

Research Article

# Study on Hotel Employee Performance with Leadership Style, Organizational Culture and Discipline as Predictors at Patra Semarang Hotel & Convention

Umar Abdul Jabbar<sup>1\*</sup>, Andhi Supriyadi<sup>2</sup>

<sup>1,2</sup> Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, [umarabduljabbar@stiepari.ac.id](mailto:umarabduljabbar@stiepari.ac.id),  
[andhi.supriyadi@stiepari.ac.id](mailto:andhi.supriyadi@stiepari.ac.id)

\* Correspondence : Umar Abdul Jabbar

**Abstract:** Patra Semarang Hotel & Convention is the right place For study . Research mission This is For identify and explain impact style leadership , culture work and discipline to productivity employee . Information in studies This collected through filling questionnaire . Research This involving 80 participants . Descriptive and statistical quantitative used For processing the data obtained . Analysis regression multiple used For evaluate impact variable independent to dependent variables , testing models, and hypotheses . Before done analysis , validity and reliability are also checked . Analysis regression show that performance employee influenced in a way direct and also No directly by style leadership , culture work and discipline Work . In addition , discovery the indicates that style leadership , culture work and discipline Work in a way together influence performance employees . This is show that For increase performance employee , style good leadership , culture positive work , and discipline Strong work is very important.

**Keywords:** Leadership Style; Work Culture; Work Discipline; Employee Performance

## 1. Introduction

Resource development Power human resources (HR) are terms used For describe business use to obtain quality employees with method add source Power its employees . Workforce is wealth and vital elements within success companies , both of a corporate nature public and also private . Manager must own skills management , ability leading , and ability manage employees ( Sjafriz and Aida, 2015). Behavior and perspective a leaders are very influential . towards the organization he leads and can impact on the level productivity organization . Basically , every leader own method unique For lead its members . The way they do known as style leadership they.

In various situation , a leader must use style different leadership For encourage , motivate , and organize employees . Characteristics personality or behavior behavior seen his subordinates show style leadership This . Discipline Work important for organization or company grow Because give motivation to employees use do task Good individual and also group . Discipline in Work Can help employee understand and obey to existing regulations , procedures and policies use increase performance .

Culture Work is method Work every The day where it is very precious and always is based on meaningful value , which provides inspiration and motivation use Work more Good again and give satisfaction in the community served . Factors like motivation , dedication , creativity , ability , and commitment tall show How culture Work influence behavior employees . Culture become more strong when more Lots employees who understand values This.

Based on Hurdawaty and Parantika (2018), place stay that offers food and drinks to visitors and consists of on a number of or Lots room rented to someone else in time certain , that is a hotel. Based on The Greatest in Maluto (2014) Business carried out with provide food , drinks and accommodation to capable customers pay with appropriate rate with

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Culture Work affect productivity work and connect with improvement performance employees in the organization . This is due to the fact that improvement performance employee only can achieved through formation culture positive work and supported by work same efficient . In hotels, culture Work often viewed as representation philosophical and is not quite enough answer that must be complied with by employees . With use culture Work as base rules , leaders and employees will bound in a way No direct For follow appropriate attitudes and behavior with vision , mission , and company strategy . In the end through that process will produced figure loyal professional towards culture Work the .

At Patra Semarang Hotel & Convention, the lack of culture work and discipline Work Still happened . Some employee No follow timetable work and also not responsible answer in operate duties and obligations they are in the hotel. This is can reduce productivity hotel staff . Lots of problems happen consequence lack of discipline and culture work that is not Good.

## 2. Literature Review

### 2.1 Leadership Style

According to Rivai (2014), style leadership refer to the pattern behavior and strategies preferred by a person leader and used For push cooperation as well as productivity subordinate in reach objective organization . Hasibuan (2013) noted that style leadership is a set properties that are exploited by a person leader use Motivate his subordinates use reach target organization .

In 1945, Ohio University conducted a study about How a leader behave . Two things that are included in results the is considerations that indicate a friendly , equal and non -judgmental attitude limit connection between leaders and employees , as well as behavior the beginning that shows that a leaders are very focused on tasks and making employee motivated .

According to Fiedler ( quoted in Tohardi , 2002), leader need adapt style leadership they in accordance with the situation faced For become successful . So, a effective leader must own ability For use diverse style leadership in accordance with the situation .

According to Siswanto and Hamid's explanation (2017), Leadership involving action lead , guide , motivate , manage organization , strengthening network organization , supervise in a way effective , and guiding follower going to desired goal in accordance schedules and plans that have been set . Leadership is method somebody influence others to Work The same in reach objectives (Trang, 2013).

In Sentot Imam Wahjono (2010), Bass and Avolio stated that four element important from leadership transformational which is :

1. Idealized Influence for become leader , you must to aspire to , to have belief, and establish high standards For reach success .
2. Inspirational Motivation will become preparation for follower when they face difficulty in achieve their targets .
3. Intellectual Stimulation with guidance leadership transformational , followers can reach conclusion and findings more solutions innovative For problem
4. Individualized Leadership Consideration transformational look at all staff as individual, giving help , give supervision , and creating opportunity for everyone .

### 2.2 Culture Work

"In Sanskrit , " budhayah " means " reason " or related matters with reason thoughts , values , and mental attitudes ." Then it developed as method for man For express value , creativity , and performance . Companies that have culture good job own advantages , because source Power man is asset company . This is due to the fact that culture Work is the thing that distinguishes a company from others. Mangkunegara (2015) stated that culture Work is teaching process attitude and knowledge certain to employee so that they more skilled and capable fulfil task they with more Good .

According to Dessler (2015), culture Work is effort For teach employee required skills in carry out his duties . Mondy (2015) said that culture Work in a way simple is the intended learning process For increase ability employee For do work they with Good .

According to Robbin (2015), there are seven component the main thing that forms culture organizations , including is mark culture organization :

1. Innovation and adoption risk

To what extent do workers pushed For take risk and innovate .

2. Pay attention to detail  
Worker expected show ability of detail, analysis , and precision .
3. Result orientation  
Attention management focused on acquisition , not method or procedure .
4. Orientation towards people  
Management decisions based on its impact to member organization .
5. Team orientation  
How far work organized by team from on individuals .
6. Aggressiveness  
In level this , worker will become more competitive as well as aggressive from at ease .
7. Stability  
How high activity organization shows importance make condition moment This compared to with progress .

### 2.3 Discipline Work

Hamali ( 2018) stated , " Discipline Work is a the power that develops within body employees and cause employee can adapt self with volunteering on decision rules , and values tall from work and behavior ” . Based on Keith Davis in ( Mangkunegara , 2017) “ Discipline is management action to enforce organization standards ”. Keith Davis stated that discipline Work is effort management For improve organizational norms .

Singodimedjo in ( Syahyuni , 2018) explains that " Discipline is attitude willingness and willingness somebody For comply with and comply with applicable regulatory norms around him . Discipline good employee will speed up objective company , while declining discipline will become barrier and slow down achievement objective company " . Factors - There are 5 factors from discipline Work ( Siswanto, 2003):

1. Frequency Presence : one of metrics used For measure discipline employees . The higher presence or lower absenteeism employee said , increasingly discipline his work .
2. Alertness Level : Very careful and meticulous employee in do his job own level high alertness to his job and himself Alone .
3. Compliance to Standard Job : To prevent accidents Work avoided or prevented , all employee must comply all standard work that has been done set .
4. Compliance to Regulation Work aiming For create atmosphere comfortable and smooth work .
5. Work Ethics : what is required by workers in create atmosphere harmonious and full work with award .

### 2.4 Performance

Performance is results work that achieves target organization like quality work , amount work , productivity , and factors effectiveness others (Gibson et al., in Culture Organization by Asri Laksmi Riani, 2011). In addition , performance can also be covers settlement work . Performance must be holistic , so that only performance based on quantity output No will satisfying . ( Aldac and Stearns, 1987). In highly effective organizations , management help build synergy more positive big than the total axis its parts . There is no method Certain For evaluate performance in every level . (Gibson et al., 1988).

Performance, or achievement , can defined in a way free to be achieved results Work in accordance with rules and standards applicable in the place work . Performance, according to Simamora (2001), defined as fulfil specification task certain , which can seen in a way direct in the quantity and quality of output produced . Output, as stated Simamora , can physique or non- physical . Nawawi (1997) emphasized that performance is results from work done in a way physical , material, or non-material.

According to Bernadin and Russell in Gomes (Asri Laksmi Riani, 2011), several indicator used For define performance :

1. Quantity of work: amount work completed in the One time certain
2. Quality of work: quality work Where determined by suitability as well as his readiness
3. Job knowledge: breadth the knowledge that he has get from his job and skills
4. Creativity: original yes ideas where appear as well as actions taken For finish problem .
5. Cooperation: open in Work The same between individual or member organization
6. Dependability: awareness that Can reliable in the matter presence as well as finish task

7. Initiative: motivation . purpose finish task new and improved not quite enough he answered .
8. Personal Qualities : concerns integrity personal , leadership , hospitality and personality

### 3. Metode

Researcher use approach quantitative in study this , namely technique For finish problem with method collect data, analyze , and conclude . Research This focus on management hospitality . According to Utama (2016), Approach study quantitative is closely related with technique survey social like experiment , observation structured , analysis content, analysis formal statistics , and interviews as well as questionnaire structured.

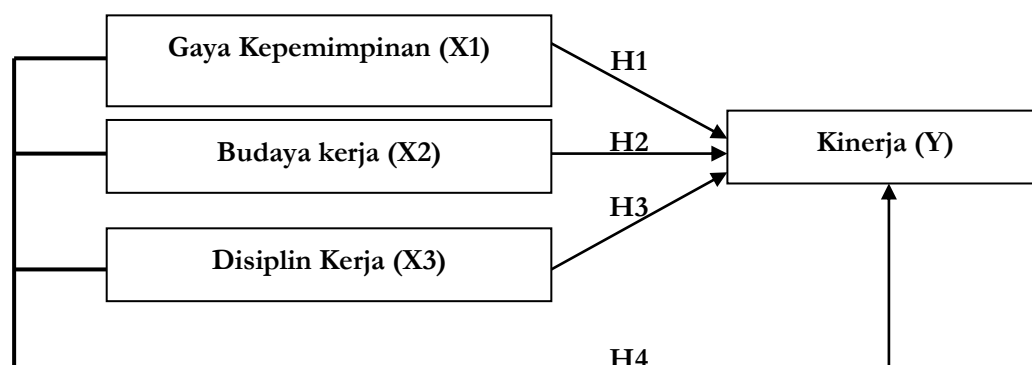


Figure 1. Design Study

#### 3.1. Population and Sample

In general overall , subject study is population ( Arikunto , 2016), and sample just part on population . Research This involving a total of 80 employees of Patra Semarang Hotel & Convention.

#### 3.2. Instrument Suitability Test

Study This utilise form stuffing or questionnaire . Importance data accuracy in determine results study show that instrument data collection has role crucial in the process . Validity and reliability must become characteristics good instrument ( Arikunto 2016) .

Validity testing is used for evaluate truth questionnaire . According to Ghazali (2016), A survey considered legitimate if capable show the metric to be measured . Therefore that , validity used For evaluate ability question in questionnaire that has been made For fulfil purpose . On the contrary , the requirements considered fulfil criteria if r - count more big from r - table .

Reliability test is method For evaluate questionnaire as indicator variable . For test realibility sample In this case, the " Cronbach Alpha" reliability test was used , which showed that No There is consistency between question in sub- section group questions . Cronbach Alpha technique is also used For test realibility questionnaire ; construct or variable considered reliable If get Cronbach Alpha value is higher from 0.60 at the level 95% confidence (Ghozali, 2016).

#### 3.3 Regression Analysis

The type of analysis called analysis regression aiming For know How One variable influence variable other . Formula regression simple involving One variable free and one variable bound ; temporary formula regression multiple involving more from One variable independent . ( Siswandari , 2019 ) .

#### 3.4 Model Test

##### 3.4.1 F Test

To assess the magnitude of the influence of the independent variables on the dependent variables as a whole, the hypothesis is tested using the F test with a significance level of 5%.

### 3.4.2 Determination Test (R<sup>2</sup>)

Coefficient determination (R Square) can be utilized to evaluate how much of the part that can be explained by style leadership, culture work, discipline work, and performance employees. Contribution variable free increase in line with R<sup>2</sup> increase, however decrease along with decrease in R<sup>2</sup> in the explanatory model.

### 3.4.3 Hypothesis Testing

#### t-test (Partial Test)

The t-test shows how much influence variable independent to variation variable dependent. The t-test is used to determine whether variable independent own impact significant to variable dependent. (Ghozali, 2016) stated that the t-test was used to inspect conformity between t-count and t-table with level 5% confidence (0.05). Testing done with use criteria following: Level of significance is 0.05;

What if sig. < 0.05, accepted

What if sig. > 0.05, rejected.

## 4. Results and Discussion

### 4.1 Feasibility test Instrument

In research This is for reach validity at the level 5% significance, used mark critical sample test ( $Df = n-2 = 80-2 = 78$ , and r table value of 0.219. All items in questionnaire about style leadership, culture organization, discipline, and performance show valid calculated r value is more from 0.219. Therefore that is all indicator valid and possible research used as research data.

Testing reliability use index reliability study considered reliable If the minimum  $\alpha$  value is 0.60. From the results calculation reliability the instrument being tested, can be concluded that the obtained  $\alpha$  value exceeds 0.60. Therefore that, the scale that was created Can be trusted.

### 4.2. Multiple Linear Regression

The output from SPSS is shown in table 1 below.

**Table 1.** Multiple Linear Regression Output

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12,398	2,806		4.418	.000
Leadership_Style	.354	.109	.287	3.247	.001
Work_Culture	.333	.089	.209	3,741	.002
Work_Discipline	.617	.124	.577	4.975	.000

a. Dependent Variable: Employee\_Performance

Didapat multiple linear equations obtained :

$$Y = 0.287 X_1 + 0.209 X_2 + 0.577 Z$$

Discipline factor Work own coefficient standard highest 0.577, factor style leadership own coefficient standard 0.287, and factor culture Work own coefficient standard 0.209. Discipline factor Work own coefficient standard highest 0.577, factor style leadership own coefficient standard 0.287, and factor culture Work own coefficient standard 0.209.

### 4.3 Model Test

Model test results or regression following :

**Table 2.** Model Test

Model	<i>Adjusted R<sup>2</sup></i>	F	Significance	Information
<b>X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> to Y</b>	<b>0.601</b>	<b>40,590</b>	<b>0,000</b>	<b>Significant /Fit</b>

#### 4.3.1 F Test

Table 2 shows that F significance is greater small compared to with 0.05. Therefore that's it, the conclusion is every variable independent own the same influence to variable its dependents.

#### 4.3.2 Coefficient of Determination (Adjusted R<sup>2</sup> Square)

Coefficient determination, or adjusted R box, is 0.601 based on regression test results. This shows that every variable free in this research contribute to the variables bound by 60.1%

### 4.4 Hypothesis Testing

#### 4.4.1 t-Test (Partial)

- Findings from the t test it can be seen that style leadership own influence in a way positive and significant on performance employees at Patra Semarang Hotel & Convention, with t 3,247 more tall of 1.664 and significance  $0.001 < 0.05$ .
- Culture work at Patra Semarang Hotel & Convention provides impact positive and big on performance employees. The results of the t -analysis show t value of variable culture work  $> 1.664$  significance  $0.002 < 0.05$ .
- Based on t-test results, discipline Work own influence positive and significant on performance employees at Patra Semarang Hotel & Convention. Variables This own t - value 4.975,  $> 1.664$  and significance  $0.000 < 0.05$ .

### 5. Discussion

With coefficient regression style leadership of 0.287 and the level significance between 0.001 to 0.05, the calculated t value more tall from the t- value of the table, implies that style leadership influential in a way positive and significant to performance staff. With thus, the more effective style leadership in a organization, increasingly tall performance professional employee.

According to Purnomo and Wijayanti (2013), there are styles the leadership that is owned by someone : style situational, behavioral, talent, and style ideal leadership. Leadership style This is hope or dream for every organization. Good leadership own eight characteristic features following : intelligent, responsible answer, be honest, be able to trust, initiative, steadfast, and firm. How a leader manage a organization is very important. Decisions taken by the leader will determine fate organization. As a person who is followed by others, a leader must can direct and mobilize others to reach objective organization.

According to Rosalina et al. (2020), style leadership company influence performance employees. Leadership style is method somebody control interaction they with others through behavior they. Proper leadership is essential in create environment fun work for employees and improve its performance, which is expected will produce high productivity. (Ardana, 2012) style leadership that is not suitable with characteristics and tasks employee. Can make employee feel not enough motivated or even lost motivation work. As the result, employees lost passion and focus in work them. Of course, this This need under consideration with carefully Because Can hinder activity.

Data analysis show that culture Work own influence significant to performance employee with t- value count of 0.209 and a significance of 0.002 which is less from 0.05. With thus, because t- value count more tall from t- table value, p the show that performance employee influenced in a way significant and positive by culture work. The more Good culture work in the organization, the more Good performance employee.

According to Triguno in Ruliyansa (2019), the importance of culture Work in a company or organization For increase performance and productivity employee use reach

success . Culture Work is behavior individuals who with voluntary obey the rules and be aware obligation his personal .

One of objective from culture Work is For change method source Power man behave and think moment This so that they more productive and more Ready face challenges in the future . Mutual cooperation is one of the characteristics typical Indonesian culture . Mutual cooperation is not only can finish work with fast , but also can make colleague Work feel like One each other, that's for sure will improve team mood . Culture Work impact on attitudes and behavior individual , improve productivity and satisfaction work , effective control , reducing waste , guarantee results good job , strengthen cooperation and openness .

A company that is advanced and has integrity own culture strong work . Atmosphere Work comfortable and calm to get high performance . With own culture strong and orderly work in the hotel environment , employees will become more discipline and have ethos high work , so that they can increase results Work them . In addition to providing service best to all customer organization , employees will with easy finish his job Because everything controlled and appropriate with procedure .

Test results influence culture Work to performance employee shows t - count of 0.577 with coefficient regression discipline Work of 0.577 and a significance of  $0.000 < 0.05$ . In other words, the more Good discipline Work employee in a organization , increasingly Good performance they .

Discipline employee influence results productivity : disciplined employees come appropriate time , do work in accordance with directions company , and comply with regulation company . If employee not enough discipline , company will difficulty reach optimal results . Good discipline happen moment somebody feel very responsible answer to the task given to him . Sinambela (2019) emphasized importance implementation regulation For create order in place work , because discipline office considered Good If part employee comply regulation .

Variable study Discipline Work on the research of Pesik, Sepang, and Rotinsulu (2019), Fauzi and Wakhidah (2020), and Koyongian and Dotulong (2015) found that discipline Work employee influence performance they in a way positive and significant . Study This produce conclusion that There is connection positive between discipline employees and performance they are in place work . The more discipline employees , increasingly productive they .

Because of someone No will capable do things to be bring they to success If they No own discipline , successful people like attitude discipline . Discipline can help you throughout alive , like make you more focus , more Good in work and academics , and more liked by others. In addition , being more happy can achieved through discipline . The more happy someone , the more Spirit they For finish tasks and achieve their targets .

Discipline , according to Singodimedjo in Sutrisno (2019), it is defined as attitude and will somebody For follow and obey standards that apply in the environment . Creativity employees greatly influence objective organization . A disciplined and consistent hotel employees in do his job will with easy finish his duties and achieve sales targets , namely sale Hotel rooms . Sales rate more hotel rooms tall increase hotel revenue and number compensation received employee .

Employees who have discipline Work will become more motivated in a way personal . In addition , discipline Work make they realize that There is applicable rules For all things and must obeyed . Although violate rule sometimes more easy than obey it , otherwise , if employee still orderly and obedient discipline high work , life they will more easy and more safe .

The F count is 40.590, with significance  $0.000 < 0.05$ , indicating influence significant combination , as shown in Table 2. This shows that Leadership Style variables (X1), Culture Work (X2), and Discipline (X3) in general simultaneously influence performance employee (Y) at Patra Semarang Hotel & Convention.

Research result show that There is correlation , or coefficient correlation , of 0.601 between Leadership Style (X1), Culture Work (X2), and Discipline (X3) with Employee Performance (Y). This shows that There is correlation strong by 60.1% between Leadership Style (X1), Culture Work (X2), and Discipline (X3) with interest visit repeat (Y). Other variables affect the remaining part by 39.9%.

## 6. Conclusion

From the results research , data analyzed , and hypotheses tested , several results were obtained conclusion as following :

- a. There is an influence of leadership style on employee performance at Patra Semarang Hotel & Convention. Where the better the leadership, the better the employee performance.
- b. There is an influence of work culture on employee performance at Patra Semarang Hotel & Convention. Where a better work culture will also increase employee performance.
- c. There is an influence of work discipline on employee performance at Patra Semarang Hotel & Convention. Where better discipline will create higher performance.
- d. Simultaneously there is an influence of leadership style, organizational culture and discipline on employee performance at Patra Semarang Hotel & Convention. Where the right leadership style, good work culture and increased discipline will make performance even better.

## Suggestion

Researcher can propose a number of matter as following :

- a. Therefore, it is recommended for the management of Patra Semarang Hotel & Convention to... more monitor employee in work , always accompany all over employee in finish work and expected leader capable influence subordinate For produce high standards .
- b. Therefore, it is recommended that the management of Patra Semarang Hotel & Convention be able to monitor employee in finish work, done according to procedures set by the company , this aims to For can improve employee performance .
- c. Therefore, it is recommended for the management of Patra Semarang Hotel & Convention to always improve employee work discipline by always guard behavior in demand in accordance with regulation company in Work .

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