

The Influence of Leadership Style on Employee Work Discipline at the Population and Civil Registration Office of Toli-Toli Regency

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Abstract

This study aims to determine the influence of leadership style on employee work discipline at the Population and Civil Registration Office of Toli-toli Regency. This study uses a quantitative method with an associative descriptive approach. The data collection technique was carried out through the distribution of questionnaires to the entire population of 36 ASN employees. The data was analyzed using simple linear regression analysis, after going through validity, reliability, and classical assumptions tests. The results showed that leadership style had an effect 250 sat250yee work discipline, with a significance value of $p < 0.01$ and a determination coefficient ($R^2 = 0.38$). This means that 38% of the variation in work discipline can be explained by leadership style.

Keywords: *leadership style; Work Discipline; Tolitoli Regency; Organization; Responsibility*

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INTRODUCTION

Organization is a means to achieve a common goal. Each member of the organization has a clear role and responsibility. Organizations in the public sector are agencies managed by the government that play an important role in maintaining social, economic, and community stability. This goal can be achieved 251 sat is able to process, move and use its human resources efficiently and effectively. Resources who work in public sector organizations are Civil Servants (PNS) who are state apparatus who are obliged to carry out government and development tasks.

The success of national development is highly determined by the success of state apparatus in carrying out their duties, especially in terms of personnel. Therefore, the state apparatus has a very important role and position to provide professional and quality public services. In order to improve the performance of public services, 251 sat necessary to have legal, clear and standard procedures and can be used as guidelines for service agencies. Public services are a series of activities carried out by the public bureaucracy to meet the needs of users. Public services can be felt directly by the community and become a benchmark for the community in assessing the performance of the government.

Work discipline is one of the important elements that determine the success of an organization, especially in government agencies whose main task is to provide services to the community. The Tolitoli Regency Population and Civil Registration Office, as one of the public service agencies, faces challenges in maintaining and improving the quality of services provided. One of the key factors that affects the success of these services is employee discipline. Good work discipline does not only involve compliance with applicable rules and regulations, but also concerns the moral responsibility of employees in carrying out their duties properly and professionally. Therefore, the management of work discipline is very important for every organization, including the Population and Civil Registration Office of Toli-toli Regency.

In this case, one of the aspects that greatly affects the work discipline of employees is the leadership style applied by the leadership in the work environment. Leadership style is a set of characteristics that have been used by leaders to influence subordinates so that organizational goals are achieved 251 sat can also be said that leadership style is a pattern of behavior that is liked or often used by a leader. Leadership is a scientific field that has been known for a long time, but over time the understanding of this field has also continued to progress and raise certain issues. Several theories of leadership have emerged, providing different frameworks for understanding the role of leaders in the context of decision-making. From transformational theory to situational theory, each approach has different implications for how leaders influence and participate in the hiring process.

With a leadership style that is in accordance with the situation and conditions of the organization, employees will be more enthusiastic in carrying out their duties and obligations. The decisions taken by a leader have a great influence on the continuity of activities and the development of the agency. According to Hasibuan in (Febrian F 2023), the creation of high employee performance is not easy because employee performance can arise if variables that affect it, such as leadership style and work discipline, can run in harmony, harmony, and balance so that they can make a positive contribution to employees and can be accepted by all employees in a government

agency. With the influence of leadership style on work discipline, it becomes increasingly important when we look at the condition of public services in Indonesia, especially in Toli-toli Regency. Local governments, through various bureaucratic reform policies, have made efforts to improve the quality of public services. However, in its implementation, based on the observed phenomenon, the effectiveness of services in this agency still faces challenges, one of which is related to the level of work discipline of employees. This can have an impact on the timeliness, accuracy, and quality of services provided. Therefore, this study aims to understand more deeply the factors that affect work discipline in order to improve the quality of services to the community."

The Office of the Population and Civil Registration Office of Toli-toli Regency, as one of the agencies that deals directly with the community in terms of population administration, has a strategic role in ensuring the smooth running of public services. Every day, this office serves various administrative purposes, such as making identity cards (KTP), birth certificates, family cards, and other administrative services. Based on the results of initial observations for two weeks at the Population and Civil Registration Office of Toli-toli Regency, there are still employees who have not shown work discipline, especially in terms of punctuality of attendance, which is an important indicator of work discipline. The habit of arriving late reflects weak adherence to the rules of working time. In addition, there are several complaints from the public regarding delays in the administrative service process, such as the issuance of ID cards and family cards. This shows that there is potential for improvement in work efficiency and the quality of services provided.

On the other hand, the leadership style applied by the leadership at the Population and Civil Registration Office of Toli-toli Regency has a great influence on the work behavior of employees. Leaders who are able to provide clear direction, become role models, and are able to encourage motivation to their subordinates, tend to create a more conducive and productive work environment. Based on the results of initial observations, it can be seen that there is a lack of adequate direction or supervision in some parts of the organization, which causes employees to feel less controlled in carrying out their duties. This has the potential to cause less effective behavior, such as delays, non-compliance with rules, the quality of public services being disrupted and reducing public trust in this agency. Based on the background and phenomena that have been described above, the author is interested in conducting a research with the title: "The Influence of Leadership Style on Employee Work Discipline at the Population and Civil Registration Office of Toli-toli Regency".

METHODOLOGY

The type of research used in this study is a quantitative method. This study uses a descriptive associative approach, which is research that aims to find out the relationship between 2 or more variables. The influencing variable is an independent/independent variable and the affected is a dependent/bound variable. In this study, the independent variable is leadership style and the bound variable is employee work discipline.

The location in this research 252 sat the Population and Civil Registration Office of Toli-toli Regency which is a government agency. The research time needed by the

author to conduct this research is approximately 3 (two) months, namely from February 2025 to April 2025.

The data collection technique chosen is census saturated sampling, which is a method that takes all population numbers to be sampled. Based on the characteristics of a homogeneous and limited population ($N=36$), the researcher applied a saturated sample by making all ASN employees at the Population and Civil Registration Office of Tolitoli Regency as research respondents.

The Likert scale is used to measure a person's or a group's attitudes, opinions, and perceptions of social phenomena.

Table 1. Rating Scale

No	Question Answers	Weight/Value
1	Strongly agree (SS)	5
2	Agree (S)	4
3	Neutral (N)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

The validity test is used to measure the validity or validity of a questionnaire. The validity test was carried out by comparing the value of r calculated with the value of the table for degree of freedom ($df = n-2$) with alpha 0.05. If the r_{count} is greater than the r_{table} and the r -value is positive, then the item or question will be valid. The results of the analysis can be seen in the cronbach alpha output in the corrected item-total correlation section of Ghazali in (Sri Ayu Astuti 2023)

In making decisions to test the validity of the indicators, the following are: 1) If the calculation $>$ the table, then the item is valid; 2) If the calculation $<$ the table then the item or variable is invalid. According to Sugiyono in (FM Yunus · 2021), the reliability test is the degree of consistency and stability of data or findings. Data that is unreliable cannot be further processed because it will result in biased conclusions. A measurement is considered reliable if the measurement shows consistent results over time. The reliability test is carried out after the validity test and is tested as a valid statement or question. Cronbach's alpha is between 0.50-0.60. In this study, the researcher chose 0.60 as the reliability coefficient. The criteria for reliability testing are: a) If Cronbach's alpha value $\alpha > 0.60$, then the instrument has good reliability, in other words, the instrument is reliable or reliable; b) If Cronbach's alpha value < 0.60 , then the instrument tested is unreliable.

Before a simple linear regression analysis is carried out, a classical assumption test is first carried out to ensure that the regression model meets the basic assumptions so that the results of the analysis obtained are reliable and not biased. In this study, the classical assumption test used includes the normality test and the heteroscedasticity test.

The normality test aims to find out whether the residual data in the regression model is normally distributed. According to Ghazali (2018), a good regression model is a model that has a normal distribution residual value, because it is one of the requirements for statistical test results to provide accurate estimates. In this study, normality testing was carried out using the One Sample Kolmogorov-Smirnov Test with the help of the IBM SPSS application. The basis for decision-making in this test is

that if the significance value (Asymp. Sig.) is greater than 0.05, then the residual is declared to be normally distributed. On the other hand, if the significance value is less than 0.05, then the residual is declared not to be normally distributed (Ghozali, 2018).

Furthermore, the heteroscedasticity test aims to find out whether there is a residual variance disparity from one observation to another in the regression model. According to Ghozali (2018), a good regression model is one that does not experience heteroscedasticity or has a constant residual variance (homoskedasticity). In this study, heteroscedasticity testing was carried out using the Glejser Test, which is by regressing the residual absolute value to an independent variable. The basis for decision-making in this test is that if the significance value is greater than 0.05, then the regression model is declared not to experience symptoms of heteroscedasticity. On the other hand, if the significance value is less than 0.05, then the regression model experiences symptoms of heteroscedasticity (Ghozali, 2018).

Hypothesis testing was carried out to find out whether independent variables, namely leadership style, had a significant effect on dependent variables, namely the work discipline of employees of the Population and Civil Registration Office (Disdukcapil) of Tolitoli Regency. The test was carried out using a t-test (partial test) with a significance level (α) of 5% or 0.05. According to Ghozali (2018), the t-test is used to test the influence of independent variables on dependent variables partially. The basis for decision-making in this test is that if the significance value is less than 0.05, then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, which means that the leadership style has a significant effect on the employee's work discipline. Conversely, if the significance value is greater than 0.05, H_0 is accepted and H_1 is rejected, indicating that leadership style does not have a significant effect on employee work discipline.

Determination coefficient analysis is used to determine the extent of the ability of independent variables to explain the variation of dependent variables. The determination coefficient value (R^2) indicates the percentage of change in employee work discipline that can be explained by leadership style variables, while the rest is explained by other variables outside the research model. The greater the value of the determination coefficient, the greater the ability of the regression model to explain the relationship between independent variables and dependent variables. Conversely, the smaller the value of the determination coefficient, the lower the model's ability to explain the variation of dependent variables (Ghozali, 2018).

Simple linear regression analysis was used to determine the magnitude of influence and functional relationship between leadership style variables (X) on employee work discipline (Y). This analysis is also used to predict changes in dependent variables if there are changes in independent variables. The simple linear regression equation model used in this study is as follows.

$$Y = a + bX + \varepsilon$$

Y is the work discipline of employees, X is the leadership style, a is constant, b is the regression coefficient that shows the magnitude of changes in variable Y due to a one-unit change in variable X, while ε is an error or residual that describes the influence of other factors outside the research model. Through this simple linear regression analysis, the direction of the relationship between leadership style and

employee work discipline can be known. If the regression coefficient is positive, then an increase in leadership style will be followed by an increase in employee work discipline. On the other hand, if the regression coefficient is negative, then an increase in leadership style will be followed by a decrease in employee work discipline. The results of the regression analysis were then used as a basis for testing the research hypothesis regarding the influence of leadership style on employee work discipline.

RESULTS AND DISCUSSION

Respondent Characteristics

The number of respondents in this study was 36 employees in the work environment of the Toli-toli Regency Population and Civil Registration Office. The characteristics in this study are described based on gender, age, and last education. The following are the results of data management of the characteristics of the respondents.

Table 2. Gender

No	Gender	Frequency (F)	Percentage (%)
1	Male	16	44%
2	Women	20	55%
	Quantity	36	100%

Based on table 4.1 frequency, it was found that male respondents were 16 respondents or 44%, and women were 20 respondents or 55%.

Table 3. Frequency Distribution of Respondents by Age

No	Usia (Tahun)	Frequency (F)	Percentage (%)
1.	30-40	5	13,89%
2	41-50	21	58,33%
3	>50	10	27,78%
	Quantity	36	100%

Based on table 4.2 frequency, it was found that respondents aged 30-40 years were 5 respondents or 13.89%, 41-50 years old were 21 respondents or 58.33%, and those over 50 years old were 10 or 27.78%.

Test Results of research instruments

Validity test is a tool used to measure the validity or validity of a questionnaire. The questionnaire trial aims to find out if the measuring tool used has measured what the tool should measure, namely the questionnaire.

In testing the level of validity of a data, it can be done in two ways, namely factor analysis and item analysis. In this study, item analysis is used, namely the total scores of the items are seen as X values and the total scores are seen as Y values for validity testing using the help of the SPSS 30 program. The results of the calculation of r calculation were then consulted with the r table with a significant level of less than 0.05. If r counts the > r of the table, then the item statement can be said to be valid. The instrument test was carried out at the Toli-toli Regency Education and Culture Office.

Table 4. Validity Test (X)

Statement (X)	R Count	R table	Sig 0,05	Remarks
1	0,513	0,396	0,009	Valid
2	0,591	0,396	0,002	Valid
3	0,675	0,396	0,001	Valid
4	0,861	0,396	0,001	Valid
5	0,852	0,396	0,001	Valid
6	0,752	0,396	0,001	Valid
7	0,843	0,396	0,001	Valid
8	0,695	0,396	0,001	Valid
9	0,802	0,396	0,001	Valid
Statement (Y)	R Count	R table	Sig 0,05	Remarks
1	0,573	0,396	0,003	Valid
2	0,780	0,396	0,001	Valid
3	0,890	0,396	0,001	Valid
4	0,674	0,396	0,001	Valid
5	0,909	0,396	0,001	Valid
6	0,899	0,396	0,001	Valid
7	0,899	0,396	0,001	Valid
8	0,909	0,396	0,001	Valid
9	0,887	0,396	0,001	Valid
10	0,695	0,396	0,001	Valid

Based on the results of the validity test conducted on 25 respondents using Pearson correlation analysis, all statement items from X1 to X9 showed significant correlation values to the total score, with correlation coefficient values ranging from 0.513 to 0.861 and significance values below 0.05, respectively. This indicates that all the items of the statement are valid, because they have a significant and direct relationship with the total score, so they are suitable for use as a research instrument in measuring the variables in question.

The reliability test is intended to measure a questionnaire which is an indicator of a variable. Reliability is measured by Cronbach's alpha (α) statistical test. A variable is said to be reliable if it gives Cronbach's alpha value > 0.60 (Ghozali, 2011).

Table 4. Reliability Test (X and Y)

Variable	Cronbach' Alpha	Rule of Thumb	Remarks
Leadership Style (X1)	0,886	0,7	Reliabel
Work Discipline (Y)	0,9,23	0,7	Reliabel

Based on the results of the reliability test shown in Table 4.7, the Leadership Style variable (X1) obtained a Cronbach's Alpha value of 0.886, while the Employee Work Discipline variable (Y) obtained a value of 0.923. Both values are above the minimum standard of 0.7 according to the Rule of Thumb, which means that the research instruments on both variables are relatively reliable. This means that all items in the questionnaire provide consistent and reliable results in measuring each variable studied.

The classical assumption test is carried out before using a simple regression analysis, this is done to obtain conclusions that do not deviate from the truth that

should not be, in this study two tests were carried out, namely the normality test, and the heteroscedasticity test.

Normality Test, To find out whether the residual data is abnormally distributed or not, using the *One-Sample-Kolmogorov-Smirnov Test* contained in the SPSS 30 program. With a significance value criterion of > 0.05 , the variables are normally distributed, and the results can be seen as follows:

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			36
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		4,75713298
Most Extreme Differences	Absolute		,145
	Positive		,145
	Negative		-,120
Test Statistic			,145
Asymp. Sig. (2-tailed) ^c			,054
Monte Carlo Sig. (2-tailed) ^d	Sig.		,055
	99% Confidence Interval	Lower Bound	,049
		Upper Bound	,061

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Figure 1. Normality Test Output

Based on the results of the Kolmogorov-Smirnov *normality test* shown in Figure 4.1, the *Asymp. Sig. (2-tailed) value* was obtained as 0.054 and *Monte Carlo Sig.* by 0.055. Since the two significance values are greater than 0.05, it can be concluded that the residual data is normally distributed. Thus, the assumption of normality in regression analysis has been met.

Heteroscedesity Test

The heterokedasticity test was carried out to test whether in the regression model there was an unevenness of variance from the residual of one observation to another, using the *scatter plot test* on the condition that there was no heteroscedasticity, if there was no clear pattern in the *scatterplot image*, as well as scattered points above and below the number 0 on the Y axis and also the *glaxer test*.

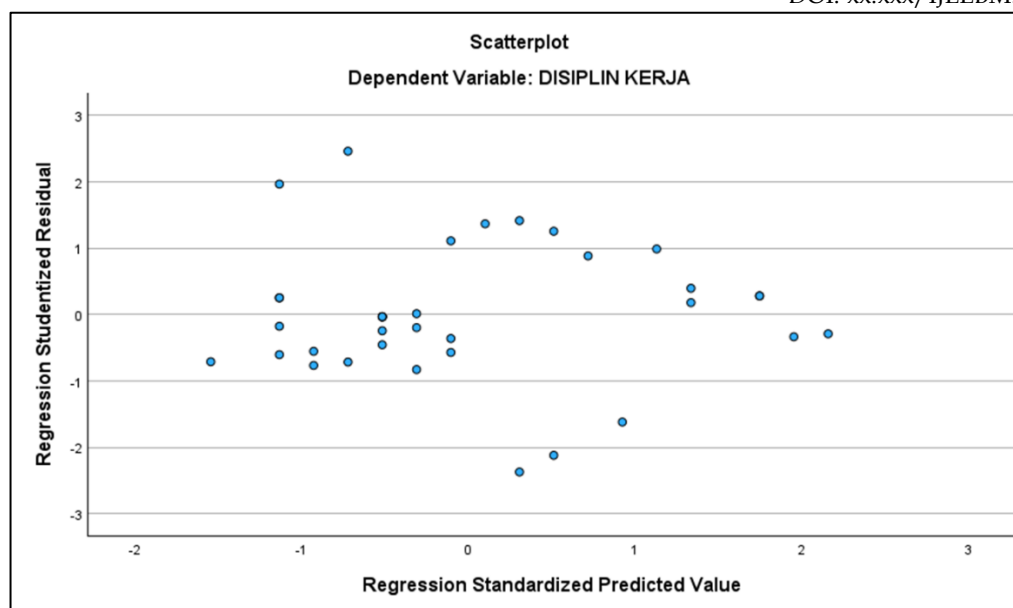


Figure 2. Heterokedasticity Test Output

Uji Scatter Plot

Based on a scatterplot image that illustrates the relationship between *Regression Standardized Predicted Value* and *Regression Studentized Residual* for the dependent variable of Work Discipline. A pattern of point spread that does not form a specific pattern (random) indicates that the residual is spread evenly across the range of predicted values.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	3,403	3,999		,851
	GAYA KEPEMIMPINAN	,001	,115	,001	,005

a. Dependent Variable: Abs_RES

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Figure 3. Scatter Plot Test Output

Based on the results of the *Glejser* test, the significance value (Sig.) of the Leadership Style variable was 0.996 which was greater than 0.05. This shows that there are no symptoms of heteroscedasticity in the regression model used. Thus, the regression model has fulfilled one of the classic assumptions, namely homoscedasticity, which means that the variance of the residual is constant at each predictor level. The existence of this homoskedasticity reinforces the validity of the model in explaining the relationship between free variables and bound variables.

Hypothesis Test Results

The Partial Influence Significance Test (t-test) aims to determine whether or not there is a partial influence exerted by independent variables or independent variables (X) on dependent variables or bound variables (Y) with a confidence level of 95% or significance level of 5%. The decision-making criterion is that if $t_{\text{calculates}} > t_{\text{table}}$ then H_1 is accepted and H_0 is rejected, while if $t_{\text{calculates}} < t_{\text{table}}$ then H_1 is rejected and H_0 is accepted. The number of data in this study is 36, so that the

degree of freedom (df) = $n - k = 36 - 2 = 34$. With a significance level of 5% ($\alpha = 0.05$) and df = 34, the t-value of the table can be seen at the distribution t of 2.032.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	14,245	5,846	2,437	,020
	GAYA KEPEMIMPINAN	,779	,168	,623	<,001

a. Dependent Variable: DISIPLIN KERJA

Figure 4. Output Test t

Based on the results of the t-test on the Leadership Style variable image, it has a calculated t-value of 4.640 with a significance value (Sig.) of < 0.001, which is much smaller than the significance level of 0.05 and greater than the table t-value of 2.032. Thus, it can be concluded that partially, Leadership Style has a significant effect on Work Discipline. It can therefore be concluded that H1 is accepted and H0 is rejected.

Simple Linear Regression Test Results

Simple linear regression analysis is used to test a single independent variable against a bound variable. In this study, a simple linear regression was used to measure the influence of leadership style on employee work discipline at the Population and Civil Registration Office of Toli-toli Regency

Simple Linear Regression Test

Based on the results of the SPSS output in the Coefficients table, the following simple linear regression equation is obtained:

$$Y = 2.418 + 1.055X$$

From these equations, it can be interpreted as follows: 1) Constant of 14.245, meaning that if the Leadership Style variable is Zero or does not contribute at all, then the Work Discipline value is predicted to be 14.245; 2) 0.779 is the regression coefficient, which indicates that every one-unit increase in leadership style will increase work discipline by 0.779 units. The regression coefficient has a positive value, which means that Leadership Style has an effect on Work Discipline. Thus, the better the leadership style applied, the employee's work discipline also tends to increase.

Result of Coefficient of Determination (R^2)

The determination coefficient is used to determine the magnitude of the influence of independent variables on dependent variables. The determinant coefficient ranges from zero to one ($0 \leq R^2 \leq 1$). If $R^2 = 0$ means that there is no influence between independent variables on dependent variables, if R^2 is getting closer to 1 it shows the stronger the influence of the independent variable on the dependent variable, and if R^2 is getting smaller and even closer to zero, then it can be said that the influence of the independent variable on the dependent variable is also smaller. The results of the calculation using IBM SPSS Statistics 30 are as follows:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,623 ^a	,388	,370	4,82658
a. Predictors: (Constant), GAYA KEPEMIMPINAN				
b. Dependent Variable: DISIPLIN KERJA				

Figure 5. Output of Dredging Coefficient Test Results

Based on the results of the determination coefficient (R^2) test obtained, an R^2 value of 0.388 means that about 38.8% of variability in work discipline can be explained by leadership style, while the rest (61.2%) is influenced by other factors not explained in this model.

CONCLUSION

Based on the results of the research, it can be concluded that leadership style has a significant influence on the work discipline of employees at the Population and Civil Registration Office of Toli-Toli Regency. A clear, communicative, and caring leadership style for members has been shown to support a good level of work discipline, with a high average score of respondents.

The suggestions that the researcher can convey are as follows: 1) The leadership is advised to convey the work plan and direction regularly to all employees through meeting forums or internal communication media, so that employees understand the goals and work steps to be carried out; 2) In conveying strategies, leaders should use language that is simple, clear, and easy to understand for all employees, so as not to cause multiple interpretations or confusion in the implementation of tasks; 3) Strategic delivery should be done orally or in writing, such as through bulletin boards or official communication groups of agencies, so that information can be accessed again if needed; 4) Employees are expected to continue to be given an understanding of the importance of compliance with the set working hours, through socialization or periodic reminders from the leadership; 5) Leaders are advised to implement an effective attendance system and be directly supervised, in order to ensure the attendance of employees in accordance with predetermined working hours and; 6) The leadership style applied by the Head of the Population and Civil Registration Office of Toli-toli Regency reflects a communicative, supportive, and participatory democratic style, but there is still a need for improvement in aspects of supervision and firmness to encourage maximum discipline in all parts of the agency. Leaders are already in the right direction, it only remains to strengthen their implementation comprehensively and consistently.

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