that encourages a person to do a certain activity; therefore, motivation is often interpreted as a supporting factor in a person's behavior. According to Sujarwo and Wahjono (2017), motivation is the energy in individuals that encourages them to perform explicit exercises with explicit goals. According to experts, motivation is the various efforts made by humans to meet their desires and needs. However, fulfilling their wants and needs is not easy without maximum effort. To fulfill his needs, a person will behave according to the impulses he has and what underlies his behavior.

2.3. Bureaucratic Leadership Style

According to Pasolong (2021), bureaucratic leadership style is the ability of a leader to manage employees through applicable rules and use their influence to achieve organizational goals. According to Mattayang in Kurniawati (2020), bureaucratic leadership is described as leadership based on policies and regulations. Basically, the bureaucratic leadership style is oriented towards regulations and systematically, Anwarudin in Arifin (2019) bureaucratic leadership is leadership based on superior and subordinate transactions where individuality is prioritized in organization, the characteristics commonly found in this leadership style are absolute superior authority, focus on work, strict supervision, clarity of organizational rules, anti-change and orientation to positions and power. The same thing was once stated by Purwanto, Yusraini, and Susilatri (2016), obedience to rules is the most recognizable sign of a leader who applies a bureaucratic leadership style

From the opinions of several experts, it can be concluded that the bureaucratic leadership style is one in which all activities in the organization are regulated by applicable rules. All layers of bureaucratic leadership are required to obey the rules, and leaders can sanction subordinates who have violated the rules

2.4. Work culture

Mangkuprawira (2018) stated that work culture is a value system that contains organizational ideals as an internal and social external system. According to Mangkunegara (2017), work culture is a set of assumptions or a system of beliefs, values, or norms that are developed in an organization to be used as a behavioral guideline for its members in overcoming external adaptation and internal integration problems (DesslerDessler (2015)). The main goal of work culture is to achieve organizational goals while meeting individual employee objectives. Leaders support the implementation of work culture because it is expected to improve employee skills and productivity, although they must consider the time required for training. Based on some of the definitions above, it can be synthesized that work culture is one of the efforts to improve the quality of human resources in employee organizations; both new and already working employees need to follow work culture because of the work demands that can be changed due to changes in the work environment, strategies, etc..

2.5. Discipline

Sutrisno and Ginting (2018) explained that work discipline is a person's behavior that is in accordance with existing rules and work procedures, or discipline is an attitude of behavior and changes that are in accordance with existing regulations in the organization, both written and unwritten. Wibisono and Yanti (2020) explained that discipline comes from the word discipline, which means behavior that is in accordance with applicable regulations and regulations that are carried out without coercion from other parties.

Afandi (2016) states that work discipline is a tool used by managers to change behavior as well as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. According to Dinda, Qomari, and Istanti (2021), discipline is a condition created through a training process that develops into a series of behaviors in which there are elements of obedience, loyalty, and order, and all of it is done as a form of responsibility that aims to be self-aware. Sinambela (2018) then regulations are very necessary to create good order in the office where they work, because the discipline of an office or workplace is said to be good if some employees obey the existing regulations

From some of the descriptions above, it can be synthesized that discipline is a tool or means for an organization to maintain its existence. This is because with high discipline, employees will obey all existing regulations so that the implementation of work can be in accordance with the plan that has been determined.

2.6. Relationship Between Variables

2.6.1. The Influence of Bureaucratic Leadership Style on Performance

A leader is someone who has subordinates or followers for the purpose of his success, greatly influenced by the leadership he has provided. Leadership has been described by several experts as the willingness to work together to achieve certain goals. Companies expect maximum employee performance, with a leadership style that can determine and influence employee performance. A leader has the task of encouraging and influencing employees to achieve the goals of the organization or company set previously; thus, it can be said that leadership must be involved in a person's ability to direct, influence, and motivate others so that they want to carry out the tasks given to them well. The way a person leads greatly determines the quality of employee performance; thus, it can be said that employee performance depends on or is influenced by leadership style. Therefore, leadership style plays an active role in the success of the organization in organizing various activities, especially in the performance of its employees.

According to research conducted by Fathoni, Indrayani, Indrawan, and Yanti (2021), Ghozali (2016), Potawari (2020), and Butarbutar and Satriawan (2021), leadership style affects employee performance.
H1: Bureaucratic Leadership Style has a direct effect on Employee Performance

2.6.2. The Influence of Work Culture on Performance

Implementing work culture has a very deep meaning because it will change the attitude and behavior of human resources to achieve higher work productivity in facing future challenges. The benefits that arise include increased job satisfaction, closer associations, increased discipline, reduced functional supervision, reduced waste, decreased absenteeism, continued desire to learn, and a desire to provide the best for the organization.

Based on the view of the benefits of work culture, it can be concluded that the actual description of the benefits of work culture is to improve the quality of human resources, the quality of work products, and the quantity of work products so that they are as expected. The shared value system in an organization determines the level of how employees carry out activities to achieve organizational goals (Nancy, Adda, & Murad, 2020).

Pohan and Fitria (2021) researched the influence of work culture on performance at the Bantaeng Regency Education and Culture Office. They found a positive and significant effect on employee performance. Research with the same theme was also carried out by Prayogi, Lesmana, and Siregar (2019) whose research results both showed that work culture affected the performance of North Makassar Primary Tax Service Office Employees, based on the research it can be concluded that work culture simultaneously affects the performance of civil servants significantly

H2: Work Culture has a direct effect on Employee Performance

2.6.3. The Effect of Discipline on Performance

Work discipline is a step taken by workers to complete their duties and obligations within the given time and obey the regulations that have been made by the company and the applicable social norms in accordance with these provisions. The implementation of work discipline is based on awareness of the creation of a harmonious condition between desires and reality. Work discipline is influential in employee performance; therefore, the company must create harmonious working conditions between desire and reality. To create harmonious working conditions, harmony between employee obligations and rights must be realized. Therefore, it can be concluded that discipline is an attitude of loyalty and obedience of a person or a group of people to regulations, both written and unwritten, which is reflected in the form of behavior and deeds. Good discipline among employees shows that a company can maintain the loyalty and quality of its employees. This proves that employee discipline influences employee performance.

According to research conducted by Fathoni et al. (2021), Ramawati and Tridayanti (2020), Raymond, Siregar, Putri, Indrawan, and Simanjuntak (2023), (Aditia, Dharma, & Yunni Nur, 2022), Fauzi (2021), Simanjuntak, Nadapdap, and Winarto (2017), work discipline affects employee performance.

H3: Discipline has a direct effect on Employee Performance

2.6.4. The Influence of Bureaucratic Leadership Style on Motivation

Taber (2018), leadership and motivation are two different things; discipline must be maintained in the context of work and human interaction, and leadership is a human factor that binds a group together and gives it motivation towards certain goals, both in the short and long term. This indicates that leadership and motivation are strongly related.

This supports the theory of Wibisono and Yanti (2020) that in an organization, subordinates work always depends on leadership. If the leader does not have the ability to lead, very complex tasks cannot be performed properly. Leadership is defined as the ability to use influence to motivate individuals to achieve organizational goals. The ability to influence determines how employees achieve work results. This is based on the argument that a leader has authority to plan, direct, coordinate, and supervise

employee behavior. Organizational leaders can influence behavior by creating organizational systems and processes that meet their needs, including individual, group, and organizational needs.

This result is in line with the research conducted by (Saputra, 2019) which states that there is a positive and significant influence of leadership style on motivation.

H4: Bureaucratic Leadership Style has a direct effect on Employee Motivation

2.6.5. The Influence of Work Culture on Motivation

Work is a tangible form of values, beliefs, and understandings embraced and can be a motivation to produce quality performance or work. This can be seen from our attitude towards work and our behavior at work. Based on the theory of the work culture of the state apparatus, it is useful as a result of the evaluation, which is used as input for the agencies concerned to continue to make continuous improvements in the implementation of the work culture development program of the state apparatus. The relationship between the values believed in and work as a form of actualization of beliefs fosters motivation and accountability for performance or work results. Therefore, it is expected that the figure of a state apparatus is a professional, moral, and responsible person who is a function of motivational values and self-control.

This theory is in line with research conducted by Sherlie (2020) on the influence of work culture on motivation, which found that work culture simultaneously has a positive and significant effect on employee motivation at Sogo Sun Plaza Medan. Shinta (2020) conducted a similar study and found that work culture affects employee motivation. The study explained that there is a significant and positive influence between work culture and the motivation of officers in the Batam mayor's office; the better the work culture, the more good things will motivate officers in the Batam mayor's office.

H5: Work Culture has a direct effect on Employee Motivation

2.6.6. The Effect of Discipline on Motivation

The results of the study confirm the existing theory that discipline is very important for organizational growth, used mainly to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Positive disciplinary actions are in many situations, punishment motivates employees to change. In line with the research of Rosento Rst, Mohamad Amas Lahat, Isnurrini Hidayat Susilowati in Jurnal Akrib Juara Volume 4 Number 4 November 2019 Edition (178-193) with the title "The Influence of Work Discipline on Employee Motivation at Pt Trisentosa Adhirajasa Jakarta" the conclusion of the research is the result of a simple linear regression equation, namely: $Y = a + bX$; $Y = 18.224 + 0.598X$; This shows that $a = 18.224$ means that if $X = 0$ or without work discipline, then the employee's motivation is 18.224. $b = 0.598$ means that if X increases by 1 number or every increase in work discipline by 1, it will increase Employee Motivation by 0.598. This shows that there is a positive or unidirectional influence of Work Discipline on Employee Motivation at PT Trisentosa Adhirajasa Jakarta.

H6: Discipline has a direct effect on Employee Motivation

2.6.7. The Effect of Motivation on Performance

Work motivation is the most important energy for employees because it greatly affects employees' enthusiasm at work, the spirit of establishing good relationships with stakeholders, enthusiasm in carrying out work, and even the personal enthusiasm of employees themselves in improving their personal lives. Work motivation is highly influential in employee performance; therefore, companies must provide motivation to their employees. If the company does not motivate its employees, they will not achieve the goals they want to achieve and will cause work results that are not optimal. Work motivation can increase employee morale, leading to optimal performance and satisfaction with the work environment. Motivation is very important to achieve these goals because the motivation that employees have can make the employee work well and can make employees use more energy and mind in realizing the company's goals. If this motivation is met, there will be a sense of satisfaction and smoothness in improving employee performance so that employees do not experience a decline in work.

According to research conducted by Sugiyono (2021), Sumadhinata (2018); (Wardani & Riyanto, 2019), Willson and Hikmah (2020), S. Sugiyono (2016), Suwaldiman and Rheina (2023), Primita and Rolanda (2024), and Rahman and Shanjabin (2022), motivation affects employee performance.

H7: Motivation affects employee performance

2.6.8. The Influence of Bureaucratic Leadership Style on Performance Through Motivation

According to Sulistiowati, Adisa, and Caturiani (2021), motivation is the driving force for employees to want and be willing to carry out various activities related to their responsibilities in an organization. Work motivation can affect the improvement of employee performance by encouraging them to participate in activities related to their work, such as training.

Motivation encourages employees to achieve *rewards*, be it awards or promotions, that can develop their careers. Every employee has a standard of success that he or she wants to achieve, so employees will exert everything to achieve it. This standard of success is certainly supported by the training that he must undergo to develop his abilities in terms of knowledge and skills to develop his potential to achieve the company's goals professionally, both in quality and quantity.

Simultaneously, leadership, work motivation, and employee training have a relatively positive and significant effect on employee performance (Afnan, Wijaya, Kartono, & Wibowo, 2024; Monyei, Okeke, & Nwosu, 2021). Therefore, the better the leadership, the higher the employee's motivation and the right training, the higher the employee's performance.

2.6.9. The Influence of Work Culture on Performance Through Motivation

One aspect of work culture is the individual competence of employees. Performance is a form of output that has been processed by employees and workers in the organization. Interaction or communication between employees and communication between employees and the public foster a good work culture. Good performance is no longer an obligation but has become a habit and culture. Work Motivation is a power that arises from a desire or an impulse to achieve a desire that makes a person plan, conceptualize, develop a strategy, and implement it through actions with high enthusiasm to achieve this desire.

Work motivation in public sector organizations is more directed toward providing strength and encouragement to employees, which affects the implementation of their duties and responsibilities for public services. Providing the right motivation to employees will result in optimal performance in serving the public. Sijabat (2024) conducted research on the influence of work culture on performance through motivation Sijabat (2024) on Employees of the Finance Section of Public Sector Organizations of the Tasikmalaya City Government. The results of the study on Organizational Culture on Employee Performance through Positive Work Motivation showed an influence of the mediation coefficient of 0.315.

The same research was also conducted by Supheni, Nurim, and Bachtiar (2024) at the Karanganyar Regency General Election Commission, whose results showed that work culture had a positive and significant effect on performance through motivation. Based on this study, work motivation was proven to mediate the relationship between work culture and performance.

2.6.10. The Influence of Work Discipline on Performance Through Motivation

The success of achieving profits according to the business strategy plan is a manifestation of the existence of similar organizations. Such existence depends heavily on the payment of wages or salaries and other motivations that are appropriate or worthy of the work performed by the labor force of its environment, not on the work it is ordered to perform. The work that is ordered is not necessarily done if the motivation to do it is low. One of the factors that has a huge influence on work motivation The psychological process that improves and directs behavior to achieve goals, appears as a necessity as well as a driver that can mobilize all potentials, both employees and other resources. On the other hand, in terms of being active, motivation appears to be a positive effort in mobilizing the power and potential of employees to productively achieve their goals.

The results of the study Lichauco (2022) show that work discipline and supervision influence the improvement of employee performance at PT. Citra Robin Sarana Medan. This research has also been conducted by previous researchers, according to researchers (Sulistiowati et al., 2021; Uchinlayen, Sarker, & Saha, 2022) that Motivation affects lecturers' performance in research and community service.

2.7. Conceptual Framework

From the description of the literature review that contains the theories of the variable dimensions to be researched, a conceptual framework is prepared that is used to determine the influence of the variables of Leadership, Work Culture, Work Discipline and Motivation on Employee Performance. For more clarity, see the picture below:

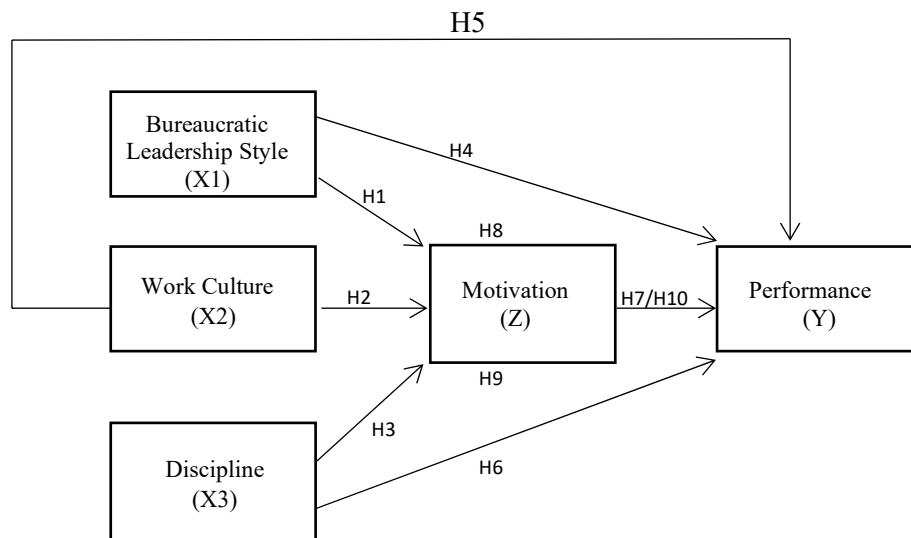


Figure 1. Research Conceptual Model

3. Research Methodology

3.1 Research Approach

The approach in this study is a quantitative approach at the Regional Secretariat of Riau Islands Province Based on this study, the target population is Employees at the Regional Secretariat of Riau Islands Province consisting of 8 (eight) Bureaus totaling 279 (two hundred and seventy nine) people. The number of research samples obtained based on the Slovin formula was 165 respondents, of which 93 (56.4%) were male and 40 (43.6%) were female. This is more clearly detailed in the following table:

Table 1. Respondent Profile

Number	Gender	Sum	percentage
1	Male	93	56,4
2	Woman	72	43,6
	Total	165	100.0
Number	Frequency	Sum	Percentage
1	< 30 Years	24	14,5 %
2	30-40 Years	72	43,6 %
3	> 40 Years	69	41,9 %
	Total	165	100.0
Number	Education	Sum	Percentage
1	S3	5	3,03 %
2	S2	28	16,97 %
3	S1	95	57,58 %
4	D3	20	12,12 %

5	SMA	17	10,30 %
Total		103	100,00%

3.2 Variable Definition and Measurement Scale

Table 2. Performance Variable Instrument Grid

Variable	Indicators	Statement Items	Scale
Performance Cashmere (2016:99)	1. Quality	1,2,3	Likert
	2. Quantity	4,5	
	3. Timeliness	6,7	
	4. Effectiveness	8,9,10	
	5. Independence	11,12	
	6. Responsibility	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Motivation P. and Hasibuan (2017)	1. Psychological needs.	1,2,3	Likert
	2. The need for a sense of security	4,5,6 7,8,9	
	3. Social needs	10,11,12	
	4. Self-esteem needs	13,14,15	
	5. The need for self-actualization		
Total		15	
Variable	Indicators	Statement Items	Scale
Bureaucratic Leadership Style Pasolong (2021)	1. Openness	1,2,3	Likert
	2. Empathy	4,5,6	
	3. Supportive Attitude	7,8,9	
	4. Positive Attitude	10,11,12	
	5. Equality	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Work Culture Mangkuprawira (2018)	1. Dedication/loyalty	1,2,3	Likert
	2. Responsibility	4,5,6	
	3. Cooperation	7,8,9	
	4. Discipline	10,11,12	
	5. Justice	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Work Discipline Sutrisno (2016)	1. Obey the rules of time.	1,2,3,4	Likert
	2. Obey company regulations.		
	3. Obey the rules of conduct at work	5,6,7,8	
	4. Obedience to the norm	9,10,11	
		12,13,14,15	
Total		15	

4. Result and Discussion

4.1. Results of Confirmatory Factor Analysis (CFA) Test

4.1.1. Confirmatory Factor Analysis

Table 3. Regression Weights

Variables of Bureaucratic Leadership Style

			Estimate	S.E.	C.R.	P	Label
KB1	<---	LEADERSHIP	1,000				
KB2	<---	LEADERSHIP	,228	,073	3,106	,002	
KB3	<---	LEADERSHIP	,999	,046	21,604	***	
KB4	<---	LEADERSHIP	,985	,048	20,650	***	
KB5	<---	LEADERSHIP	,998	,043	23,167	***	
KB6	<---	LEADERSHIP	,943	,051	18,469	***	
KB7	<---	LEADERSHIP	,595	,063	9,521	***	
KB8	<---	LEADERSHIP	,631	,061	10,354	***	
KB9	<---	LEADERSHIP	,559	,062	9,027	***	
KB10	<---	LEADERSHIP	,993	,046	21,563	***	
KB11	<---	LEADERSHIP	,992	,048	20,805	***	
KB12	<---	LEADERSHIP	,992	,044	22,716	***	
KB13	<---	LEADERSHIP	,959	,052	18,549	***	

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the analysis of confirmatory factors on the variable indicators of Bureaucratic Leadership Style, both in the form of diagrams and in the form of tables, it is known that the Standardized Regression Weight for the 13 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 13 indicators is less than 0.05 (*** means < 0.000). Thus it can be said that reviewed from the CFA, that all 13 indicators are strong to confirm the latent variables of Bureaucratic Leadership Style. For this reason, the 13 indicators can be included in further analysis.

Table 4. Regression Weights
Work Culture Variables

			Estimate	S.E.	C.R.	P	Label
BK1	<---	CULTURE	1,000				
BK2	<---	CULTURE	,915	,046	19,949	***	par_1
BK3	<---	CULTURE	,920	,044	20,953	***	par_2
BK4	<---	CULTURE	,944	,047	19,954	***	par_3
BK5	<---	CULTURE	,894	,046	19,269	***	par_4
BK6	<---	CULTURE	,692	,062	11,218	***	par_5
BK7	<---	CULTURE	<u>.693</u>	,066	10,487	***	par_6
BK8	<---	CULTURE	,760	,059	12,959	***	par_7
BK9	<---	CULTURE	,753	,062	12,222	***	par_8
BK10	<---	CULTURE	,798	,059	13,460	***	par_9
BK11	<---	CULTURE	,641	,063	10,225	***	par_10
BK12	<---	CULTURE	,556	,058	9,610	***	par_11
BK13	<---	CULTURE	,629	,063	9,986	***	par_12

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the confirmatory factor analysis of the variable indicators of Work Culture, both in the form of diagrams and tables, it is known that the Standardized Regression Weight for the 13 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 12 indicators is less than 0.05. Thus it can be said that reviewed from the CFA, that the 13 indicators are strong to confirm the latent variables of Work Culture. For this reason, the 13 indicators can be included in further analysis.

Table 5. Regression Weights:
Discipline Variables

			Estimate	S.E.	C.R.	P	Label
DIS1	<---	DISCIPLINE	1,000				
DIS2	<---	DISCIPLINE	1,574	,184	8,564	***	par_1
DIS3	<---	DISCIPLINE	1,396	,165	8,470	***	par_2
DIS4	<---	DISCIPLINE	1,765	,199	8,858	***	par_3
DIS5	<---	DISCIPLINE	1,708	,196	8,725	***	par_4
DIS6	<---	DISCIPLINE	,723	,138	5,236	***	par_5
DIS7	<---	DISCIPLINE	1,530	,185	8,278	***	par_6
DIS8	<---	DISCIPLINE	1,723	,199	8,647	***	par_7
DIS9	<---	DISCIPLINE	1,488	,184	8,079	***	par_8
DIS10	<---	DISCIPLINE	1,621	,189	8,563	***	par_9
DIS11	<---	DISCIPLINE	1,456	,171	8,502	***	par_10
DIS12	<---	DISCIPLINE	1,739	,197	8,810	***	par_11

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 6. Standardized Regression Weights:
Discipline Variables

			Estimate
DIS1	<---	DISCIPLINE	,584
DIS2	<---	DISCIPLINE	,894
DIS3	<---	DISCIPLINE	,878
DIS4	<---	DISCIPLINE	,950
DIS5	<---	DISCIPLINE	,922
DIS6	<---	DISCIPLINE	,453
DIS7	<---	DISCIPLINE	,842
DIS8	<---	DISCIPLINE	,908
DIS9	<---	DISCIPLINE	,808
DIS10	<---	DISCIPLINE	,893
DIS11	<---	DISCIPLINE	,883
DIS12	<---	DISCIPLINE	,941

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the confirmatory factor analysis of the discipline variable indicators, both in the form of diagrams and in the form of tables, it is known that *the Standardized Regression Weight* for the 12 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 12 indicators is less than 0.05. Thus it can be said that reviewed from the CFA, that the 12 indicators are strong to confirm the Discipline variable. For this reason, the 12 indicators can be included in further analysis.

Table 7. Regression Weights:
Motivation Variables

			Estimate	S.E.	C.R.	P	Label
MOT1	<---	MOTIVATION	1,000				
MOT2	<---	MOTIVATION	1,004	,036	27,891	***	par_1
MOT3	<---	MOTIVATION	,173	,067	2,592	,010	par_2
MOT4	<---	MOTIVATION	,877	,039	22,496	***	par_3
MOT5	<---	MOTIVATION	,934	,045	20,717	***	par_4
MOT6	<---	MOTIVATION	,936	,037	25,454	***	par_5

			Estimate	S.E.	C.R.	P	Label
MOT7	<---	MOTIVATION	,727	,053	13,748	***	par_6
MOT8	<---	MOTIVATION	,748	,055	13,520	***	par_7
MOT9	<---	MOTIVATION	,195	,049	4,021	***	par_8
MOT10	<---	MOTIVATION	,997	,036	27,495	***	par_9
MOT11	<---	MOTIVATION	,998	,036	27,665	***	par_10
MOT12	<---	MOTIVATION	,923	,038	24,245	***	par_11

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the analysis of confirmatory factors on the indicators of the motivation variable, both in the form of diagrams and tables. The Standardized Regression Weight for the 12 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 12 indicators is less than 0.05. Thus it can be said that reviewed from the CFA, that the 12 indicators are powerful for defining the latent variable of Motivation. For this reason, the 12 indicators can be included in further analysis.

Table 8. Regression Weights
Performance Variables

			Estimate	S.E.	C.R.	P	Label
KIN1	<---	PERFORMANCE	1,000				
KIN2	<---	PERFORMANCE	1,387	,145	9,574	***	par_1
KIN3	<---	PERFORMANCE	1,453	,148	9,798	***	par_2
KIN4	<---	PERFORMANCE	1,315	,137	9,580	***	par_3
KIN5	<---	PERFORMANCE	1,351	,140	9,682	***	par_4
KIN6	<---	PERFORMANCE	1,177	,130	9,028	***	par_5
KIN7	<---	PERFORMANCE	1,433	,148	9,670	***	par_6
KIN8	<---	PERFORMANCE	1,504	,153	9,815	***	par_7
KIN9	<---	PERFORMANCE	1,335	,139	9,585	***	par_8
KIN10	<---	PERFORMANCE	,104	,077	1,339	***	par_9
KIN11	<---	PERFORMANCE	1,384	,143	9,648	***	par_10
KIN12	<---	PERFORMANCE	1,204	,131	9,162	***	par_11

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the analysis of confirmatory factors on performance variable indicators, both in the form of diagrams and tables. The Standardized Regression Weight for the 12 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 12 indicators is less than 0.05. Thus it can be said that judging from the CFA, the 12 indicators are powerful for defining the Performance variables. For this reason, the 12 indicators can be included in further analysis.

4.1.2. Hypothesis Influence Analysis

In accordance with the purpose of the research to determine the influence of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance coupled with the hypothesis formulated in Chapter II, the data analysis was carried out using the Structural Equation Modelling (SEM), which is a set of statistical techniques that allow testing a series of relatively complex relationships simultaneously (Ferdinand, 2016). The hypotheses tested are:

1. Hypothesis 1 (H1): Bureaucratic Leadership Style Affects Employee Performance in the Riau Islands Provincial Secretariat.
2. Hypothesis 2 (H2): Work Culture Affects Employee Performance at the Riau Islands Provincial Secretariat.
3. Hypothesis 3 (H3): Discipline affects employee performance at the Riau Islands Provincial Secretariat.
4. Hypothesis 4 (H4): Bureaucratic Leadership Style Affects Employee Motivation in the Riau Islands

Provincial Secretariat.

5. Hypothesis 5 (H5): Work Culture Affects Employee Motivation in the Riau Islands Provincial Secretariat.
6. Hypothesis 6 (H3): Discipline affects employee motivation at the Riau Islands Provincial Secretariat.
7. Hypothesis 7 (H6): Bureaucratic leadership style indirectly affects the performance of Riau Islands Provincial Secretariat employees through motivation.
8. Hypothesis 8 (H8): Work culture indirectly affects performance through employee motivation at the Riau Islands Provincial Secretariat.
9. Hypothesis 9 (H9): Discipline indirectly affects performance through the motivation of employees of the Riau Islands Provincial Secretariat.
10. Hypothesis 9 (H10) : Motivation affects employee performance at the Riau Islands Provincial Secretariat,

Based on this hypothesis, a model of the relationships between variables was developed, as shown in Figure 4.9.

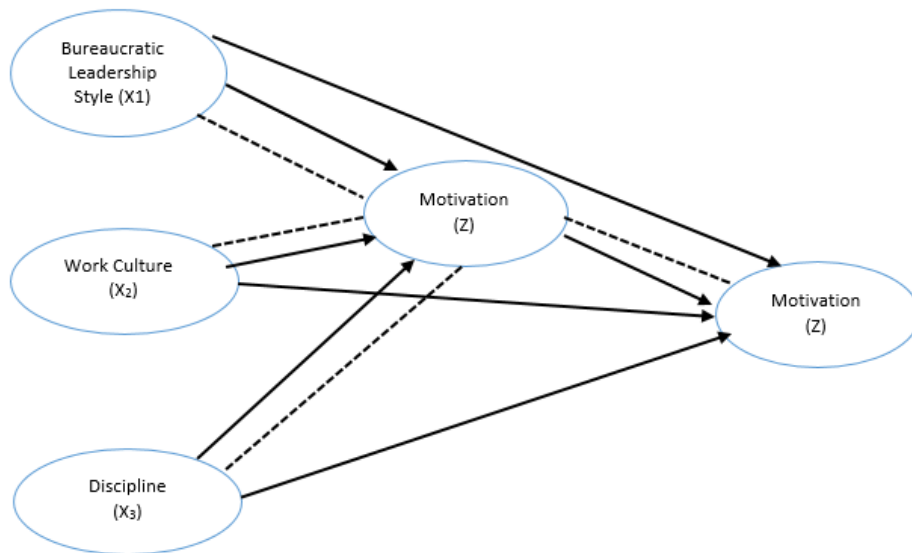


Figure 2. Variable Causality Model of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance

From Figure 2, a structural equation model can be constructed as follows:

- H1 : $Y = \gamma_{x1} X1 + e1$, □ Direct Effects X1 on Y,
H2 : $Y = \gamma_{x2} X2 + e1$, □ Direct Effects X2 on Y,
H3 : $Y = \gamma_{x3} X3 + e1$, □ Direct Effects X3 on Y,
H4 : $Z = \gamma_{z1} X1 + e2$, □ Direct Effects X1 on Z,
H5 : $Z = \gamma_{z2} X2 + e2$, □ Direct Effects X2 on Z,
H6 : $Z = \gamma_{z3} X3 + e2$, □ Direct Effects X3 on Z,
H7 : $Z = \beta_{zy} Y + e2$, □ Direct Effects Z on Y

The model in Figure 2 is then equipped with the relationship of each latent variable with its indicator/question item, so that a more complete path diagram model can be displayed, as shown in Figure 3 below:

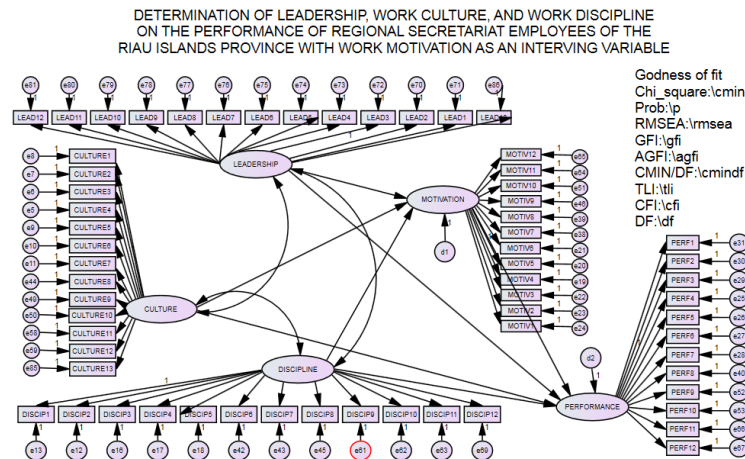


Figure 3. Full Variable Model of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance
Data Source: *output of IBM SPSS AMOS 24 Report (2024).*

Referring to the figure above, it can be seen that the number of indicators for each Variable Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance The respondents' answer scores for each of these indicators are presented in Appendix 8. The respondents' answer scores in Appendix 8 were processed with Full Model Structural Equation Modelling (SEM) statistics using AMOS for Windows software version 24.0 until a graph display such as and *Regression Weights* results were obtained, as shown in Appendix 13.

From the results of data processing in Appendix 13 (continued), Full *Model Structural Equation Modelling* (SEM) analysis of the data in Appendix 14 was conducted. For analysis purposes, the results of the Structural Equation Modelling (SEM) processing are displayed.

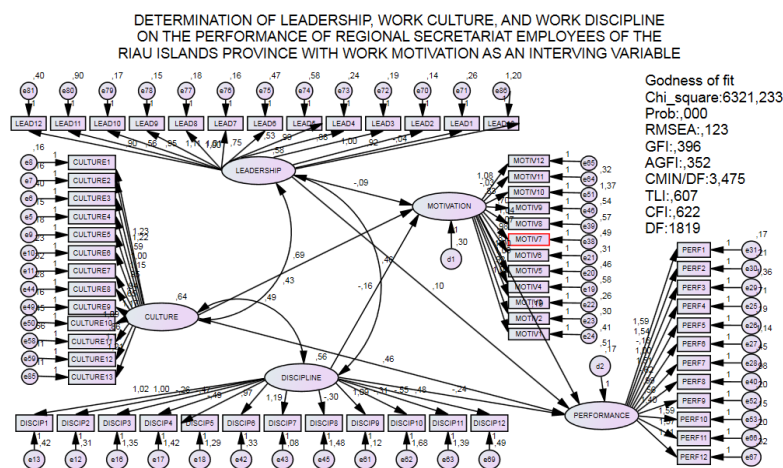


Figure 4. Model Regression Coefficient Variables of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance.
Data Source: *output of IBM SPSS AMOS 24 Report (2024).*

Based on the figure above, an analysis of the measurement model with lambda parameters, structural model analysis, determination analysis, and *goodness of fit* for the influence of Bureaucratic Leadership Style Variables, Work Culture, Discipline, Motivation and Performance can be carried out.

1. Measurement Model Testing Analysis with Lamda Parameters (□i)

The Parameter test carried out was the Lambda parameter (□). This test is aimed at finding out the validity of each research indicator. For testing the lambda parameter (□i), the standardized estimate

(regression weight) value in the form of a loading factor is used. If the value of the standardized estimate (regression weight) ($\gamma_i > 0.50$, the CR value $> t_{table} = 2.000$, and the probability $< \alpha = 0,05$ the loading factor of the lambda parameter (γ_i) of the indicator is declared significant (Ferdinand, Agusty, 2015:97). This means that the indicator is valid. To test the lambda parameters, Table 4.16 is displayed, which contains the loading factor/lambda (γ_i) CR, Probability (P).

2. Analysis of Structural Equation Models

Structural Equations of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation, and Performance Variables

H1 : $Y = \gamma_{y.x1} X1 + e1$, γ directly determines (Direct Effects) X1 to Y,

H2 : $Y = \gamma_{y.x2} X2 + e1$, γ directly determining (Direct Effects) X2 to Y,

H3 : $Y = \gamma_{y.x3} X3 + e1$, γ directly determining (Direct Effects) X3 to Y,

H4 : $Z = \gamma_{z.x1} X1 + e2$, γ directly determines (Direct Effects) X1 to Z,

H5 : $Z = \gamma_{z.x2} X2 + e2$, γ directly determining (Direct Effects) X2 against Z,

H6 : $Z = \gamma_{z.x3} X3 + e2$, γ directly determining (Direct Effects) X3 to Z,

H7: $Z = \beta_{z.y} Y1 + e2$, γ determines the direct effects of Z on Y.

The partial model test was carried out using regression coefficients for the variables Bureaucratic Leadership Style, Work Culture, Discipline, Motivation, and Performance through the output table from the *view/set* sub menu. Based on the results of the *regression weight* calculation, an output table was created, as presented in Table 4.21.

Table 9. *Standarized Regression*

Variables of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance

			Estimate	S.E.	C.R.	P	Label
MOTIVATION	<---	CULTURE	,269	,065	4,130	***	par_13
MOTIVATION	<---	DISCIPLINE	,416	,074	5,598	***	par_14
MOTIVATION	<---	LEADERSHIP	1,654	,591	2,801	,005	par_52
PERFORMANCE	<---	CULTURE	,105	,049	1,132	,053	par_15
PERFORMANCE	<---	DISCIPLINE	,298	,059	5,032	***	par_16
PERFORMANCE	<---	MOTIVATION	,692	,067	10,293	***	par_17
PERFORMANCE	<---	LEADERSHIP	,943	,372	2,536	,011	par_53

Data Source: *output of IBM SPSS AMOS 24 Report (2024)*.

The influence of the Bureaucratic Leadership Style variable on the performance variable has a *standardized estimate (regression weight)* of .372 with a *critical ratio* (identical to the t-count value) of 2.536 and *probability* of 0.011. The CR value of 2.536 > 2.000 and Probability = 0.011 < 0.05 indicate that the influence of the Bureaucratic Leadership Style variable on the latent variable of performance is **significant**.

The influence of the Work Culture variable on the performance variable has a *standardized estimate (regression weight)* of 0.049 with Cr (*critical ratio* = identical to the t-count value) of 1.132 at *probability* = 0.53, CR value of 1.132 < 2.000 , and *probability* = 0.053 > 0.05 , indicating that the influence of the Work Culture variable on the performance variable is **insignificant**.

The influence of the discipline variable on the performance variable has a *standardized estimate (regression weight)* of 0.059 with Cr (*critical ratio* = identical to the t-count value) of 5.032 at *probability* = ***. The value of CR = 5.032 > 2.000 and Probability = *** < 0.05 indicates that the influence of the discipline variable on the performance variable is **significant**.

The influence of the Bureaucratic Leadership Style variable on the Motivation variable has a *standardized estimate (regression weight)* of 0.591 with Cr (*critical ratio* = identical to the t-count

value) of 2.801 at *probability* = .005. The values of CR = 2.801 > 2.000 and Probability = 0.005 < 0.05 indicate that the influence of the Bureaucratic Leadership Style variable on the motivation variable is **significant**.

The influence of the Work Culture variable on the work motivation variable has a *standardized estimate (regression weight)* of 0.065, with a critical ratio (CR) (identical to the t-count value) of 4.130 at *probability* = ***. The CR value of 4.130 > 2.000 and Probability = *** < 0.05 shows that the influence of the latent variable of Work Culture on Work Motivation is **significant**.

The influence of the discipline variable on the Work Motivation variable has a *standardized estimate (regression weight)* of 0.074 with Cr (*critical ratio* = identical to the t-count value) of 5.598 at *probability* = ***. The CR value of 5.598 > 2.000 and Probability = *** < 0.05 shows that the influence of the discipline variable on the work motivation variable is **significant**.

The influence of the motivation variable on the performance variable has a *standardized estimate (regression weight)* of 0.067, with Cr (*critical ratio* = identical to the t-calculated value) of 10.293 at *probability* = ***. The value of 10.293 > 2.000 and Probability = *** < 0.05 indicates that the influence of the Motivation variable on the Performance variable is **significant**.

The results of testing the hypothesis of the indirect influence of Bureaucratic Leadership Style on Performance through Motivation as an intervening variable using the Sobel test calculator are presented in the following table:

5. Conclusion

5.1 Conclusion

The results of the findings of data analysis in the discussion and testing of the hypothesis, can be concluded as follows:

1. The influence of the Bureaucratic Leadership Style variable on the performance variable has a *standardized estimate (regression weight)* of .372 with a *critical ratio* (identical to the t-count value) of 2.536 and *probability* of 0.011. The CR value of 2.536 > 2.000 and Probability = 0.011 < 0.05 indicate that the influence of the Bureaucratic Leadership Style variable on the latent variable of performance is **significant**.
2. The influence of the Work Culture variable on the Performance variable has a *standardized estimate (regression weight)* of 0.049 with Cr (*Critical ratio* = identical to the t-count value) of 1.132 at *probability* = 0.53, CR value of 1.132 < 2.000 and Probability = 0.053 > 0.05 indicating that the influence of the Work Culture variable on the Performance variable is **not significant**.
3. The influence of the discipline variable on the performance variable has a *standardized estimate (regression weight)* of 0.059 with Cr (*critical ratio* = identical to the t-count value) of 5.032 at *probability* = ***. CR Value = 5.032 > 2.000 and Probability = *** < 0.05 indicates that the influence of the discipline variable on the performance variable is **significant**.
4. The influence of the Bureaucratic Leadership Style variable on the Motivation variable has a *standardized estimate (regression weight)* of 0.591 with Cr (*critical ratio* = identical to the t-count value) of 2.801 at *probability* = .005. The value of CR = 2.801 > 2.000 and Probability = 0.005 < 0.05 shows that the influence of the Bureaucratic Leadership Style variable on the motivation variable is **significant**.
5. The influence of the Work Culture variable on the work motivation variable has a *standardized estimate (regression weight)* of 0.065, with a critical ratio (CR) (identical to the t-count value) of 4.130 at *probability* = ***. The CR value of 4.130 > 2.000 and Probability = *** < 0.05 shows that the influence of the latent variable of Work Culture on Work Motivation is **significant**.
6. The influence of the discipline variable on the Work Motivation variable has a *standardized estimate (regression weight)* of 0.074 with Cr (*critical ratio* = identical to the t-count value) of 5.598 at *probability* = ***. The CR value of 5.598 > 2.000 and Probability = *** < 0.05 shows that the influence of the discipline variable on the work motivation variable is **significant**.
7. The influence of the motivation variable on the performance variable has a *standardized estimate (regression weight)* of 0.067, with Cr (*critical ratio* = identical to the t-calculated value) of 10.293

- at *probability* = ***. The value of $10.293 > 2.000$ and *Probability* = *** < 0.05 indicates that the influence of the Motivation variable on the Performance variable is **significant**.
8. The Influence of Bureaucratic Leadership Style on Performance through Motivation has a value of *two-tailed probability* = 1.0, which is greater than 0.05; therefore, it can be concluded that the influence of Digital Transformation on Effectiveness through Motivation is **significant**.
 9. The influence of Work Culture on Performance through Motivation has a value of *two-tailed probability* = 0.04321236, which is less than 0.05; this means that the influence of work culture on performance through motivation is **significant**.
 10. The influence of Discipline on Performance through Motivation has a value of *two-tailed probability* = 1.0, which is greater than 0.05; therefore, it can be concluded that the influence of discipline on performance through motivation is **significant**.

5.2 Implication

The implications of this study can be stated as follows.

1. Theoretical implications
Theoretically, employee motivation involves aspects of Bureaucratic Leadership Style, Work Culture and Discipline in the development of the concept of studying its substance in improving employee performance. In addition, there are a number of other variables that have not been researched that can be developed, including work environment, teamwork, work attitude, competence, and so on, but also supporting substance in improving employee performance.
2. Implications of practice
Based on the conclusion that has been stated, there is a relationship between Bureaucratic Leadership Style, work culture, and discipline to employee performance. This proves that Bureaucratic Leadership Style, Work Culture, and Discipline are factors that determine Employee Performance.
3. Methodological implications
Causality is the principle of cause and effect, whose knowledge can be automatically known without the need for knowledge and the intermediary of other sciences; that every event acquires certainty and necessity and the specificities of its existence due to something or various other things that precede it, are things that are accepted without doubt and do not require rebuttal. Other studies with similar models are expected to use more credible causal data.

5.3 Suggestion

Based on the conclusions from the results of the study mentioned above, in accordance with the objectives of this study, the following suggestions are suggested:

1. Suggestions for improving the Bureaucratic Leadership Style include making leaders more approachable to employees, thereby reducing the distance between employees and leaders. This can be done by holding a sharing discussion once a month so that employees feel supported by the leadership. In addition, leadership should strictly control the work of employees so that employees feel cared for by the leadership.
2. To improve the work culture of employees, it is necessary to make standard Operating Procedures (SOPs) in working with clear rules that will make the work culture of employees better. In addition, it is necessary to provide training for employees so that they can upgrade their knowledge and skills.
3. To improve employee discipline, it is necessary to reward employees with high discipline levels, preferably by punishing undisciplined employees. Another thing that is no less important is that applying the principle of discipline must be evenly distributed to all ranks of existing employees without any exceptions and must be fair. To carry out all of this, leadership is expected to have good supervision in improving employee discipline.
4. To increase employee motivation, several improvements must be made, including giving awards and praise to outstanding employees, providing a sense of security at work, providing freedom in socialization, providing the need for self-esteem security, applying a sense of openness between colleagues and leaders, and establishing fraternal relationships between each colleague, so that the responsibilities and work carried out can be in accordance with the target or can exceed the set target.
5. To optimize the performance of employees, it is necessary to make several improvements, including the leadership being expected to always be able to routinely motivate employees because motivation is one of the things that makes employees more enthusiastic at work. In addition, it is necessary to

- have a special space for employees to pour out new ideas and ideas in completing existing work but must be in accordance with existing regulations.
6. For future research, it is recommended to examine other variables that affect performance, such as leadership, compensation, employee trust in leadership, and different objects that may have an influence on employee performance.

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