

## The Influence of Gender Leadership on Work Discipline

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**Abstract.** Human resource management (HR) plays an important role in the success of an agency, because HR is the main factor in utilizing work facilities and facilities. Employee work discipline is one important aspect that determines the productivity and image of the agency. However, the application of work discipline in several agencies, including BKPSDM Sungai Penuh City and Kerinci Regency, is still not optimal, as evidenced by violations of working hours and untimely completion of tasks by employees. In addition, the role of leadership, especially gender differences in leaders, is believed to affect employee work discipline. This study aims to examine the influence of leadership based on gender (women in Sungai Penuh City and men in Kerinci Regency) on employee work discipline in BKPSDM of the two regions. The method used is quantitative research with a descriptive research approach, which describes real facts and conditions without special treatment. This data was collected through a questionnaire with a Likert scale and analyzed using SmartPLS SEM (Partial Least Squares-Structural Equation Modeling) software to test validity, reliability, and relationships between variables. The results of the analysis showed that neither female leadership in Sungai Penuh City nor male leadership in Kerinci Regency had a significant effect on employee work discipline. This finding indicates that the gender of the leader is not the main factor in shaping work discipline. Still, internal agency factors such as work culture, reward and sanction systems, and effective supervision are more instrumental in improving employee discipline. The research confirms that leadership effectiveness in improving work discipline is influenced more by the leader's style, competence, and communication skills than by gender.

**Keywords:** Influence; Leadership; Gender; Discipline; BKPSDM

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### INTRODUCTION

Human resource management in an institution is very important because it is the main player in the utilization of other resources. However complete the work facilities and infrastructure may be, none of it matters without support from existing human resources, such as skilled employees with high dedication from each employee of the institution. Human resource management is a process that includes evaluating HR needs, obtaining people to meet those needs, and optimizing the utilization of these important resources by providing appropriate incentives and assignments, to align with the needs and goals of the institution where the HR is located (Widodo 2015; Dwi Ramadani, 2019; Flora Amanda, 2021).

An ideal institution must have members who are disciplined in carrying out their duties in achieving the institution's goals. Work discipline has not been fully implemented properly if some employees are still often seen arriving late for work, and employees are not punctual in completing their work. This is reflected in employees' violations of the applicable regulations

(Afrilia, 2023; Djaman et al., 2021; Hapsari et al., 2022). According to Hasibuan (2016), discipline is the most important operative function of HRM because the better the employee discipline, the higher the work performance that can be achieved. However, in reality, the implementation of work discipline in several institutions is still not optimal. Employees are often found arriving late, not properly following working hours, and not completing assigned tasks on time. This is in line with the results of observations made by the author at BKPSDM Sungai Penuh City and Kerinci Regency. This condition shows that there are still shortcomings in supervision, guidance, and individual awareness of the importance of work discipline (Irman, 2016; Muflihini, 2016).

This low level of work discipline can have a negative impact on the overall performance of the institution. Productivity can decline, services become less optimal, and the institution's image in the eyes of the public can also be disrupted (Abdussamad, 2020; Agustini, 2019; Daraba, 2019). Work discipline cannot be achieved without the influence of leadership or control from a leader. A leader's character and role greatly influence the direction and goals of the institution they lead, including in improving and creating discipline among institutional members, because the leader has a controlling role over the actions of their subordinates (Ashlan et al., 2022; NORA, 2022).

According to Rifai (2006), leadership broadly encompasses the process of influencing the determination of institutional goals, motivating followers' behavior to achieve goals, and influencing the improvement of the group and its culture (Hulu, 2021; Liana, 2020). In addition, leadership also influences the interpretation of followers' events, the instituting and activities to achieve targets, maintaining cooperative relationships and group work, and gaining support and cooperation from people outside the group or institution. In terms of gender leadership, it cannot be separated from controversy; the Indonesian government and other countries continue to strive to improve the role and status of women (Mu'ah et al., 2023). The enhancement of women's role as equal partners with men aims to strengthen their active role in development activities. It is clear that women, as citizens and human resources, have the same rights and responsibilities as men in all areas of progress (Budiarta, 2022; Nurida, 2023).

Recent studies have consistently demonstrated that leadership plays a significant role in shaping employee behavior, organizational commitment, and work discipline. Previous research has mainly focused on the influence of leadership style, transformational leadership, transactional leadership, and organizational culture on employee discipline and performance (Febrina, 2022; Firdaus, 2023; Malkan et al., 2020). Meanwhile, studies discussing gender and leadership generally emphasize differences in leadership characteristics between male and female leaders,

such as communication patterns, participative decision making, and transformational behaviors (Budiarta, 2022; Mu'ah et al., 2023). Although these studies provide valuable insights, empirical evidence regarding whether the gender of a leader directly influences employee work discipline remains inconsistent. Furthermore, most previous studies have examined leadership and discipline within a single organization or focused primarily on leadership style rather than comparing organizations led by different genders. Consequently, empirical evidence comparing male and female leadership under relatively similar institutional contexts is still limited, particularly within Indonesian public sector organizations.

The novelty of this study lies in its comparative examination of gender-based leadership within two government institutions that possess comparable organizational functions but are led by leaders of different genders. Unlike previous studies that predominantly investigate leadership style as the determinant of employee discipline, this research specifically evaluates whether the leader's gender itself contributes to differences in employee work discipline. By comparing BKPSDM Sungai Penuh City, which is led by a female leader, and BKPSDM Kerinci Regency, which is led by a male leader, this study provides empirical evidence that leadership effectiveness in promoting work discipline is determined more by managerial competence, organizational systems, and leadership practices than by gender differences. Therefore, this research contributes to enriching the literature on public sector leadership by challenging the assumption that leader gender is a primary determinant of employee work discipline.

## **METHOD**

The method used in this study is the quantitative research method, while the approach is descriptive research. The purpose of descriptive research is to describe the characteristics of a fact or case that is currently occurring. Descriptive research is centered on real issues, and the research seeks to describe the event as the main focus of attention without any particular treatment of the event (Rukajat, 2018; Waruwu, 2023). The types and sources of data used by the author in this study include primary data and secondary data. Meanwhile, the data collection technique used was the distribution of questionnaires with a measurement scale using the Likert Scale. As for the data analysis technique, the author used SmartPLS SEM (Partial Least Square-Structural Equation Modeling) software, because SmartPLS SEM is capable of explaining the relationships between variables and performing analyses in a single test.

## RESULT AND DISCUSSION

### Measurement Model Analysis (Outer Model) for Sungai Penuh City and Kerinci Regency

- a. Convergent Validity Test on the Leadership Construct in Sungai Penuh City and Kerinci Regency

**Table 1. Convergent Validity Test Results for Leadership  
Female Sungai Penuh City**

| Item No.     | Original<br>(Outer Loadings) | Estimate | Expected<br>Convergent Validity<br>Value | Remarks |
|--------------|------------------------------|----------|------------------------------------------|---------|
| Statement 1  | 0.849                        |          | 0.70                                     | Valid   |
| Statement 2  | 0.841                        |          | 0.70                                     | Valid   |
| Statement 3  | 0.842                        |          | 0.70                                     | Valid   |
| Statement 4  | 0.759                        |          | 0.70                                     | Valid   |
| Statement 5  | 0.802                        |          | 0.70                                     | Valid   |
| Statement 6  | 0.886                        |          | 0.70                                     | Valid   |
| Statement 7  | 0.806                        |          | 0.70                                     | Valid   |
| Statement 8  | 0.761                        |          | 0.70                                     | Valid   |
| Statement 9  | 0.795                        |          | 0.70                                     | Valid   |
| Statement 10 | 0.871                        |          | 0.70                                     | Valid   |
| Statement 11 | 0.900                        |          | 0.70                                     | Valid   |
| Statement 12 | 0.906                        |          | 0.70                                     | Valid   |
| Statement 13 | 0.893                        |          | 0.70                                     | Valid   |
| Statement 14 | 0.911                        |          | 0.70                                     | Valid   |

*Source: Processed data*

Based on the table 1, it shows that all statement items used to measure the male leadership model in Kerinci Regency have a loading factor value greater than 0.70, so it can be stated that all male leadership statement items in Kerinci Regency are valid.

- b. Convergent validity test on the work discipline construct in Sungai Penuh City and Kerinci Regency

**Table 2. Convergent Validity Test Results for Work Discipline  
Sungai Penuh City**

| Item No.     | Original Estimate<br>(Outer Loadings) | Expected<br>Convergent<br>Validity Value | Remarks |
|--------------|---------------------------------------|------------------------------------------|---------|
| Statement 1  | 0.784                                 | 0.70                                     | Valid   |
| Statement 2  | 0.790                                 | 0.70                                     | Valid   |
| Statement 3  | 0.773                                 | 0.70                                     | Valid   |
| Statement 4  | 0.727                                 | 0.70                                     | Valid   |
| Statement 5  | 0.747                                 | 0.70                                     | Valid   |
| Statement 6  | 0.736                                 | 0.70                                     | Valid   |
| Statement 7  | 0.851                                 | 0.70                                     | Valid   |
| Statement 8  | 0.727                                 | 0.70                                     | Valid   |
| Statement 9  | 0.829                                 | 0.70                                     | Valid   |
| Statement 10 | 0.807                                 | 0.70                                     | Valid   |

*Source: Processed data*

Based on the table 2, it shows that all statement items used to measure the work discipline model in Kerinci Regency have a loading factor value greater than 0.70, so it can be stated that all work discipline statement items in Kerinci Regency are valid.

**Table 3. Convergent Validity Test Results for Work Discipline Kerinci Regency**

| Item No.     | Original Estimate<br>(Outer Loadings) | Expected<br>Convergent<br>Validity Value | Remarks |
|--------------|---------------------------------------|------------------------------------------|---------|
| Statement 1  | 0.890                                 | 0.70                                     | Valid   |
| Statement 2  | 0.780                                 | 0.70                                     | Valid   |
| Statement 3  | 0.810                                 | 0.70                                     | Valid   |
| Statement 4  | 0.800                                 | 0.70                                     | Valid   |
| Statement 5  | 0.780                                 | 0.70                                     | Valid   |
| Statement 6  | 0.771                                 | 0.70                                     | Valid   |
| Statement 7  | 0.713                                 | 0.70                                     | Valid   |
| Statement 8  | 0.750                                 | 0.70                                     | Valid   |
| Statement 9  | 0.776                                 | 0.70                                     | Valid   |
| Statement 10 | 0.882                                 | 0.70                                     | Valid   |

Source: Processed data

Based on the table 3, it shows that all statement items used to measure the work discipline model in Kerinci Regency have a loading factor value greater than 0.70, so it can be stated that all work discipline statement items in Kerinci Regency are valid.

#### c. Discriminant Validity

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other variables. A model has good discriminant validity if the loading value of each indicator of a latent variable has the highest loading value compared to its loading values with other latent variables. The results of the discriminant validity testing for Sungai Penuh City and Kerinci Regency are obtained as follows:

**Table 4. Discriminant Validity Value (Cross Loading)  
Sungai Penuh City**

|       | Leadership<br>Female | Work Discipline |
|-------|----------------------|-----------------|
| X1_1  | 0.779                | 0.131           |
| X1_10 | 0.811                | 0.132           |
| X1_11 | 0.822                | 0.220           |
| X1_12 | 0.859                | 0.225           |
| X1_13 | 0.848                | 0.057           |
| X1_14 | 0.813                | 0.111           |
| X1_2  | 0.782                | 0.108           |
| X1_3  | 0.745                | 0.190           |
| X1_4  | 0.866                | 0.364           |
| X1_5  | 0.833                | 0.273           |
| X1_6  | 0.817                | 0.137           |
| X1_7  | 0.822                | 0.304           |
| X1_8  | 0.720                | -0.022          |
| X1_9  | 0.813                | 0.099           |
| Y_1   | 0.130                | 0.784           |

|      |        |              |
|------|--------|--------------|
| Y_10 | 0.233  | <b>0.807</b> |
| Y_2  | 0.103  | <b>0.790</b> |
| Y_3  | -0.055 | <b>0.773</b> |
| Y_4  | 0.224  | <b>0.727</b> |
| Y_5  | 0.230  | <b>0.747</b> |
| Y_6  | 0.284  | <b>0.736</b> |
| Y_7  | 0.244  | <b>0.851</b> |
| Y_8  | 0.093  | <b>0.727</b> |
| Y_9  | 0.257  | <b>0.829</b> |

*Source: Processed data*

Based on Table 4, it shows that several loading factor values for each indicator of each latent variable in Sungai Penuh City still have the highest loading factor value compared to the loading values when related to other latent variables. This means that each latent variable (female leadership and work discipline) in Sungai Penuh City has good discriminant validity.

**Table 5. Discriminant Validity Value (Cross Loading)**

| <b>Kerinci Regency</b> |                            |                            |
|------------------------|----------------------------|----------------------------|
|                        | <b>Leadership<br/>Male</b> | <b>Work<br/>Discipline</b> |
| X2_1                   | 0.849                      | <b>0.298</b>               |
| X2_10                  | 0.871                      | <b>0.427</b>               |
| X32_11                 | 0.900                      | <b>0.327</b>               |
| X2_12                  | 0.906                      | <b>0.424</b>               |
| X2_13                  | 0.893                      | <b>0.476</b>               |
| X2_14                  | 0.911                      | <b>0.448</b>               |
| X2_2                   | 0.841                      | <b>0.478</b>               |
| X2_3                   | 0.842                      | <b>0.288</b>               |
| X2_4                   | 0.759                      | <b>0.320</b>               |
| X2_5                   | 0.802                      | <b>0.256</b>               |
| X2_6                   | 0.886                      | <b>0.558</b>               |
| X2_7                   | 0.806                      | <b>0.515</b>               |
| X2_8                   | 0.761                      | <b>0.366</b>               |
| X2_9                   | 0.795                      | <b>0.491</b>               |
| Y_1                    | 0.309                      | <b>0.890</b>               |
| Y_10                   | 0.333                      | <b>0.882</b>               |
| Y_2                    | 0.288                      | <b>0.780</b>               |
| Y_3                    | 0.500                      | <b>0.810</b>               |
| Y_4                    | 0.198                      | <b>0.800</b>               |
| Y_5                    | 0.346                      | <b>0.780</b>               |
| Y_6                    | 0.394                      | <b>0.771</b>               |
| Y_7                    | 0.638                      | <b>0.713</b>               |
| Y_8                    | 0.525                      | <b>0.750</b>               |
| Y_9                    | 0.350                      | <b>0.776</b>               |

*Source: Processed data*

Based on the table 5, it shows that several loading factor values for each indicator of each latent variable in Kerinci Regency still have the highest loading factor value compared to the loading values when related to other latent variables. This means that each latent variable (male leadership and work discipline) in Kerinci Regency has good discriminant validity.

d. Composite Reliability Test for Sungai Penuh City and Kerinci Regency

Composite reliability is an indicator used to measure a construct, which can be seen in the latent variable coefficient view. To evaluate composite reliability, there are two measurement tools, namely internal consistency and Cronbach's alpha. With this measurement, if the value achieved is  $> 0.70$ , then the construct can be said to have high reliability. The following are the composite reliability values for each construct or variable in Sungai Penuh City and Kerinci Regency:

**Table 6. Composite Reliability Value for Sungai Penuh City**

| Variable          | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Remarks         |
|-------------------|------------------|-------------------------------|-------------------------------|-----------------|
| Leadership Female | 0.960            | 0.978                         | 0.964                         | <b>Reliable</b> |
| Work Discipline   | 0.928            | 0.936                         | 0.939                         | <b>Reliable</b> |

*Source: Processed data*

Based on Table 6, it shows that all variables in Sungai Penuh City meet the reliability criteria. This is shown by a composite reliability value  $> 0.70$  as per the recommended criteria, so it can be stated that all variables in Sungai Penuh City have high reliability.

**Table 7. Composite Reliability Value for Kerinci Regency**

| Variable        | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Remarks         |
|-----------------|------------------|-------------------------------|-------------------------------|-----------------|
| Leadership Male | 0.969            | 0.975                         | 0.972                         | <b>Reliable</b> |
| Work Discipline | 0.935            | 0.937                         | 0.945                         | <b>Reliable</b> |

*Source: Processed data*

Based on Table 7, it shows that all variables in Kerinci Regency meet the reliability criteria. This is shown by a composite reliability value  $> 0.70$  as per the recommended criteria, so it can be stated that all variables in Kerinci Regency have high reliability.

e. Average Variance Extracted (AVE) for Sungai Penuh City and Kerinci Regency

Average variance extracted (AVE) is another method for assessing discriminant validity by comparing the square root of the average variance extracted (AVE) of each construct with the correlation between that construct and other constructs in the model. If the square root of the AVE for each construct is greater than the correlation value between that construct and other constructs in the model, then it is said to have good discriminant validity, with each construct required to be  $> 0.50$ . The following is the average variance extracted (AVE) for Sungai Penuh City and Kerinci Regency:

| <b>Table 8. Average Variance Extracted (AVE) Value Sungai Penuh City</b> |                                             |                  |
|--------------------------------------------------------------------------|---------------------------------------------|------------------|
| <b>Variable</b>                                                          | <b>Average Variance<br/>Extracted (AVE)</b> | <b>Remarks</b>   |
| Leadership<br>Female                                                     | 0.960                                       | <b>&gt; 0.50</b> |
| Work Discipline                                                          | 0.928                                       | <b>&gt; 0.50</b> |

*Source: Processed data*

Based on the Table 8, it shows that the average variance extracted (AVE) value for all variables in Sungai Penuh City is > 0.50, so it can be stated that all variables in Sungai Penuh City have high composite reliability.

**Table 9. Average Variance Extracted (AVE) Value Sungai Penuh City Kerinci Regency**

| <b>Variable</b>    | <b>Average Variance<br/>Extracted (AVE)</b> | <b>Remarks</b>   |
|--------------------|---------------------------------------------|------------------|
| Leadership<br>Male | 0.716                                       | <b>&gt; 0.50</b> |
| Work Discipline    | 0.635                                       | <b>&gt; 0.50</b> |

*Source: Processed data*

Based on the table 9, it shows that the average variance extracted (AVE) value for all variables in Kerinci Regency is > 0.50, so it can be stated that all variables in Kerinci Regency have high composite reliability.

#### f. Path Coefficients Testing

The goodness of fit of the PLS model is measured by the Q-square predictive relevance value, to measure how well the observed values are produced by the model and its parameter estimates. Testing the goodness of fit of the PLS model uses the predictive relevance value (Q<sup>2</sup>). The R<sup>2</sup> value of each endogenous variable in Sungai Penuh City and Kerinci Regency. To prove the validity of the hypothesis, structural model testing (inner model) can be carried out. Inner model or structural model testing is carried out to see the relationships between constructs in the research model. The basis used in testing the hypothesis is the value found in the output result for inner weight. The table below provides the estimation output for the structural model testing in Sungai Penuh City and Kerinci Regency as follows:

| <b>Table 10. Hypothesis Test Results for Sungai Penuh City</b> |                                |                            |                                           |                                     |                     |
|----------------------------------------------------------------|--------------------------------|----------------------------|-------------------------------------------|-------------------------------------|---------------------|
| <b>Variable</b>                                                | <b>Original<br/>sample (O)</b> | <b>Sample<br/>mean (M)</b> | <b>Standard<br/>deviation<br/>(STDEV)</b> | <b>T statistics<br/>( O/STDEV )</b> | <b>P<br/>values</b> |
| Female Leadership -<br>> Work Discipline                       | 0.088                          | 0.140                      | 0.169                                     | 0.522                               | <b>0.301</b>        |

*Source: Processed data*

Based on the test results, it shows that female leadership has no effect on work discipline at BKPSDM Sungai Penuh City, with a path coefficient value of 0.088 and a P-

Values value of  $0.301 > 0.05$ , or a t-statistic value of  $0.522 < t\text{-table of } 1.688$ , thus this shows that female leadership has an effect on work discipline at BKPSDM Sungai Penuh City.

**Table 11. Hypothesis Test Results for Kerinci Regency**

| Variable                              | Original<br>sample (O) | Sample<br>mean (M) | Standard<br>deviation<br>(STDEV) | T statistics<br>( O/STDEV ) | P<br>values  |
|---------------------------------------|------------------------|--------------------|----------------------------------|-----------------------------|--------------|
| Male Leadership -><br>Work Discipline | 0.102                  | 0.094              | 0.150                            | 0.677                       | <b>0.250</b> |

Source: Processed Data

Based on the test in table 11, it shows that male leadership has no effect on work discipline at BKPSDM Kerinci Regency, with a path coefficient value of 0.102 and a P-value of  $0.250 > 0.05$ , or a t-statistic value of  $0.677 < \text{the } t\text{-table of } 1.693$ , thus this shows that male leadership has no effect on work discipline at BKPSDM Kerinci Regency.

### **The Influence of Gender Leadership on Work Discipline at BKPSDM Sungai Penuh City and Kerinci Regency**

Based on the results of the hypothesis testing above, it shows that female leadership has no effect on work discipline at BKPSDM Sungai Penuh City. Meanwhile, the second hypothesis above shows that male leadership has no effect on work discipline at BKPSDM Kerinci Regency. The research results are not in line with the theory that, theoretically, a leader has an important task, particularly in managing HR; a leader must realize that employees are the asset that most influences the productivity of the agency/institution. In other words, it must be recognized that there is interdependence between the institution and its employees. The role of the leader in influencing decisions directed toward the institution's goals greatly determines the direction of the institution's progress, in relation to the way or style a leader uses to manage the institution in accordance with the determined direction (Firdaus, 2023; Muchlis et al., 2023). A leader cannot be separated from a leadership style. This leadership style arises from the way a leader acts or behaves in order to influence the activities of individuals and groups of employees to achieve goals (Rivai, 2007) (Malkan et al., 2020; Yekti, 2017).

The success of employees in carrying out a job is determined by three aspects. First, the aspect of workforce management capability. Second, the aspect of workforce efficiency. Third, the aspect of working environment conditions. These three aspects are interrelated in improving employee work performance. The leadership style applied by a leader can influence various aspects of work, including work discipline. One interesting dimension in leadership studies is the influence of gender on leadership style and how this affects work discipline.

Based on the research findings, the gender of the leader is not a determining factor in shaping work discipline. Work discipline is more influenced by internal organizational factors, such as work culture, reward and punishment systems, and the certainty of applicable rules (PERMANA, 2019; Santoso, 2017). As long as the leader is able to carry out their role fairly and professionally, employee discipline will be maintained regardless of the leader's gender. On the other hand, leadership style has a greater influence on employee work behavior than gender. Leadership that is participatory, communicative, and sets a good example will be more effective in improving work discipline. This means that both men and women have an equal chance of succeeding as leaders if they apply an appropriate leadership style (Febrina, 2022; MEGANTARI, 2022).

Meanwhile, in the context of modern institutions, leadership effectiveness is determined more by competence, leadership style, and the ability to build good communication and interpersonal relationships with subordinates than by gender differences. This means that both men and women have equal potential to lead if supported by managerial ability, integrity, and an understanding of institutional dynamics. In addition, employee work discipline is more influenced by the institutional systems applied, such as the consistent implementation of rules, reward and sanction systems, effective supervision, and the work culture formed in the work environment. Thus, as long as a leader is able to carry out their role effectively regardless of gender, the level of employee work discipline will remain high.

## CONCLUSION

This study concludes that gender-based leadership does not have a significant influence on employee work discipline at BKPSDM Sungai Penuh City and BKPSDM Kerinci Regency. The findings indicate that neither female leadership in Sungai Penuh City nor male leadership in Kerinci Regency significantly affects employees' level of work discipline. These results suggest that leader gender is not the primary determinant of employee discipline; rather, work discipline is more strongly influenced by organizational factors such as work culture, the consistent implementation of rules, effective supervision, and reward and sanction systems. Therefore, leadership effectiveness should be viewed from the perspective of managerial competence, communication skills, fairness, and the ability to foster a conducive work environment rather than from gender differences. This study contributes to the public administration and leadership literature by providing empirical evidence that organizational mechanisms and leadership quality are more influential than leader gender in shaping employee work discipline within public sector institutions.

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