

# The Effects of The Leadership and the Supervision on the Discipline and Performance of the Employees in the Faculty of Medicine, Hasanuddin University Makassar

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## Abstract

*This research aimed to find out the effects of the leadership and performance of the employees at the Faculty of Medicine, Hasanuddin University. The research used the quantitative approach. The population of the research included all the educational power of the state civil apparatus and all the non-permanent educational employees who worked at the Faculty of Medicine, Hasanuddin University and had the working time of 5 (five) years. The techniques of the data collection were observation, questionnaires, and documentation. The processing and the analysis of the data were conducted using SPP (Statistical Product and Service Solution) program, version 23. The research results indicated that (1) there was appositve and significant effect of the leadership and the supervision on the discipline, (2) there was a positive and significant effect of the leadership and supervision on the employees' performance, (3) There was a positive and significant effect of the leadership and supervision on the employees' performance through the discipline.*

**Keywords :** *leadership; supervision; discipline; employees' performance*

## INTRODUCTION

Human resource and company organization are two entities in an inseparable unity. Organization needs human resource not only in capable, competent, as well as skillful, but also in discipline and diligent. It is necessary for a leader to influence effectively, in order that all staffs willingly and independently obey their head. He must be able to direct their employees to take a work together for reaching their company goals. The smarter he leads his role, indeed the faster their goals are achieved. Each leader has character and instinct influenced by nature of the factors which are brought from birth and environment where he grows and learns. These lead him to apply various leadership styles that are carried out by each leader.

Leadership style is a norm of behavior used by someone when he tries to influence the behavior of people as like he sees it (Thoha, 2013: 49). In this case, it is the role importance to align perceptions between the influencing people and influenced people.

Then supervision done by supervisor is a comprehensive oversight toward implementation of activities by employees, with the intention that supervisor knows the real activities and every aspect of implementation of the tasks or situation of each organization units, no deviation, and tools to reach goals as well planned targets. If deviation occurs, supervisor immediately takes corrective measures as necessary, (Siagian, 2007: 125) states "Supervision is comprehension of effort to observe implementation of operational activities to ensure most of activities are in accordance with predetermined plans"

Work discipline, in addition, can be considered as a highly useful thing, for both interests of

company and employees. Performance can be indicated from discipline of each employee. (Hasibuan, 2013:112) argues that work discipline is the ability to work regularly, to pursue continuously, and to obey the rules without breaking them.

By good work discipline from employee such as arriving in office on time, doing work in accordance with being set by company, obeying company regulation, then it is able to improve performance of the employees so that company target will be reached. The most basic thing in discipline of employees is time management, especially working hours. If it is often frequently violated or not obeyed at all, then it can be confirmed that the employees become undisciplined, so that causes decrease of work quality. To increase performance of employees, therefore one of the ways, is to improve employee work discipline.

Faculty of Medicine, Hasanuddin University is fairly big organization in a very large number of employees, so that a leader must be able to pay attention to performance of the employees well and carefully. Particularly, the effect of leadership can determine work discipline in order that every job can be well organized. Despite using finger-print absence as indirect supervision, however there is still found lack of discipline in work, so that it results bad performance. This can be concluded that discipline is a management act to encourage employees to obey orders from all determination of organization/company. In other wise, discipline is meant as a system contained policy of regulation, procedure to manage good behavior both personally and collectively in organizational system.

The following is the graph of absence data for Civil Service Staff (*red.* ASN) and Non-Civil Servant lecture or Non-PNS lecture (Permanent Non-PNS and Impermanent Non-PNS) obtained from Information System of Hasanuddin University in 2017-2018.



Source: Information System Data of Hasanuddin University

**Figure 1.** Average of Work Late

Based on the presented table and graph above, it can be concluded that the lowest average of attendance absence of ASN employees and non-PNS lectures is on June (1.74) and December (1.75), then the highest average is on February (5,21).

The low level of supervision can be indicated from the lack of work discipline, such as on-time problem of employees. By supervision, an employee gets attention, guidance, direction, and order from supervisor. In result, company automatically has any hope that employees attempt to do their best to the company (Anggraeni, 2016). This also can be applied in government organization as like Faculty of Medicine, Hasanuddin University.

Anggraeni's research (2016) finds that work supervision affects employee performance. By proper supervision, performance of employees can be improved, so they can be well responsive to

given company in accordance with established standards.

To observe performance of Medical Faculty staff, in Hasanuddin University, there is an indicator called Work Achievement Value (*red. NPK*) which can be tangible and measurable meant both to increase individual work motivation and to improve performance of university staff generally. NPK includes service orientation, integrity, commitment, discipline, and cooperation; then, they are evaluated by in line supervisor.

Below, there is a graph of ASN/PNS Work Achievement Value and Non-PNS education staff obtained from Hasanuddin University Information System in 2017-2018



Source: Information System Data of Hasanuddin University

**Figure 2.** Average of Work Performance

The presented table and graph above explain that the lowest average value of ASN/PNS and Non-PNS lectures Work Achievement in 2017-2018 at Faculty of Medicine, Hasanuddin University was on December, in 82,63 points.

From observation above, daily attendance list of employees in 2017-2018 at Faculty of Medicine, Hasanuddin University passing at 07.30 points a delay in attendance which could decrease discipline of performance. This is due to the large volume of existing vehicles, causing traffic jams and irregularity of vehicles on the road.

By increasing employee performance, company can achieve their best goals. Performance is one of important elements in company. It is caused achievement of it is managed human resource, for this case, employees. The increase of performance of employees in Hasanuddin University shows that charged work to employees is satisfying. Their performance has also reached targets planned in work plan.

The increase in employee performance in Hasanuddin University is certainly influenced by good motivation. In work motivation, employee performance will increase more. Then employees have ability and willingness to work in carrying out their obligation as employees. It is also important in doing a job that is employees' responsibility. To motivate employee to work, Hasanuddin University will provide compensation for those who can fulfill and do their target well.

It can be reviewed based regulation of Hasanuddin University, Number 9/UN4.1/2019 about Guidance for Performance Assessment and salary of Non-PNS, Non-Permanent Lectures in Hasanuddin University, that is one of the regulation governing the working hours of ASN/PNS employees and Non-Permanent civil servant education staff are working days and working days and working hours at Hasanuddin University, namely as follows:

Monday-Thursday at 7:30 AM – 4.00 PM  
Break Time 12:00 – 13:00 PM

Friday 7.30 AM – 4.30 PM  
Break time at 11.30 – 1.00 PM

Here is standard of work performance by head of the work unit:

1. Service following main duties and it's functions
2. On-time completion of tasks.
3. Obedience in carrying out orders from supervisor/heads, based on service.
4. Discipline to obey working hours
5. Cooperation shown in making job.
6. Personality prioritizes the interest of the task rather than family/group interest.

Based on processing of attendance list data and employee performance value (NPK) conducted by researchers, there is a decrease in absenteeism and NPK on December 2018. It is caused by on the presence of a delay in attendance of employees which inhibit the starting and daily performance process of employees.

## LITERATURE REVIEW

### Employee Performance

Lijan Poltak Sinambela, et al (2012: 136), argues that employee performance is defined as the ability of employees in doing a certain skills. Employee performance is very necessary. With this performance, we will know how far the ability of employees to handle the burden of tasks assigned to them. For this reason, it is necessary to determine the clear and measurable criteria, and to establish them together as a reference.

### Supervision

Handoko (2000: 360) explains that supervision is a systematic effort to apply the implementation standards with planning objectives, design a feedback information system, compare real activities with predetermined standards, determine and measure deviations, and take correction actions needed to ensure that all company resources are used in the most effective and efficient way in achieving company goals.

### Discipline

Robert Bacal cited by Irham Fahmi (2010: 28) which states that Discipline is a process used to deal with performance problems, this process involves managers in identifying and communicating performance problems to employees.

### Leadership

Stephen P. Robbin (2006: 432) suggests his opinion that leadership is the ability to influence groups towards achieving goals. From Robbins's opinion above, it is clear that someone's leadership will be valued by his subordinates (employees) if the leader can appreciate what his employees have done

### Conceptual Model

Rio Marpuang (2013) researched The Effect of Work Discipline and Work Supervision Factors on Employee Work Productivity (at PT. Perkebunan XYZ, ABC Palm Oil Factory, Balai Jaya Bagan Sinembah Rokon Hilir, Riau). The results of research conducted show that work discipline has a positive and significant effect on work productivity. The results of research conducted indicate that work supervision is the most dominant variable and has a very positive and significant influence on work productivity.

Aulia Hani Rahmawati, Djamhur Hamid, Hamidah Nayati Utami (2013) researched the Effect of Work Discipline and Work Ability on Employee Job Performance (Study of Employees at the Head Office of PT. Pelabuhan Indonesia III (Persero) Surabaya). The result of this study can be concluded that the variables of work discipline (X1) and work ability (X2) together have a significant

effect on employee job performance variables (Y).

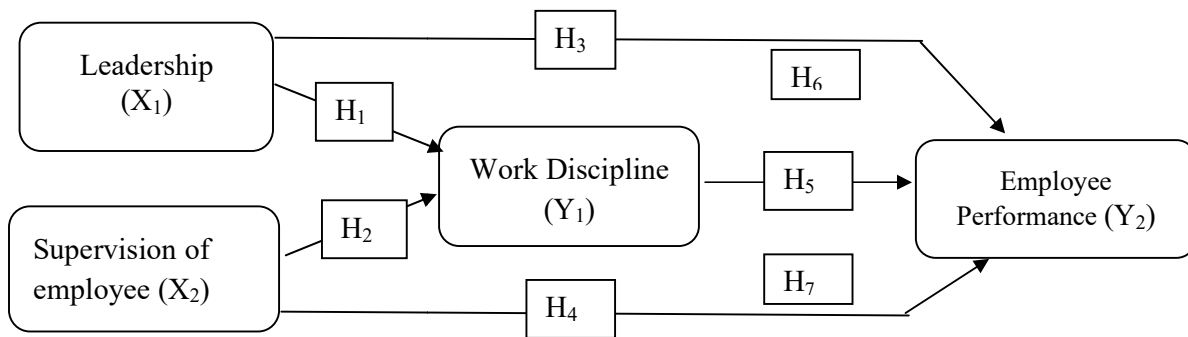
Ivonne A. S. Sajangbati (2013) researched *Motivation, Discipline and Satisfaction of Its Effect on Employee Performance at PT. Pos Indonesia (Persero) Branch Bitung*. The results showed that motivation, discipline and satisfaction significantly influenced the performance of PT. Pos Indonesia (Persero) Bitung Branch. Researcher found relationship between motivation, discipline and satisfaction with employee performance.

Permatasari (2015) researched *Effect of Work Discipline and Work Motivation on Employee Job Performance (Study on Pt Bpr Gunung Ringgit Malang)*. The results of multiple linear regression analysis show that simultaneously and partially the Work Discipline and Work Motivation variables have a significant influence on Employee Job Performance. The variable that has the dominant influence in this study is the work discipline variable.

Amalia (2016) researched *Effect of Leadership Style on Work Motivation and Employee Performance (Study of Kebon Agung Sugar Factory Employees in Malang)*. The results showed that the transactional leadership style significantly influenced employee performance and tended to use the transactional leadership style.

Pipit Pitria (2017) researched *Work Discipline Relationship with Employee Performance at PT. Mitra Konservasi Indonesia (Cico Resort)*. The results showed that there was a real and positive relationship between work discipline and employee performance at PT. Mitra Konservasi Indonesia.

Rofli Sulistiyo Baktiyasa & Lena Farida (2017) researched *Effect of Work Supervision and Work Discipline on Employee Productivity (Case Processing of PT. Mitra Aung Swadaya (MAS) Kelayang District, Indragiri Hulu Regency)*. The results of the study are as follows : the relationship between Work Supervision (X1) and Work Discipline (X2) with Employee Productivity (Y) has a strong relationship level. Simultaneously the variable Work Supervision and Work Discipline affect employee productivity. Partially, work supervision (X1) has a significant effect on employee productivity, while work discipline variable (X2) has a significant effect on employee productivity.



**Figure 3:** The Conceptual Model of Employee Performance in Medicine Faculty of Unhas

## RESEARCH METHOD

### Research Type

This research method is a quantitative method. This type of research is a survey that looks directly at the place of research by analyzing facts and data that serve the information needed to support the discussion of research in solving and answering the subject matter.

### Population or Samples

This research was conducted at the Faculty of Medicine, Hasanuddin University, Makassar. This research was conducted for approximately one month.

The population involved in this study were all of the Civil Servants and Non-permanent Civil Servants Education Personnel who worked overall in the Faculty of Medicine, University of Hasanuddin with more than 5 (five) years work-period. From the data obtained, the number of Civil

Servants and Non-permanent Civil Servants Education Personnel is 104 people. Based on the population mentioned above, the sampling technique in this study uses simple random sampling technique. Simple random sampling is a technique of taking sample randomly where each respondent has the same opportunity to be selected as a sample, namely by lottery technique or by using a number label, Notoatmodjo (2010: 85). The numbers of samples in this study was 50 people.

**Data Collection Method**

This research data collection uses several methods, namely (1) Observation (2) Documentation (3) Questionnaire which is done by giving a set of written questions.

**Data Analysis Method**

This study apply quantitative approach using path analysis. This method has been widely used by researchers in field of management (e.g. Maharani, Maupa & Aswan, 2020; Jusni, Aswan, Syamsuddin & Possumah, 2019; Tondok, Pahlevi & Aswan, 2019). The path coefficient parameter can be seen in the following :

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e \dots\dots\dots(1)$$

$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + e \dots\dots\dots(2)$$

$Y_1$  denotes dependent variable and  $e_1$  is the random error component, and  $\beta_0$  is a constant parameter, the parameter of  $\beta_1, \beta_2, \beta_3$  are the regression coefficient associated with  $X_1, X_2$  respectively.

With respect to prerequisite evaluation on validity and reliability questionnaire, If the loading factor value is  $\geq 0.5$ , the intended indicator is valid and significant to measure a construct (Anderson & Garbing, 2008). To test whether there is a correlation between the variables, we use the Bartlett Test of Sphericity Test. The correlation matrix has a significant correlation with a number of variables if it is significant  $\geq 0.5$ . High or low validity of a questionnaire instrument can be measured with the help of SPSS 23.00 for windows.

A study is said to be reliable if a person's answers to a statement are in line or stable from time to time (Ghozali, 2011). Reliability measurement uses the Cronbach Alpha statistical test where a variable is said to be reliable if it gives a Cronbach Alpha value  $> 0,5$

**EMPIRICAL RESULTS**

**Findings and Discussion**

The data that has been obtained from the respondents is then processed and interpreted the data so that the results can be seen whether there is an influence between the X and Y variables. Data analysis is carried out in the form of data checking or editing, coding, tabulation and data analysis using a data analysis program that is SPSS version 23.

**Table 1** Result of Validity Test

Question Items	Correlations	Question Items	Correlations
X1.1	0,742/Valid	X2.10	0,868/Valid
X1.2	0,724/Valid	X2.11	0,754/Valid
X1.3	0,656/Valid	Y1.12	0,844/Valid
X1.4	0,711/Valid	Y1.13	0,770/Valid
X1.5	0,870/Valid	Y1.14	0,780/Valid
X1.6	0,830/Valid	Y2.15	0,821/Valid
X2.7	0,803/Valid	Y2.16	0,835/Valid
X2.8	0,740/Valid	Y2.17	0,873/Valid
X2.9	0,688/Valid	Y2.18	0,752/Valid

Source: Data Processing Results, 2019

**Table 2: Reliability Test Result**

Variable	Cronbach's Alpha	Reliability Standard	Explanation
Leadership	0,847	0,5	Very High
Supervision	0,830	0,5	Very High
Discipline	0,714	0,5	High
Employee Performance	0,839	0,5	Very high

Source: Data Processing Results, 2019

### Findings and Discussion

In this study, questionnaires were distributed to the research sample, namely the Civil Servants and the Non Civil Servants Education Personnel of the Medical Faculty of Hasanuddin University, who has more than 5 years work-period with as many as 50 people. The following describes the results of data analysis based on the answers of the respondents:

#### 1. The direct effect of leadership (X1) and supervision (X2) on discipline (Y1)

**Table 3** Output of Regression 1

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.838	1.087		2.836	.007
	Leadership	.167	.106	.415	1.351	.004
	Employee Supervision	.274	.128	.383	2.165	.028

a. Dependent Variable: Work Discipline

Source: Data Processing Results, 2019

Referring to the regression output in the path analysis of the coefficient table section it can be seen that the significance value of the two variables mentioned above is leadership for 0.004 and employee supervision for 0.028. Each significant value of this variable is smaller than the value of  $\alpha$  0.05. This gives an indication that the variables of leadership and employee supervision have a significant effect on employee discipline at the Faculty of Medicine, Hasanuddin University.

**Table 4** Model Summary 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790 <sup>a</sup>	.659	.610	1.07530

a. Predictors: (Constant), Employee Supervision, Leadership

Source: Data processing, 2019

The value of R square is 0.659, this shows that the contribution of simultaneous positive influence of leadership and supervision of employees on work discipline is 65.9%. While the remaining 34.1% is the contribution of other variables outside the variables in this study.

#### 2. The Direct Effect of Leadership (X1), Supervision (X2), Discipline (Y1) on the Employee Performance (Y2)

**Table 5** Output of Regression 2

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	28.370	4.602		8.029	.000
	Leadership	.5687	.182	.522	5.463	.005
	Employee Supervision	.345	.205	.356	2.162	.002
	Work Discipline	.523	.204	.281	2.414	.003

Source: Data Processing

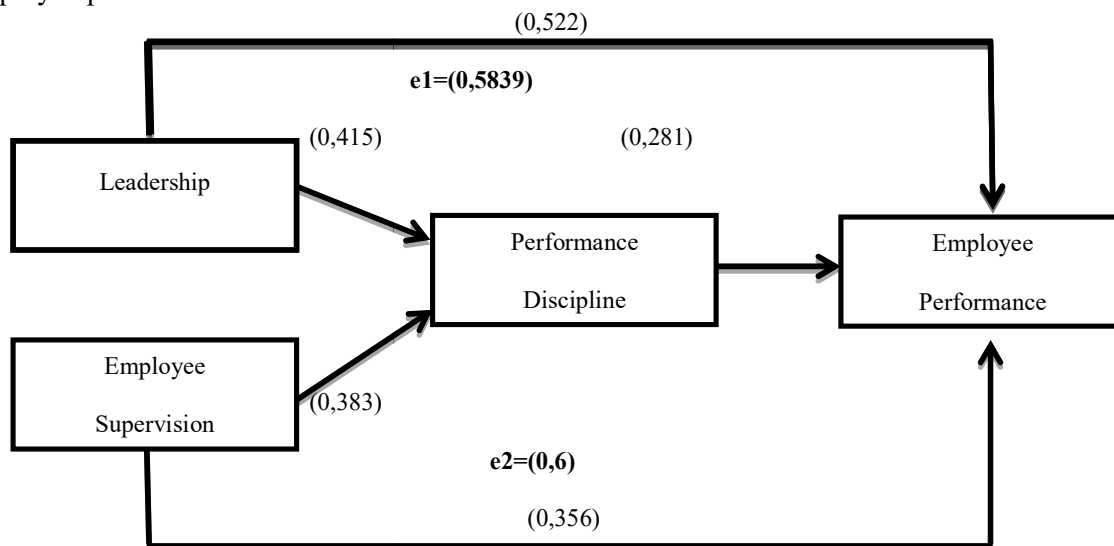
Referring to the path analysis output in the coefficients table section, it can be seen that the significant value of the three variables, namely leadership, employee supervision and work discipline is smaller than the value of  $\alpha$  0.05. Leadership (X1) has a significant value of  $0.006 < \alpha$  0.05. Employee supervision (X2) has a significant value of  $0.002 < \alpha$  0.05 and work discipline (Y1) has a significant value of  $0.003 < \alpha$  0.05, the three significant values are smaller than the value of  $< \alpha$  0.05, this gives an indication that the leadership, employee supervision and work discipline variables have a significant effect on employee performance variables.

The value of R square is 0.640, this shows that the contribution of the influence of leadership, employee supervision and work discipline to employee performance is 64%. Then, the remaining 36% is the contribution of other variables outside of the variables in this study.

**3. The indirect effect of leadership (X1) and supervision (X2) on the employee performance (Y2) through discipline (Y1)**

- a. The indirect effect of X1 (leadership) on Y2 (employee performance) is mediated by Y1 (work discipline):  $0.415X1 \times 0.281Y1 = 0.117$ . So the indirect effect of leadership on employee performance is mediated by work discipline by 0.117. For the total effect of X1 (leadership) on Y2 (employee performance) then  $(0.117) + (0.522) = 0.639$ .
- b. The indirect effect of X2 (employee supervision) on Y2 (employee performance) is mediated by Y1 (work discipline):  $0.383X2 \times 0.281Y2 = 0.107$ . So the indirect effect of employee supervision on employee performance is mediated by work discipline by 0.107. For the total effect of X2 (employee supervision) on Y2 (employee performance) then  $0.107 + 0.356 = 0.463$

The path diagram that illustrates the relationship of leadership, supervision, discipline, and employee performance based on the model 3 formed is as follows:



**Figure 4. Full Path Model with Coefficient**

**CONCLUSION**

1. There is a positive and significant effect of leadership on employee work discipline.
2. There is a positive and significant effect of employee supervision on employee work discipline.
3. There is a positive and significant effect of leadership on the employee performance.
4. There is a positive and significant effect of supervision on the employee performance.
5. There is a positive and significant effect of employee work discipline on the employee performance.
6. There is a positive and significant effect of leadership on the employee performance through work discipline.

7. There is a positive and significant effect of supervision on the employee performance through work discipline.

The suggestions that researcher can convey in connection with the results of research that has been done are as follows:

1. It is expected that the leadership of the relevant agencies is able to further improve work discipline for employees in order to support employee performance so that a job can be completed on time according to the duties of predetermined employees.
2. In order for the leader of the agency to be able to supervise the discipline of employees provided by the agency to the employees who have been classified as good, then the agency should maintain or be further improved. In addition, it can give rewards to each work unit, if employees are able to show their best performance. This award will enhance cooperation between employees. In addition, it can create healthy competition between employees.
3. It is expected that leadership at Faculty of Medicine in Hasanuddin University can increase attention to employee performance, this is considered important because it greatly affects employee performance. With the achievement of good performance, it will achieve the goals of an agency.
4. It is expected that the supervision of a leader in the institution, especially for the Faculty of Medicine in Hasanuddin University, can determine the time for completing tasks assigned to the employees, so that the employees will stimulate motivation to work. This is very important because if an employee is able to work in a good target and supervision, then the employees in the agency will get rewards from the leadership.
5. Being able to do and improve discipline of employees performance in stages in related institutions, especially the Faculty of Medicine in Hasanuddin University so that the leader can directly monitor the employees, so that each employee can understand the functions and duties of each given by direct or indirect superiors, so that good performance and excellent service can be realized well.
6. A Head of the Faculty of Medicine in Hasanuddin University is expected to be able to improve employee performance through work discipline to see the work processes of employees with adequate numbers and quality of employees, so that delays in completing tasks can also be overcome properly.
7. It is expected that the agency leadership can improve employee performance through employee supervision to be able to analyze other factors that can affect employee performance, because there are still many other factors beyond the influence of leadership and supervision that can affect employee performance.

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