

# The Influence of Leadership Style, Work Motivation, and Work Discipline on The Performance of Social Service Employees in Labuhanbatu

Yulia Purnama Sari Ritonga, Yuniman Zebua, & Reni Kartikaningsih

Faculty of Economics and Business Labuhanbatu University , Rantauprapat , Indonesia

---

## Abstract

Human resource management is a process consisting of planning, organizing, leading and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion and termination of employment in order to achieve the stated goals. The purpose of this study was to determine the effect of leadership style, work motivation, and work discipline on the performance of the Labuhanbatu District Social Service employees. The data analysis technique in this study used multiple linear regression analysis, with a sample of 31 employees. And the results of the study indicate that leadership style, work motivation, and work discipline have a significant effect on employee performance.

*Keywords:* leadership style, work motivation, work discipline, employee performance

---

## 1. Introduction

An organization is founded because it has a goal to be achieved. None of the business people want their employees' performance to decrease. Employees in carrying out their duties and obligations to meet company targets, an employee must be able to overcome problems such as being able to manage time optimally to achieve goals that are in accordance with the company's vision and mission . A leader is someone who sets a good example for his employees and provides rules in his work environment. Leaders must provide direction or guidance in every work routine and be able to create a comfortable work atmosphere and can foster a sense of cooperation in each employee and be able to carry out their duties effectively and efficiently. In addition, a leader must be able to provide encouragement or motivation so that employees can be more enthusiastic in carrying out their work. Work motivation is an effort to encourage employees to be more enthusiastic at work (Nur Baiti & Kustiyah, 2020). While work discipline is punctuality in work or being more efficient at work, including time discipline at work hours and at work (Salutondok, 2015).

Work discipline is one aspect that can be used as an indicator to assess employee performance. Employees who successfully apply discipline in doing their work will be able to improve their performance. Work discipline is an attitude of respect, respect, obedience and obedience to the rules that are set both physically and mentally written and verbal as well as the ability to carry out it and do not avoid receiving sanctions if you violate the rules set by the company (Ekhsan, 2019). Employee discipline is absolutely necessary for all activities/activities whether currently or to be carried out according to the applicable mechanism. With discipline, employees will not take actions that can harm the company or themselves (Utami & Waluyo, 2017).

The achievement of a goal in which the organization has many aspects that must be met, among others, is the element of leadership that is very important in a company or agency, both government and private because it is employees who will be assessed for the performance of the leader. Employees must be managed and developed properly in order to achieve the right goals in accordance with the mutually agreed agreement. Leaders must have clear thinking power and be able to manage human resources well (Nafrizal, A. R., & Idris, 2012). Leaders must provide direction or guidance in working in order to create good and effective cooperation.

---

\* Corresponding author.

E-mail address: [yuliasaripurnama17@gmail.com](mailto:yuliasaripurnama17@gmail.com)

## 2. Literature Review

### 2.1. Leadership Style

Leadership style is the basis for classifying leadership types (Hasibuan, 2016) says Leadership style is a leader's way of influencing the behavior of his subordinates with the aim of encouraging enthusiasm at work, job satisfaction, and high employee productivity, to achieve optimal organizational goals.

(Thoha, 2011) argues that: "leadership style is a behavioral norm that a person uses when that person tries to influence the behavior of others as he sees it". Meanwhile, according to (Basna, 2016) stated that: "The leadership style represents the philosophy, skills, and attitudes of leaders in politics.

### 2.2. Work Motivation

The stated motivation (Edy, 2020), is a stimulant to a person's willingness to work because each motive has a specific goal to be achieved. (Prabu et al., 2017) argues that work motivation is defined as a condition that has the effect of generating, directing, and maintaining work-related behavior. Work motivation of employees can grow by itself or need stimulation and encouragement from the leadership/manager because that is why there are differences shown by someone in dealing with certain situations compared to other people who face the same situation.

### 2.3. Work Discipline

Discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for the company to achieve optimal results. According to (Hasibuan, 2013) Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. Willingness is the attitude, behavior, and actions of a person in accordance with company regulations, both written and unwritten. According to (Hartatik, 2014) mentioning work discipline is a tool used by managers to change behavior as well as an effort to increase one's awareness and willingness to obey all agency regulations and applicable social norms.

According to (Sagala, 2013) work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and to increase their awareness and willingness to comply with all applicable social rules and norms in the company. In line with this (Wiratama, 2013), work discipline is management's action to encourage and willingness of its members to comply with all regulations that have been determined by the organization or company and social norms that apply voluntarily.

### 2.4. Employee Performance

Sedarmayanti (Imam et al., 2016) stated that *performance* is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and in accordance with moral ethics.

According to (Fahmi, 2015) argues "performance is the result obtained by an organization both profit-oriented and non-profit-oriented organizations that are produced over a period of time". According to (Mangkunegara, 2014a), stated that "HR performance is work performance or work (output) both quality and quantity achieved by HR per unit of time in carrying out their work duties in accordance with the responsibilities given to them". According to Kusriyanto in (Mangkunegara, 2014b), "employee performance is a comparison of the results achieved with the participation of the workforce per unit of time (usually hourly)". Emron & Anwar, (2016), argues that performance is the result of a process that is based on and measured in a certain period of time based on pre-determined provisions or agreements between the payer and the salary recipient.

Kasmir (Harianto et al., 2018) mentioning performance is the result of work and work behavior that has been achieved in completing all tasks and responsibilities given in a certain period. From some of the opinions above, it can be concluded that performance is the result obtained by an organization, work performance, work result, and comparison of results both in quality and quantity in a certain period of time.

## 3. Methods

The sampling technique used in this research is *purposive sampling* technique, namely the technique of determining the sample with certain considerations. The number of population determined by the author is all employees of the Social

Service of Labuhanbatu Regency, amounting to 31 people. The sample is selected based on certain criteria, such as employees who have worked for more than 1 year. So the sample research was purposive sampling with these criteria, finally 31 employees were determined to be used as samples.

### 3.1. Validity Test

**Table 1.** Research Instrument Validity Test Results

Variable	Indicator	Value of r count	Table r value	Information
Leadership style (X <sub>1</sub> )	Question 1	0.579	0.367	Valid
	Question 2	0.562	0.367	Valid
	Question 3	0.398	0.367	Valid
	Question 4	0.216	0.367	Invalid
	Question 5	0.406	0.367	Valid
Work motivation (X <sub>2</sub> )	Question 1	0, 727	0.367	Valid
	Question 2	0.586	0.367	Valid
	Question 3	0, 829	0.367	Valid
	Question 4	0.648	0.367	Valid
	Question 5	0.661	0.367	Valid
Work discipline (X <sub>3</sub> )	Question 1	0.510	0.367	Valid
	Question 2	0.461	0.367	Valid
	Question 3	0, 712	0.367	Valid
	Question 4	0.659	0.367	Valid
	Question 5	0.486	0.367	Valid
Employee performance (Y)	Question 1	0, 721	0.367	Valid
	Question 2	0, 412	0.367	Valid
	Question 3	0.609	0.367	Valid
	Question 4	0, 323	0.367	Invalid
	Question 5	0.680	0.367	Valid

Source: Research Results, 2022

### 3.2. Reability Test

**Table 2.** Research Instrument Reliability

Variable	Value of r count reliability	Information
Leadership style (X <sub>1</sub> )	0,713	Reliable
Work motivation (X <sub>2</sub> )	0,795	Reliable
Work discipline (X <sub>3</sub> )	0,763	Reliable
Employee performance (Y)	0,760	Reliable

Source: Research Results, 2022

### 3.3. Data Analysis Method

Based on the relationship between two variables expressed by a linear equation, it can be used to make predictions (forecasts) about the magnitude of the Y value (dependent variable) based on a certain X value (independent variable). The forecast (prediction) will be better if we do not only pay attention to one influencing variable (independent variable). The form of the multiple linear regression equation used in this study can be formulated:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information:

- Y = Employee performance
- a = Constant
- b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Regression Coefficient
- X<sub>1</sub> = Leadership style
- X<sub>2</sub> = Work motivation
- X<sub>3</sub> = Work discipline
- e = *Standard Error*

4. Result and Discussions

4.1. Normalization Test

**Table 3.** Normalization Test  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		31
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.32201959
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.072
Test Statistic		.075
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Based on Table 3, it is known that *Asymp. Sig. (2-tailed)* is 0, 200 and above the significant value (0.05), thus the residual variable is normally distributed. The value of *Kolmogorov-Smirnov Z*, which is 0.5, is less than 0.200, which means that there is no difference between the theoretical distribution and the empirical distribution on other words, the data is said to be normal.

4.2. Multicollinearity Test Results

**Table 4.** Multicollinearity Test Results

		Coefficients <sup>a</sup>	
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership style	.831	1,204
	Work motivation	.452	2.214
	Work discipline	.501	1998

a. Dependent Variable: Employee performance

Source: SPSS Research Results, 2022

Table 4 shows that the VIF value of leadership style ( $X_1$ ) is 1.204, work motivation ( $X_2$ ) is 2.214, work discipline ( $X_3$ ) is 1.99  $< 10$ , so there is no multicollinearity. From the *Tolerance value* of leadership style ( $X_1$ ) of 0.831, work motivation ( $X_2$ ) is 0.452, and work discipline ( $X_3$ ) is 0.501  $> 0.1$ , so there is no multicollinearity

4.3. Heteroscedasticity Test Results

**Table 5.** Glejser Heteroscedasticity Test Results

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.481	2.190		.676	.505
	Leadership style	.056	.107	.107	.526	.603
	Work motivation	-.028	.069	-.113	-.408	.687
	Work discipline	-.049	.073	-.177	-.672	.507

a. Dependent Variable: abs\_res

Source: Research Results, 2022

In Table 5 it can be seen that the independent variable of leadership style ( $X_1$ ) is 0.603, work motivation ( $X_2$ ) is 0.687, and work discipline ( $X_3$ ) of 0.507 none of the independent variables statistically significant influence the dependent variable *absolute residual* (abs\_res). Judging from the significance probability above the 5% confidence level, it can be

stated that the regression model does not lead to heteroscedasticity.

4.4. *Multiple Regression Test Analysis Results*

Multiple linear regression analysis aims to determine the effect of the independent variables on the dependent variable, while the results of multiple linear regression obtained using the SPSS version 22.00 program are shown in Table 6.

**Table 6.** Multiple Regression Test Analysis Results

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.262	4.086		1.043	.306
Leadership style	.474	.199	.273	2,382	.025
Work motivation	.184	.129	.222	1.729	.000
Work discipline	.491	.137	.532	3,600	.000

a. Dependent Variable: Employee performance

Based on the calculations in table 6 can be obtained multiple linear regression as follows:

$$Y = 4.262 + 0.474 X_1 + 0.184 X_2 + 0.491 X_3 + e$$

Information :

1. constant of 4.262 means that if the variable of leadership style, work motivation, and work discipline is 0, the employee performance is 4.262.
2. leadership style regression coefficient of 0.474 means that every time there is an addition of one leadership style unit, the employee's performance increases by 0.474.
3. work motivation regression coefficient of 0.184 means that every time there is an addition of one unit of work motivation, the employee's performance increases by 0.184.
4. work discipline regression coefficient of 0.491 means that every time there is an addition of one work discipline unit, the employee's performance increases by 0.491.

4.5. *Hypothesis testing*

4.5.1. *Partially Significant Test (t-test)*

To test whether the proposed hypothesis is accepted or rejected, the t statistic (t-test) is used. This test is conducted to find out how much influence the independent variables have, namely leadership style (X<sub>1</sub>), work motivation (X<sub>2</sub>), and work discipline (X<sub>3</sub>) partially to the dependent variable, namely employee performance (Y). A partial test (t-test) can be seen in the table 7.

**Table 7.** Partial Test Results (t Test)

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-4.262	4.086		-1.043	.306
Leadership style	.474	.199	.273	2,382	.025
Work motivation	.184	.129	.222	1.729	.164
Work discipline	.491	.137	.532	3,600	.001

a. Dependent Variable: Employee performance

Source: Research Results, 2022

Based on Table 7, it can be seen that the t value for the variable leadership style (X1) is 2,382 , work motivation (X2) is 1,729 , and work discipline (X3) is 3,600 with a significant value for each independent variable (0.025) ; (0.000) and (0.000) , while for the t table value in the t distribution statistical table with the level of test = 5% and  $df_1 = (k-1) = 3$  and  $df_2 = (nk-1) = 26$  of 1.703 . Based on the criteria that if the value of  $t_{count} ( 2.382 ) > t_{table} ( 1.703 )$ ; It can be concluded that the leadership style variable (X1) has a positive and significant effect on employee performance (Y) at the Social Service of Labuhanbatu Regency.

4.5.2. Simultaneous Significant Test (F-Test)

To test whether the proposed hypothesis is accepted or rejected, the F test is used. The F test aims to determine the effect of the independent variables simultaneously or together namely leadership style (X<sub>1</sub>), work motivation (X<sub>2</sub>), and work discipline (X<sub>3</sub>) on the dependent variable of employee performance (Y). Finding the calculated F value using Table 8 ANOVA from the results of SPSS processing as follows:

**Table 8.** Simultaneous Test Results (F Test)

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125,439	3	41,813	21,532	.000 <sup>b</sup>
	Residual	52,432	27	1,942		
	Total	177,871	30			

- a. Dependent Variable: Employee performance
  - b. Predictors: (Constant), Work discipline, Leadership style, Work motivation
- Source: Research Results, 2022

Based on Table 8 shows that the F test results are 21.532 with a significant level of 0.000 while the F table value in the t distribution statistical table with a level of test = 5% and  $df_1 = (k-1) = 3$  and  $df_2 = (nk-1) 27$  of 2.95. When compared to the calculated F value ( 21,532 ) > F table ( 2, 95 ) it is concluded that together the variables of leadership style (X<sub>1</sub>), work motivation (X<sub>2</sub>), and work discipline (X<sub>3</sub>) have a positive and significant impact on employee performance (Y) Social Service of Labuhanbatu Regency.

4.5.3. Result of Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination shows the size of the contribution of the influence of the leadership style variable (X<sub>1</sub>), work motivation (X<sub>2</sub>), and work discipline (X<sub>3</sub>), on the dependent variable of employee performance (Y), where  $0 \leq R^2 \leq 1$ . If the value R<sup>2</sup> is closer to 1, it shows the stronger the relationship between the independent variable and the variable. bound. And conversely, if the determinant (R<sup>2</sup>) is getting smaller or closer to zero, then the influence of the independent variable on the dependent variable is getting weaker. The processing results from multiple linear regression analysis can be seen in table 9.

**Table 9.** Result of Coefficient of Determination (R<sup>2</sup>)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 <sup>a</sup>	.705	.672	1.394

- a. Predictors: (Constant), Work discipline, Leadership style, Work motivation
- b. Dependent Variable: Employee performance

Table 9 shows that:

- a. R = 0, 840 means the relationship between the variables of leadership style, work motivation, and work discipline on employee performance by 84 %. It means having a close relationship. The larger the R means the closer the relationship. To ensure the type of relationship between variables can be seen in the table 10.
- b. R Square of 0.705 means 70.50 % of employee performance factors at the Social Service of Labuhanbatu Regency can be explained by leadership style, work motivation, and work discipline. While the remaining 61.4 % can be explained by other factors not examined in this study.

- c. *Ajusted R Square of 0.672 means 67.20% of employee performance factors at the Social Service of Labuhanbatu Regency can be explained by leadership style, work motivation and work discipline. while the remaining 68.2% can be explained by other factors not examined in this researcher.*

**Table 10.** Relationship between Variables

Score	Interpretation
0.0 – 0.19	Very Not Close
0.2 – 0.39	Not Close
0.4 – 0.59	Close enough
0.6 – 0.79	Close
0.8 – 0.99	Very Close

Source: Situmorang, (2014)

#### 4.6. Discussion

##### 1). *Influence of leadership style on employee performance*

The results of the research hypothesis are obtained that the t value of the variable leadership style ( $X_1$ ) of 2,382 with a significant value (0.0 25); Meanwhile, for the t - table value in the t-distribution statistical table with the level of test = 5% and  $df_1 = (k-1) = 3$  and  $df_2 = (nk-1) = 26$  of 1.703 . Based on the criteria that if the value of  $t_{count} (2.382) > t_{table} (1.703)$ ; it can be concluded that leadership style ( $X_1$ ) has a positive and significant effect on employee performance (Y) at the Labuhanbatu District Social Service. at = 5%.

##### 2). *The effect of work motivation on employee performance*

Based on the respondent's explanation for the work motivation variable ( $X_2$ ), it can be seen that the highest percentage is in statement number 4, which is 57.5%, or as much as 23 people answered agree. Results The research hypothesis is obtained that the t-count value of the work motivation variable ( $X_2$ ) is 1.729 with a significant value (0.000); Meanwhile, the t-table value in the t-distribution statistical table with the level of test = 5% and  $df_1 = (k-1) = 3$  and  $df_2 = (nk-1) = 26$  is 1.703. Based on the criteria that if the value of  $t_{count} (1.729) > t_{table} (1.703)$ ; it can be concluded that work motivation ( $X_2$ ) has a positive and significant effect on employee performance (Y) at the Social Service of Labuhanbatu Regency. at = 5%.

##### 3). *The effect of work discipline on employee performance*

Based on the results of the research hypothesis, it is obtained that the t-count value of the work discipline variable ( $X_3$ ) is 3,600 with a significant value (0.0 00); Meanwhile, the t-table value in the t-distribution statistical table with the level of test = 5% and  $df_1 = (k-1) = 3$  and  $df_2 = (nk-1) = 26$  is 1.703 . Based on the criteria that if the value of  $t_{count} ( 3,600) > t_{table} ( 1,703)$ ; it can be concluded that work discipline ( $X_3$ ), has a positive and significant effect on employee performance (Y) at the Labuhanbatu District Social Service at = 5%.

##### 4). *The influence of leadership style, work motivation, and work discipline on employee performance*

Leadership style hypothesis, work motivation, and work discipline have proven to have a positive and significant impact on employee performance at the Social Service Office of Labuhanbatu Regency. This can be seen from the value of F-count (21.532) > F-table (2.95); and the significant level (0.00 0 < 0.05) this result indicates that leadership style, work motivation, and work discipline on employee performance. To determine the contribution of communication, work discipline, and leadership style to employee performance, it can be seen from the *Adjusted R Square* of 67.2 %. This value means that leadership style, work motivation, and work discipline able to affect the performance of employees by 67.2 % while the remaining 32.8 %. shows that employee performance is influenced by variables that are not discussed in this study.

## 5. Conclusions

The conclusions formulated by the author based on the formulation of the problem in this study are:

- a) Partially communication significant effect on employee performance on Labuhanbatu District Social Service with a value of t-count (2.382) > t-table (1.703); and a probability value of 0.05 or a significance value of  $0.025 < 0.05$ , thus the accepted hypothesis

- b) Partially disciplined work significant effect against Labuhanbatu District Social Service with a value of t-count (1.729) > t-table (1.703); and a probability value of 0.05 or a significance value of 0.000 < 0.05, thus the hypothesis is accepted.
- c) Partially, leadership style has a significant effect on employee performance at Labuhanbatu District Social Service with a value of t-count ( 3,600) > t-table ( 1,703); and a probability value of 0.05 or a significance value of 0.000 < 0.05, thus the hypothesis is accepted.
- d) Simultaneously, communication, work discipline, and leadership style have a significant effect on employee performance Labuhanbatu District Social Service with F-count (21.532) > F-table (2. 95); and a probability value of 0.05 or a significance value of 0.00 0 < 0.05, thus the hypothesis is accepted. communication, work discipline, and leadership style, (R2) of 70.50 % . This value means that leadership style, work motivation, and work discipline able to affect the performance of employees by 70.50 % while the remaining 29.50 % . shows that employee performance is influenced by variables that are not discussed in this study.

## References

- Basna, F. (2016). Analysis of Leadership Style, Job Satisfaction, Organizational Commitment and Competence on the Performance of Manado Regional Revenue Agency Employees. *Journal of Business Research And Management*, 4 (3), 319–334.
- Edy, S. (2020). *Human Resource Management* (Jeffry, Ed.; Revi Edition). Prenadamedia Group.
- Ekhsan, M. (2019). *The Influence of Work Motivation and Discipline on Employee Performance The Effect of Work Motivation and Discipline on Employee Performance . December* . <https://doi.org/10.33558/optimal.v13i1.1734>
- Emron, E., & Anwar, Y. (2016). Human Resource Management. In *Human Resource Management. Bandung: Alfabeta* .
- Fahmi, I. (2015). Performance Management, Fourth Printing. cv. Alpha Beta. Bandung .
- Hariato, M., Firmansyah, MA, & Maretasari, R. (2018). The Effect of Work Environment and Compensation on Performance at the Laboratory Division of PT. Solar Wings. *BALANCE: Economics, Business, Management and Accounting Journal* , 15 (02).
- Hartatik, IP (2014). *Practical Book Developing Human Resources* .
- Hasibuan, M. (2013). *Human Resource Management* . Earth Literature.
- Hasibuan, MS (2016). *Human Resource Management* (Revised). Earth Literature.
- Imam, MH, Mukzam, MD, & Mayowan, Y. (2016). *The Effect of Employee Performance and Work Motivation on Employee Performance (Study on Employees of PT PLN (Persero) Services and Situbondo Area Network)* . 40 (2).
- Mangkunegara, AA (2014a). Human Resource Management. In *Human Resource Management. Bandung: PT. Rosdakarya Youth* .
- Mangkunegara, AA (2014b). Human Resource Management. In *Human Resource Management. Bandung: PT. Rosdakarya Youth* .
- Nafrizal, AR, & Idris, S. (2012). The Influence of Incentives, Work Motivation, Leadership Style and Organizational Culture on Job Satisfaction and Their Impact on the Performance of POLRI Personnel in the Operational Bureau of the Aceh MAPOLDA. *Journal of Postgraduate Management at Syiah Kuala University* , 2 Number 1 , 52–67.
- Nur Baiti, K., & Kustiyah, E. (2020). *Employee Work Productivity Judging From Motivation, Work Discipline And Work Environment At PT. Iskandar Indah Printing Textile Surakarta* (Vol. 04, Issue 01).
- Prabu, Anwar, & Anwar, PM (2017). *Corporate Human Resources Management* (Susan & Sandiasi, Eds.). PT. Rosdakarya Youth.
- Sagala, RDE (2013). *Human Resource Management For Companies* . Press Eagle.

- Salutondok, Y. and SS Agus. (2015). Influence of Leadership, Motivation, Working Conditions and Discipline on Employee Performance at the Sorong City DPRD Secretariat Office. *EMBA Journal* , 3 (3), 849–862.
- Thoha, M. (2011). *Organizational Behavior, Basic Concepts and Their Applications* . Press Eagle.
- Utami, A., & Waluyo, H. (2017). The Influence of Organizational Culture, Motivation and Work Discipline on Employee Performance at Ksp Lohjinawe. *Journal of Business Administration Science* , 6 (3), 465–473.
- Wiratama Jaka Nyoman I, SKD (2013). The Influence of Leadership, Training, and Work Discipline on the Performance of PDAM Tirta Mangutama Employees, Badung Regency. *Faculty of Economics, Udayana University, Bali - Indonesia* .