The Influence of Leadership Style, Work Discipline and Work Motivation on Employee Performance at the Rawa Shop, Gianyar Regency

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Article Info:

Abstract

This study aims to determine the effect of leadership style, work discipline and work motivation on employee performance at the Rawa Shop, Gianyar Regency. The analytical tool used to test the hypothesis is multiple linear regression analysis. Based on the results of the analysis shows that the Leadership Style has a positive and significant effect on employee performance. This means that the better the Leadership Style, the better the employee's performance will be. Similarly, Work Discipline has a positive and significant effect on employee performance, meaning that if Work Discipline is improved then employee performance will increase and the same is true for Work Motivation and it has a positive and significant effect on employee performance, meaning that if Work Motivation is getting better, employee performance will be better.

INTRODUCTION

The increasingly competitive business world requires innovation day by day, business people are required to continue to innovate, so that their businesses can survive. Companies are generally established with the aim of continuing their life and obtaining maximum profits. In order for the set goals to be achieved, it is necessary to plan and manage human resources as well as possible. According to Sedarmayanti (2018) human resources are all the potential possessed by humans which can be contributed/given to society to produce goods/services. A company is said to be advanced and successful not

only by looking at the large profits obtained by the company, but there are several other supporting factors, one of which is the quality of the company's human resources. Human resources themselves are workers or employees who work hard to work and achieve company goals. One of the company's goals is to increase employee performance. According to Sedarmayanti (2017) employee performance is something that people actually do and can be observed. Increasing high employee performance is very important in an organization, because with high employee performance it will be possible to increase employee work productivity. With increased productivity, the goals of the organization will be achieved automatically. Therefore, an organization always tries to improve the performance of its employees, so that the goals of the organization can be achieved immediately.

According to Hasibuan & Sulistyono (2018), what is meant by performance is the work results achieved by a person in carrying out the tasks assigned to him which are based on skills, experience and seriousness as well as the results achieved by the employee in carrying out the assigned tasks. Hariandja & Tua (2002) states that performance is the result of work produced by employees or employees or the real behavior displayed in accordance with their role in the organization. According to Liana & Sutrisno (2014) states that performance is the level at which employees carry out their work in accordance with predetermined requirements. Based on several opinions above, it can be concluded that employee performance is the level at which employees carry out their work in accordance with predetermined requirements. According to Riyanto et al. (2017) there are six indicators of employee performance, namely: work results, job knowledge, initiative, attitude, and time and attendance discipline. The performance of employees at Toko Rawa has not yet had maximum performance. Where the employees at the Rawa Shop pay little attention to consumers who want to buy goods. Judging from the appearance of the employees, they are very indifferent and still slow and not punctual in carrying out their duties.

Talking about the business climate cannot be separated from the competitiveness resulting from an economic activity. The ups and downs in the business climate of a country or region in comparison with other countries or regions reflect the performance of the government concerned in controlling policies and regulations, both at the conceptual level and at the operational level. For Indonesia, many parties have measured competitiveness and business climate or investment climate, with various criteria and indicators developed. The annual report presented shows that competitiveness, business climate and investment climate in Indonesia continue to decline (when compared with other countries). A study conducted by the WEF (World Economic Forum) measured Indonesia's competitiveness with 5 (five) significant factors, three factors at the macro level and two factors at the micro level. At the macro level, these include: (1) unconducive macroeconomic conditions, (2) poor quality of public institutions in carrying out their functions as facilitators and service centers, and (3) weak technology development policies in facilitating the need for increased productivity. Meanwhile, at the micro level, these include: (1) low business efficiency at the company operational level, and (2) weak business competition climate.

The selection of the shade section at the Rawa Store is based on its manufacture which is made directly at the Rawa store by employees in the shade production section. Toko Rawa has tedung production where every month employees must be able to produce a minimum of 10 tedung seeds. In tedung production, the leadership suggested that the 30 employees in the tedung production section should be able to finish 10 seeds per month with good and maximum results. Judging from the results of monthly work income from

the beginning of January to December 2020-2021, the target given by the company leadership to permanent employees is to be able to complete 10 tedung per employee for one month. From this target, not all employees are able to complete their work targets. Due to the lack of completion time which may hinder in carrying out the work. Apart from lack of time, lack of employee performance also hinders their work. Each month, employees can only complete approximately 8-9 pieces per employee. The monthly total that can be completed by 30 employees is 240-250 tedung seeds. Judging from the number of shelters that have been completed and sold from 2020 to 2021, there has been an increase from January to July, it can be seen that sales of shelters have increased. From the following month until the end of December 2021 there was a decline in sales of hoods every month. From the remaining tedung that has not been sold each month, the tedung will be sold to tedung customers in Badung and Klungkung districts. Where customers who are in the shop every month need as much shade as possible. Therefore, the remaining tedung production produced at Toko Rawa every month will be sold to tedung shop customers in Badung and Klungkung Regency at a cheaper price.

Apart from the lack of performance and time during the shelter making process, another problem is constraints. Where of the 30 employees in charge of tedung production, most of them are new employees, therefore there are many obstacles faced by employees, including not being able to or not being able to know how the initial process should take priority to be completed and there is still a learning process. The results of the work are also not optimal, because there is still a learning process or beginners in completing tedung crafts. Therefore, the targets given by the leadership are somewhat hampered and have not met the targets that have been set. If problems with employee performance are not addressed immediately, there will be a negative impact that affects employee performance, such as work stress, where if the presence of such employees is not addressed, employees will be reluctant to do or complete their work. Because there are several things or work that might hinder him from carrying out his duties, this results in chaotic thinking or also known as work stress. The next problem is the minimum minimum wage given by the company to employees. Wages or salaries are important things that must be given to employees, where the wages or salaries that have been given by the company are in accordance with UKM, the employee will be able to complete their tasks optimally, if the company does not provide a minimum wage or does not comply with the minimum wage, the employee will be reluctant and less than optimal. in completing his task.

Hasibuan & Sulistyono (2018) states that leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. Company leaders are the most important source in achieving increased employee performance and company profitability. Leadership is the ability to influence other people, subordinates or groups, the ability to direct the behavior of subordinates or groups, having special abilities or expertise in areas desired by the group, to achieve organizational or group goals. A good leader is a leader who is able to bring his organization or company into a great organization and is able to compete healthily to always be at the forefront while still paying attention to the welfare of his employees. Leadership is the process of influencing, giving an example, and motivating other people, so that they can achieve organizational goals and bring benefits to human welfare. Leadership is an important factor in an organization. The leadership style at Toko Rawa still seems lacking, where a leader at Toko Rawa has not been able to overcome his

employees who still like to be lazy at work. The leader or shop owner just stays at the cashier and doesn't want to ask his employees.

Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages passion for work and the realization of company, employee and community goals. Therefore, every manager always tries to ensure that his subordinates have good discipline. A manager is said to be effective in his leadership if his employees are well disciplined. Maintaining and improving good discipline is difficult. Because many factors influence it. To achieve the desired goals, leaders not only motivate employees, equally important is the factor of increasing discipline in implementing employee performance. According to Hasibuan & Sulistyono (2018), discipline is a person's awareness and willingness to obey all company regulations and applicable norms.

Dewi, (2017) there is a positive influence of work discipline on employee performance, work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and efforts to increase a person's awareness and willingness to comply with all company regulations and applicable social norms M. S. P. Hasibuan (2008); Thaief & Baharuddin (2015) believes that the work results achieved by each employee can make a positive contribution to the company. Setiawan & Mahardika (2019) stated that work discipline will also affect employee performance. Employees at Toko Rawa have a lack of discipline, where employees still don't seem serious about carrying out their duties. There is a smoking ban in the workplace, but employees still smoke in the workplace area, therefore employees lack discipline regarding small things such as prohibitions on smoking and others. Employees are also often late to come to work where time discipline is also very lacking. Therefore, there must be discipline in doing work.

Work motivation is a desire to try as hard as possible to achieve organizational goals, influenced by the ability to satisfy several individual needs. Motivation is generally related to all efforts to achieve goals, while organizational goals can reflect a single interest related to work-related behavior (Robbins et al., 2019). One of the factors that influences employee performance is work motivation. Motivation is a state in a person's personality that drives the individual's desire to carry out certain activities to achieve goals. And every company always wants the performance of each employee to increase. To achieve this, the company must provide good motivation to all its employees so that they can achieve work performance and improve performance. Without motivation, an employee will not be able to fulfill his duties according to standards or even exceed standards because his motives and motivation are not fulfilled. Motivation also influences employee performance, with employee motivation they will be encouraged to carry out their work as best as possible. So it can be concluded that the higher the level of motivation of an employee, the higher the employee's performance.

Based on research conducted by Riyanto et al. (2017), the results of this study conclude that work motivation influences employee performance. Sudarwati (2014) state that the better the employee's work motivation in working in a company, the more the employee's performance will increase. The relationship between work motivation and performance is: that an employee will be willing to make greater efforts if it is believed that the effort will result in on good performance appraisals and that good performance appraisals will result in greater rewards, salary increases, and promotions and all of this allows the person concerned to achieve their personal goals and is based on research. The selected motivational dimensions are: physiological needs, safety and security needs, social needs, esteem needs, and self-actualization needs (Riyanto et al., 2017). The leaders

at Toko Rawa do not provide enough motivation to all their employees, so that some employees are still lazy about completing their tasks. Leaders really need to motivate or influence their employees, where with motivation employees will always be serious and alert in carrying out their duties.

Research contained in Ramadhani.'s research (2016) show that leadership style has a positive effect on employee performance. Erawati & Wahyono (2019) proves that there is a significant influence of leadership style variables on employee performance. Empirically, the results of this research support the research of Mardi et al. (2020) which concluded that work discipline has a positive and significant effect on employee performance. In a study conducted by Tusholihah et al. (2019), research results show that the work discipline variable does not have much influence on employee performance. Empirically, the results of this research support research by Worang & Runtuwene (2019) which concluded that motivation has a positive and significant effect on employee performance. Meanwhile, research conducted by Adha et al. (2019) states that work motivation has no effect on employee performance.

LITERATURE REVIEW

Human Resources

According to Hasibuan & Sulistyono (2018) human resources are an effort to mobilize and manage human resources within the organization so that they are able to think and act as desired by the organization. Human resources is a science in organizing, planning and processing the relationships and roles of an individual or employee in carrying out responsibilities for the company effectively and efficiently in achieving the goals desired by the company.

Goal Setting Theory

Goal Setting Theory proposed by Hawley (1968). Goal setting theory is a form of motivation theory. Goal setting theory emphasizes the importance of the relationship between the goals set and the resulting performance. The basic concept is that someone is able to understand the goals expected by the organization, then this understanding will influence his behavior. In usingIn this theory of goal setting, employee performance is the goal to be achieved, while the variables of leadership style, work discipline and work motivation are the determining factors. The higher the determining factors expected by an organization, the higher the possibility of achieving its goals.

METHOD

Research design is a strategy to achieve predetermined research objectives and acts as a guide or guide for researchers throughout the research process (Sujarweni, 2015). This research includes casual associative research using a quantitative approach. Causal associative research is research that aims to determine the influence of two or more variables being studied. A quantitative approach is used to analyze the relationship between variables expressed through information, with a study that is not in-depth and takes a relatively short time. This research was conducted at Toko Rawa which is located at Jl. Lodsema, Jl. Raya Mawang, Lodtunduh, Ubud District, Gianyar Regency, Bali 80582. The field of study used in this research is Human Resources Management (HR) with the substance of the discussion being leadership style, work discipline, work

motivation and employee performance. The objects of this research are the employees of Toko Rawa, Gianyar Regency. The independent variables used in this research are leadership style (X1), work discipline (X2), and work motivation (X3), while the dependent variable used in this research is employee performance (Y).

The population of this research is all employees at Toko Rawa, Gianyar Regency, totaling 30 employees. The sampling technique in this research is a saturated sampling technique (census). The saturated sampling technique (census) is a sampling technique using members of the population as research samples, namely all employees at Toko Rawa, Gianyar Regency, so the total sample is 30 employees. The data collection techniques used in the research were interviews, observation, documentation studies and questionnaires. Data were analyzed using multiple regression analysis techniques.

RESULTS AND DISCUSSION

In this study, it was found that 16 employees (53.3%) were > 21 years - 30 years old, 12 people (40%) were 31 years - 40 years old and 2 people (6.7%) were 31 years old - 40 years old. aged 41 years – 50 years. This situation shows that the majority of employees at Toko Rawa are aged 21 - 30 years. Of the 30 respondents, based on employee gender, 25 people (83.3%) were male and 5 people (16.7%) were female. This situation shows that the majority of employees at Toko Rawa are male.

Instrument Test

Based on the results of the validity test, it shows that the research instruments for the variables Leadership Style (X1), Work Discipline (X2), Work Motivation (X3) and Employee Performance (Y) are all valid. It is said to be valid because all research instruments have a Pearson correlation value of more than 0.3. This means that the research instrument used is valid, namely the statements in the questionnaire are able to express what is measured by the questionnaire. Based on the results of the reliability test, it is known that the research instruments for the variables Leadership Style (X1), Work Discipline (X2), Work Motivation (X3) and Employee Performance (Y) are all reliable. It is said to be reliable because all research instruments have a Cronbach's alpha (α) coefficient greater than 0.70. This means that all research instruments are reliable because each respondent's answers are considered consistent or stable from time to time. The results of the validity and reliability test of the research instruments show that all of them are valid and reliable so that all instruments can be used in analysis.

Classical Assumption Test

Based on the Kolmogorov-Smirnov normality test, it shows that Asymp. Sig (2-tailed) is $0.147 >$ the level of significance (0.05), so it can be concluded that the variables of leadership style, work discipline, work motivation and employee performance are normally distributed. Based on the results of the multicollinearity test, it shows that the regression model is suitable for use in this research. This is shown by the Leadership Style variable which has a tolerance value of 0.380 and a VIF of 2.634, the Work Discipline variable has a tolerance value of 0.657 and a VIF of 1.521 and the Work Motivation variable has a tolerance value of 0.362 and a VIF of 2.766. This shows that each variable independence has a Tolerance value greater than 0.10 and a VIF value smaller than 10. So it can be concluded that there is no multicollinearity between the independent variables in this study. Based on the results of the heteroscedasticity test, it can be seen that the significance value between the independent variable and its residual absolute value

(ABS_RES) is greater than 0.05. This means that there are no symptoms of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

After carrying out the classical assumption test on the data obtained and based on the test results it was stated that there were no problems of normality, heteroscedasticity and multicollinearity, in this research the regression model was suitable for further analysis. The results of the multiple linear regression analysis test using IBM SPSS 25.0 software can be seen in Table 1 below:

Table 1. Results of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	,341	,394		,866	,394
Leadership Style	,332	,154	,342	2,154	.041
Work Discipline	,289	.116	,301	2,495	.019
Work motivation	,263	.121	,354	2,179	,039

Source: Data processed (2022)

Based on the regression data shown in Table 1, the following regression equation can be obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \qquad (1)$$
$$Y = 0.341 + 0.332 X_1 + 0.289 X_2 + 0.263 X_3 \qquad (2)$$

Based on the equation above it can be interpreted that:

a. $a = 0.341$ This means that if Leadership Style, Work Motivation and Work Discipline are considered constant, then the amount of Employee Performance is constant

b. $\beta_1 = 0.332$,   This means that if Work Motivation and Work Discipline are considered constant or have fixed values, then an increase in Leadership Style will be followed by an increase in Employee Performance.

c. $\beta_2 = 0.289$ This means that if Leadership Style and Work Discipline are considered constant or have fixed values, then increased Work Motivation will be followed by increased Employee Performance

d. $\beta_3 = 0.263$ This means that if Leadership Style and Work Motivation are considered constant or have fixed values, then increasing Work Discipline will be followed by increasing Employee Performance.

Analysis of the Coefficient of Determination (R2)

Determination Analysis is used to find out how much the Leadership Style, Work Discipline and Work Motivation variables contribute to Employee Performance expressed in percentages. The following are the results of the determination analysis presented in Table 2 below.

Table 2. Determination Analysis Results (R2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867a	,752	,723	.29185

Source: Data processed (2022)

Based on the table above, the coefficient of determination (Adjusted R Square) value is 0.752, which means that Employee Performance is influenced by Leadership Style, Work Discipline and Work Motivation by 75.2% while the remaining 24.8% is influenced by other variables not analyzed in this research.

Partial Significance Test (t-test)

Statistical Analysis The t test (t-test) was used to partially test the significance of Leadership Style, Work Discipline and Work Motivation on Employee Performance. The following are the results of the t test using the SPSS version 25.0 for Windows program as shown in Table 3 below.

Table 3. Test Results Partial Significance (t-test)

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	,341	,394		,866	,394
Leadership Style	,332	,154	,342	2,154	.041
Work Discipline	,289	.116	,301	2,495	.019
Work motivation	,263	.121	,354	2,179	,039

Source: Data processed (2022)

Based on Table 3 above, it can be explained as follows:

1. The results of the t-test for the Leadership Style variable based on Table 3 obtained that th1 is 2,154 which is greater than the t-table 1.705 which is in the H0 rejection area, so Leadership Style has a partially positive and significant effect on Employee Performance at the Rawa Shop, Gianyar Regency and was not obtained by chance.
2. The results of the t-test for the Work Discipline variable based on Table 3 obtained that th1 is 2,495 which is greater than the t-table 1.705 which is in the H0 rejection area, so Work Discipline has a partially positive and significant effect on Employee Performance at the Rawa Shop, Gianyar Regency and was not obtained by chance.
3. The results of the t-test for the Work Motivation variable based on Table 3 obtained that th1 is 2,179 which is greater than the t-table 1.705 which is in the H0 rejection area, so Work Motivation has a partially positive and significant effect on Employee Performance at Toko Rawa, Gianyar Regency and was not obtained by chance.

Simultaneous Significance Test (F-test)

Statistical Analysis The F Test (F-test) is used to test the significance of the influence of Leadership Style, Work Discipline and Work Motivation simultaneously on Employee Performance. The following are the results of the F test using SPSS 25.0 software which can be seen in Table 4 below.

Table 4. Simultaneous Significance Test Results (F_{test})

ANOVA^b

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,702	3	2,234	26,228	,000b
	Residual	2,215	26	,085		
	Total	8,917	29			

Source: Data processed (2020)

The results of the simultaneous test (F-test) based on Table 4 show that F-count= 26.228 > F-table= 2.98 is in the H0 rejection area, so H0 is rejected or Ha is accepted. This means that it is true that there is a simultaneous positive and significant influence between Leadership Style, Work Discipline and Work Motivation on Employee Performance at the Rawa Shop, Gianyar Regency and it was not obtained by chance.

Discussion

1. The Influence Leadership Style on Employee Performance

Based on the results of data analysis, it was found that Leadership Style had a partial positive and significant effect on Employee Performance at the Rawa Shop, Gianyar Regency. This is proven by a significant value of 0.000 < 0.05 and a t-count value of 2.154 < 1.70 which is positive. A significance value of 0.000 < 0.05 indicates that Ho is rejected and Ha is accepted so that hypothesis one is declared proven. The leadership style used at Toko Rawa tends to be democratic and transactional. This is because the shop head receives members' input which will later be conveyed to the owner and the shift head is more inclined towards a transactional leadership style because the shift head often provides motivation for all members without exception. So, with the motivation carried out by the shift head, it is hoped that it can improve employee performance. A leader at Toko Rawa has the task of encouraging, influencing his employees to achieve previously determined organizational or company targets, so it can be said that leading definitely involves a person's ability to direct, influence, motivate people. others so that they will carry out the tasks given to them well. This statement is confirmed by the results of research conducted by Lotje, et al (2016) which found that leadership style has a positive effect on employee performance.

2. The Influence Work Discipline on Employee Performance

Based on the results of data analysis, it was found that Work Discipline had a partially positive and significant effect on Employee Performance at the Rawa Shop, Gianyar Regency. This is proven by a significant value of 0.000 < 0.05 and a t-count value of 2.495 < 1.70 which is positive. A significance value of 0.000 < 0.05 indicates that Ho is rejected and Ha is accepted so that hypothesis two is declared proven. These results mean that increasing work discipline for employees will improve the performance of these employees at the Rawa Shop, Gianyar Regency. So the better the employee's work discipline, the better the performance will be. This statement is confirmed by the results of research conducted by Sanjaya (2015) with the title "The Influence of Work Discipline and Work Motivation on the Performance of Ros In Hotel Employees in Yogyakarta". The results of this research show that the significance level obtained was 0.001 which is smaller than 0.05, so it was also found that H01 was rejected and Ha1 was accepted.

3. The Influence Work Discipline on Employee Performance

Based on the results of data analysis, it was found that work motivation had a partially positive and significant effect on employee performance at the Rawa Shop, Gianyar Regency. This is proven by a significant value of $0.000 < 0.05$ and a t-value of $2.179 < 1.70$ which is positive. A significance value of $0.000 < 0.05$ indicates that Ho is rejected and Ha is accepted so that hypothesis three is declared proven. These results mean that increasing work motivation for employees will improve the performance of these employees at Toko Rawa, Gianyar Regency. This statement is confirmed by the results of research conducted by Dewi (2017) with the title "The Influence of Work Discipline and Work Motivation on the Performance of PT. Taspen (PERSERO) RCU Medan Employees". The results of this research show that the significance level obtained was 0.014, which is smaller than 0.05, so it was also found that H02 was rejected and Ha2 was accepted.

4. The Influence Leadership Style, Work Discipline and Work Motivation on Employee Performance

Based on the results of data analysis, it was found that Leadership Style, Work Discipline and Work Motivation had a positive and significant effect simultaneously on Employee Performance at the Rawa Shop, Gianyar Regency. This is proven by a significance value of 0.000, less than 0.05. The meaning of a significance value of less than 0.05 indicates that H0 is rejected and Ha is accepted so that hypothesis four is declared proven. These results mean that the better the Leadership Style, Work Discipline and Work Motivation, together they will influence employee performance at the Rawa Shop, Gianyar Regency. Apart from that, Leadership Style, Work Discipline and Work Motivation have a calculated F value of $26.228 > F$ table 2.98. This means that together (simultaneously) there is a significant influence between Leadership Style, Work Discipline and Work Motivation on Employee Performance at the Rawa Shop, Gianyar Regency. This statement is confirmed by the results of research conducted by (Harahap & Tirtayasa, 2020) that it can be simultaneously concluded that motivation, discipline and job satisfaction have a positive and significant influence on performance.

CONCLUSION

Based on the data obtained from the analysis results, the following conclusions can be drawn: Leadership Style has a positive and significant effect on Employee Performance. If there is an increase in the leadership style variable, it will increase employee performance. Work Discipline has a positive and significant effect on Employee Performance. If there is an increase in the work discipline variable, it will improve employee performance. Work Motivation has a positive and significant effect on Employee Performance. If there is an increase in the work motivation variable, it will increase employee performance.Leadership Style, Work Discipline and Work Motivation have a positive and significant effect on Employee Performance at the Rawa Shop, Gianyar Regency. If there is an increase in the variables of leadership style, work discipline.

Based on the following conclusions, the suggestion in this research is that leaders are expectedRawa Shop, Gianyar Regencypay attention so that in the future communication between leaders and employees is much better. Leaders are expectedRawa Shop, Gianyar Regencyre-guiding employees who often do not arrive on

time so that employee awareness of work discipline is better. Leaders are expected Rawa Shop, Gianyar Regencycan re-motivate employees to be better and employees must also have more skills to develop products within the company. It is hoped that all employees will have to improve and pay more attention to performance results so that they can be better in the future. and can satisfy consumers. For further research, this research should be further developed by adding other variables and examining in more depth other factors not examined in this research that can influence employee performance apart from leadership style, work discipline and work motivation. So that later you can find out what actions must be taken by the head of the Rawa Shop, Gianyar Regency to improve employee performance.

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