

# THE INFLUENCE OF WORK DISCIPLINE, LEADERSHIP, AND MOTIVATION ON THE PERFORMANCE OF POLICE PERSONAL

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*Discipline, Leadership,  
Motivation, Performance*

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**Abstrak**

This research explores the impact of work discipline, leadership, and motivation on the performance of North Pamona Police Sub-precinct members using a quantitative approach. A survey involving 45 members as samples was analyzed using statistics, including multiple linear regression. The results indicate that work discipline and leadership do not have a significant influence on performance, while motivation has a strong positive and significant impact. These findings are consistent with previous research that highlights motivation as an important factor for individual performance. Recommendations include improving motivation, evaluating leadership policies, regularly monitoring performance and motivation, as well as opportunities for further research.

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**INTRODUCTION**

Improving the performance of police officers is one of the most important things in maintaining public security and order. Police officers have a vital role in carrying out their duties to protect and serve the community. Therefore, factors that influence the performance of police officers must be considered seriously and thoroughly. The police have an important role in maintaining public order, protecting human rights, and ensuring public security. Every country and region has a police force that operates in accordance with the applicable legal and regulatory system. One important component in the success of a police department is the performance of its members. The performance of police officers is not only about efficiency in law enforcement, but also about service to the community. Therefore, the factors that influence the performance of police officers are very important to understand and analyze in depth (Afiat 2023) .

In the modern era filled with social changes, rapidly developing technology, and increasing public demands, assessing the performance of police officers has become increasingly complex. Not just chasing criminals, but also understanding social dynamics, applying advanced technology, and establishing good relationships with the community are an integral part of a police officer's duties. In facing these challenges, factors such as work discipline, motivation and leadership become key elements in determining the extent to which police officers can carry out their duties effectively.

The performance of police officers is influenced by various factors, including work discipline, motivation and leadership. High work discipline can increase the level of compliance of members with applicable regulations and procedures, thereby providing a strong basis for carrying out their duties well. Motivation of police officers is an important factor influencing the extent to which they carry out their duties diligently and enthusiastically. Meanwhile, effective leadership within a police organization can provide direction, encouragement and inspiration to members to achieve organizational goals (Afiat 2023) .

Poso Regency, which is located in Central Sulawesi Province, is one of the areas that requires special attention in terms of security and order. The North Pamona Police, as part of the police institution in this region, has a strategic role in maintaining the stability and security of the local community. Therefore, it is important to examine the influence of work discipline, motivation and leadership on the performance of North Pamona Police officers.

Work discipline is an important factor in maintaining order and professionalism in a police organization. Previous research shows that a high level of work discipline can increase members' compliance with standard operational procedures and applicable regulations. The results of research by (Haze and Eri 2020) , (Effendi and Marnisah 2019) , (Agustine and Edalmen 2020) , (Prastika Meilany 2015) , show that strong work discipline can reduce ethical violations in the police and improve the public image of the institution the.

Motivation is an important factor that influences the extent to which police officers contribute maximally to their work (Joenoos 2023) , (Isvandiari and Idris 2018) . Internal motivation such as job satisfaction and responsibility to society

can be the main motivator for police officers to carry out their duties well (Zulfanni and Nugraha 2021) . Research by Robbins (2017), (Sherlie and Hikmah 2020) , (Aditya Trisna 2021) found that high intrinsic motivation can improve the performance of police officers in law enforcement and community service (Gorang et al. 2022) .

Effective leadership is essential in police organizations. Good leadership can provide direction, inspire and assist police officers in achieving organizational goals. Research by (Joenoel 2023) , (Isvandiani and Idris 2018) , (Joenoel 2023) , (Purwani and Istiyanto 2022) , (Sukriah, Sjarlis, and Djalante 2021) shows that transformational leadership, which focuses on developing a shared vision and personal growth of members , has a positive impact on the performance of police officers.

This research aims to identify the extent to which these factors influence the performance of North Pamona Police members. With a deeper understanding of these factors, it is hoped that strategies and policies can be developed that support improving the performance of police officers, so that they can be more effective in carrying out their duties to maintain the security and order of the people of Poso Regency.

## **RESEARCH METHOD**

In this research, the research method used is quantitative research. Quantitative research allows collecting data in the form of numbers or numerical data to measure and analyze the relationship between predetermined variables (Jamali Hisnol, Tahir Taufik, Ibrahim, Fajriah Yana 2022) . In the context of this research, we will explain the quantitative research approach that will be used to collect and analyze data related to the influence of work discipline, motivation and leadership on the performance of North Pamona Police members.

This research uses a cross-sectional research design, which means data will be collected over a certain time period. This research aims to identify the relationship between the variables of work discipline, motivation and leadership and the performance variables of North Pamona Police members. This design allows researchers to collect data at a specific point in time to analyze the

relationships between these variables.

The population in this study were all members of the North Pamona Police, totaling 45 people. In quantitative research, sampling techniques are often used to collect data from part of the population. However, in this research, we will use the entire population as a sample (census) because the number of members of the North Pamona Police Department is limited.

To collect data, this research will use a questionnaire as the main instrument. The questionnaire will contain structured questions designed to measure the variables studied, namely work discipline, motivation, leadership and performance. A questionnaire will be given to all members of the North Pamona Police Department, and they will be asked to fill it out honestly and objectively.

The research variables consist of independent variables, namely work discipline, motivation and leadership, while the dependent variable is the performance of members of the North Pamona Police. Data will be collected by distributing questionnaires to all members of the North Pamona Police. The questionnaire will be given directly to respondents, and they will be given sufficient time to fill out the questionnaire carefully. Researchers will explain the research objectives and how to fill out the questionnaire to respondents before distribution.

The collected data will be analyzed using statistical software such as SPSS (Statistical Package for the Social Sciences). Data analysis will include descriptive statistics to describe sample characteristics and variables, as well as regression analysis to test the influence of independent variables on the dependent variable.

## RESULTS AND DISCUSSION

### 1. Results

#### Validity and Reliability Test

**Table 1** Instrument Validity Test

Items	Sig 2 Tailed	Pearson Correlation	Criteria
X1.1	,000	,616**	Valid
X1.2	,000	,880**	Valid

Items	Sig 2 Tailed	Pearson Correlation	Criteria
X1.3	,033	.318*	Valid
X1.4	,017	.355*	Valid
X1.5	,001	,460**	Valid
X1.6	,023	-.338*	Valid
X1.7	,001	,460**	Valid
X1.8	,002	,457**	Valid
X1.9	,000	,692**	Valid
X1.10	,000	,696**	Valid
X1.11	,000	,795**	Valid
X1.12	,000	,880**	Valid
X1.13	,000	,880**	Valid
X2.1	,000	,704 **	Valid
X2.2	,000	,803 **	Valid
X2.3	,000	,893 **	Valid
X2.4	,020	,346 *	Valid
X2.5	,000	,820 **	Valid
X2.6	,000	,529 **	Valid
X2.7	,000	,817 **	Valid
X2.8	,000	,697 **	Valid
X2.9	,000	,893 **	Valid
X2.10	,852	-.029	Invalid
X2.11	,000	,949 **	Valid
X3.1	,000	,615 **	Valid
X3.2	,000	,669 **	Valid
X3.3	,000	,792 **	Valid
X3.4	,000	,669 **	Valid
X3.5	,000	,858 **	Valid
X3.6	,000	,842 **	Valid
X3.7	,000	,858 **	Valid
X3.8	,000	,744 **	Valid
X3.9	,000	,792 **	Valid
X3.10	,000	,865 **	Valid
X3.11	,000	,882 **	Valid
X3.12	,000	,633 **	Valid
Y1	,000	,709 **	Valid
Y2	,000	,967 **	Valid
Y3	,000	,864 **	Valid
Y4	,000	,515 **	Valid

Items	Sig 2 Tailed	Pearson Correlation	Criteria
Y5	,000	,876 **	Valid
Y6	,000	,935 **	Valid
Y7	,000	,799 **	Valid
Y8	,000	,845 **	Valid
Y9	,000	,967 **	Valid
Y10	,000	,967 **	Valid
Y11	,000	,875 **	Valid
Y12	,000	,864 **	Valid

Source: SPSS output: 2023

Based on Table 1, the research instrument consists of four variables: X1 with 13 statement items, X2 with 11 statement items, X3 with 12 statement items, and Y with 12 statement items. Among all the variables tested, three variables, namely X1, X3, and Y, have all their statement items declared valid. However, for variable X2, one statement item is considered invalid.

**Table 2**Instrument Reliability Test

No	Variable	Cronbach Alpha	r table	Criteria
1	X1	0.780	0.6	Reliable
2	X2	0.895	0.6	Reliable
3	X3	0.895	0.6	Reliable
4	Y	0.933	0.6	Reliable

Source: SPSS Output :2023

### Multiple Linear Regression Test

**Table 3**Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Y	52,8000	6.12595	45
X1	59,0000	3.46410	45
X2	47.3111	4.72336	45
X3	52,0000	5.48137	45

Source: SPSS output: 2023

Mean is the average value of the variable being measured. This gives an idea of the “middle value”. Based on table 3, variable Y has an average value of 53.8000, X1 has an average value of 59.0000, X2 has an average value of 47.3111 and X3 has an average value of 52.0000.

Standard deviation measures how far data is spread from the average value. The higher the standard deviation, the greater the variation in the data. The standard deviation of Y is 6.12595. This shows that Y is 6.12595 from the average value. X1 with a standard deviation value of 3.46410 indicates that the X1 value has a variation of 3.46410 from the average value of X1. The standard deviation value of X2 obtained is 4.72336, indicating that the value obtained by X2 has a variation of 4.72336 from the average of X2. Meanwhile, X3 with a standard deviation value of 5.48137 shows that the value obtained has a variation of 5.48137 from the average value. N is the number of data or respondents processed in statistics. Based on the table above, variables Y, X1 , X2 and X3.

**Table 4**Model Summary

<b>Model Summary<sup>b</sup></b>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	,976 <sup>a</sup>	,952	,948	1.39447	2,622
a. Predictors: (Constant), X3, X1, X2					
b. Dependent Variable: Y					

Source: SPSS Output: 2023

Based on the table above, R Square is 0.952, which means that around 97.6 % of the variability in the dependent variable can be explained by the independent variables in the regression model. This value indicates that the model is quite good at explaining variations in the data. Adjusted R Squared is an adjusted version of R Squared that considers the number of independent variables in the model. The R Square value is 0.948 or 94.8 %. The results obtained are close to 1, this shows that the independent variables in the model effectively explain most of the variation in the dependent variable. In this context, the regression model is very good at predicting or explaining the relationship between the independent variable and the dependent variable at 94.8 % .

**Table 5**ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1571.474	3	523,825	269,383	,000 <sup>b</sup>
	Residual	79,726	41	1,945		
	Total	1651,200	44			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

Source: SPSS Output :2023

Mean Square is the variance explained by a linear regression model. It measures the variation in the dependent variable that can be explained by the independent variables in the model. The higher the Mean Square Model value, the greater the effect of the independent variable on the dependent variable in the model. In the table it can be seen that the Mean Square is 523,825. This is the amount of variation in the dependent variable that can be explained by the independent variables in the regression model.

Mean Square Residual is the variance that cannot be explained by the regression model. It measures the variation that remains in the dependent variable after the effects of the independent variable are removed. This is also known as random variation or error. In the table, the Mean Square Residual is 1.945. This is the amount of variation in the dependent variable that cannot be explained by the regression model.

The F value is a statistic used to test the overall significance of the regression model. This is a comparison between the Mean Square Model and the Mean Square Residual normalized by the number of degrees of freedom. A high F value indicates that the overall regression model is significant. In your case, the F Value is 269.383. This value is very high, which indicates that the overall regression model is very significant. In many cases, when the F value is very high and the corresponding significance (p-value) is very low, this indicates that at least one independent variable in the model has a significant effect on the dependent variable

Significance Value (Sig.) is a p-value that determines the extent to which the ANOVA results are statistically significant. This p-value is used to test the null hypothesis, where the null hypothesis is that there is no significant effect of the independent variable on the dependent variable. In the table it can be seen that



Sig. is  $0.000 < 0.05$ . A very low p-value (0.000) indicates that the overall regression model is very significant, and we can reject the null hypothesis. This means there is at least one independent variable in the model that has a significant effect on the dependent variable.

Overall, the ANOVA results in table 5 show that the linear regression model as a whole is very significant and has a significant impact on the dependent variable. A high F value and a very low p-value are a strong indication that the independent variables in your model contribute significantly to the dependent variable.

**Table 6**Regression Coefficient

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	-5,888	4,173		-1,411	,166
	X1	,030	,096	.017	,313	,756
	X2	.109	,089	,084	1,227	,227
	X3	,995	,098	,890	10,127	,000

a. Dependent Variable: Y

Source: SPSS Output :2023

Table 6 can be explained as follows:

1. Independent variable is the name of the independent variable in the regression model. In this table there are three independent variables, namely constant, variable X1, variable X2 and variable X3.
2. Coefficient (B). This is the regression coefficient value for each independent variable. It measures how much change is expected in the dependent variable when the independent variable experiences a change of one unit, assuming all other variables remain constant. For variable X1, a one unit change in X1,
3. Sig value. (Significance) obtained for each independent variable (X1, X2, and X3) in the linear regression model is important to determine whether each of these variables has a significant influence on the dependent variable. Sig value. indicates the extent to which the coefficient of each independent variable is statistically significant.

**Sig value. for Variable X1 = 0.756:** Sig value. for Variable X1 is 0.756.

This is the p-value resulting from statistical tests related to Variable X1 in the regression model. The p-value of 0.756 is quite high (greater than 0.05), which indicates that Variable X1 is not statistically significant in influencing the dependent variable in the model.

**Sig value. for Variable X2 = 0.227:** Sig value. for Variable X2 is 0.227. This is also the p-value resulting from the statistical test related to Variable X2 in the regression model. The p-value of 0.227 is quite high (greater than 0.05), which indicates that Variable X2 is not statistically significant in influencing the dependent variable in the model.

**Sig value. for Variable X3 = 0.000:** Sig value. for Variable X3 it is 0.000. This is a very low p-value (less than 0.05) and close to zero. This indicates that Variable X3 is very statistically significant in influencing the dependent variable in the regression model. Thus, based on the Sig. obtained variable X1 and variable X2 do not have a significant influence on the dependent variable and variable X3 has a significant influence on the dependent variable.

## **2. Discussion**

### **The Influence of Work Discipline on Member Performance**

Research on the influence of work discipline on member performance is an important topic in the world of human resource management and has been widely researched in various contexts. In this discussion, we will explain the influence of work discipline on member performance by relating it to previous research and connecting it with the research results obtained.

Work discipline is one of the key factors that can influence the performance of members in various organizations, including in the public sector such as the North Pamona Police. Work discipline includes punctuality, perseverance, commitment and seriousness in carrying out assigned tasks. The influence of work discipline on member performance can be seen through several aspects, such as:

1. Punctuality: Disciplined members tend to be present on time, complete tasks according to schedule, and carry out their duties without being late.
2. Commitment: Members who have high work discipline tend to be more committed to their tasks and the organization as a whole. They may be more motivated to deliver the best results.
3. Conscientiousness: Disciplined members may be more focused and serious in

carrying out their duties. They may be more likely to avoid behavior that could interfere with productivity.

A number of previous studies have explored the relationship between work discipline and member performance in various organizational contexts. The results of this research can provide insight into how work discipline variables have influenced member performance. Some general findings that can be found in previous research are:

1. Research has shown that high levels of work discipline are often associated with better performance. Members who have good work discipline tend to be more efficient in completing tasks and are more productive.
2. Work discipline can also have a positive impact on member morale and motivation. Members who see their superiors and peers practicing work discipline may feel more motivated to follow that example.
3. The importance of work discipline can vary by sector and organizational context.

Some studies may find a stronger relationship between work discipline and performance in certain contexts (Effendi and Marnisah 2019) , (Isvandari and Idris 2018) , (Gorang et al. 2022) , (Rosalina and Wati 2020) , (Effendi and Marnisah 2019) . The research results obtained may indicate the extent to which work discipline factors influence various aspects of performance, such as efficiency, effectiveness, and the level of job satisfaction of members. By evaluating the results of this research, organizations such as the North Pamona Police Department can take appropriate actions to improve work discipline and, ultimately, the performance of their members.

It is important to note that research results will likely vary based on the specific situation and conditions in the organization, therefore, these research results must be interpreted in the appropriate context to make appropriate decisions and improvements. The results of the statistical analysis show that the variable This finding is in line with research results (Adela Putri, Rialmi, and Suciati 2022) , that work discipline has a positive but not significant effect on member performance.

This is an important finding in data analysis and has certain implications:

1. Implications for Policy and Management: If work discipline is not significant in influencing member performance, then the organization, in this case the North Pamona Police, may need to consider other aspects that can be more significant in improving member performance. This can include a better understanding of other factors that influence performance, such as motivation, training, work tools, and so on.
2. Emphasis on Other Factors: These results may indicate that in this organizational context, factors other than work discipline may be more important in determining member performance. Therefore, efforts to improve and develop human resources can be focused on these factors.
3. Need for Further Research: These results may also indicate that further research is needed to better understand the factors that influence member performance in this organization. Future research can discuss other variables that have not been analyzed in this study.
4. Variability in Organizational Context: It is important to remember that research results may vary based on organizational context. Although work discipline may not be significant in this context, it does not mean that similar results will be found in other organizations. Therefore, each finding must be considered in its appropriate context.

In this case, work discipline may not be the main focus in efforts to improve the performance of members of the North Pamona Police, and improvement efforts can be directed to other factors that are more influential. This shows the importance of understanding an organization's specific context and taking appropriate action based on data analysis findings.

### **The Influence of Leadership on Member Performance**

Of the research show that the variable This finding is not in line with the results of previous research which showed that leadership influences employee performance (Aditya Trisna 2021) , (Diantari and Yuniari 2014) , (Effendi and Marnisah 2019) The results obtained from this research are important findings that need to be analyzed more deeply by considering the results of previous research and their implications:

1. Insignificant leadership in this context: These results indicate that in the North

Pamona Police organization, the leadership variable does not have a significant impact on member performance. This could mean that in certain environments or situations, the leader's role or actions may not have a strong influence on member performance.

2. **Consistency with Previous Research:** It is important to compare these findings with previous research in a similar context. If previous research shows similar findings, then these results can be confirmed as consistent with previous literature. However, if previous research shows different results, then it is necessary to consider why these results are not appropriate.
3. **Implications for Management and Leadership Development:** If leadership is not significant in influencing member performance, this can lead to the question of how to develop and enhance the leadership role in the North Pamona Police Department. It may be necessary to further evaluate the type of leadership implemented in the organization and whether any changes are needed.
4. **Other Factors to Consider:** Apart from leadership, the results of this study indicate that there are other factors that may have a more significant influence on member performance. Identification of these factors and further understanding of their role can help in planning and decision making.
5. **Need for Further Research:** These results may also indicate the need for further research to better understand the factors that influence member performance in this organizational context. Future research could include a more in-depth analysis of leadership roles or explore additional factors that may influence performance.
6. It is important to note that each organization has a unique context and dynamics, so research results may vary. Therefore, these findings must be used as a basis for further reflection and evaluation in an effort to effectively understand and improve the performance of North Pamona Police members.

### **The Influence of Motivation on Member Performance**

The research results which show that motivation (variable The research results show that when members of the North Pamona Police have a high level of

motivation, their performance also increases significantly. This means that members who feel motivated or have strong motivation tend to work better, more efficiently and more productively in carrying out their tasks.

This finding is consistent with many previous studies which have revealed a positive relationship between motivation and performance (Gunawarman 2021) , (Daryanti, Rohanda, and Sukaesih 2013) , (Purwani and Istiyanto 2022) . Previous studies in various organizational contexts, including the public, private, and non-profit sectors, often show that high motivation among team members or employees contributes positively to the achievement of organizational goals and individual performance.

It is important for North Pamona Police management to understand the implications of these findings. In this case, management may consider various actions:

1. **Increasing Motivation** : Efforts can be made to increase member motivation, either through incentives, recognition for good performance, career development opportunities, or training and development programs that can provide additional motivation.
2. **Evaluate Motivational Policies** : Management can evaluate existing policies to ensure that they properly support and motivate members. Policies that support work-life balance, rewards, and recognition can be important factors in maintaining motivation.
3. **Motivation Measurement and Monitoring** : Management can use motivation measurement tools to periodically understand the motivation level of members. This can help in identifying changes in motivation and taking appropriate action.

These positive results can also provide a basis for further research. Further studies can explore the factors that influence motivation and how management can maximize motivation to improve member performance. Overall, these findings provide evidence that in the context of the North Pamona Police, motivation is an important factor in improving member performance. By understanding this relationship and taking appropriate steps, an organization can achieve its goals and tasks more effectively through motivated and productive members.

## **CONCLUSIONS AND RECOMMENDATIONS**

In this research, we analyzed the influence of work discipline (X1), leadership (X2), and motivation (X3) on the performance of North Pamona Police members. The research results revealed the following findings:

1. The research results show that work discipline is not significant in influencing the performance of North Pamona Police members. This means that in the context of this research, work discipline does not have a significant impact on member performance.
2. The findings show that leadership is also not significant in influencing the performance of North Pamona Police members. This indicates that in this situation, the leader's role or actions do not have a strong influence on member performance.
3. The research results show that motivation has a strong and significant positive influence on member performance. This means that when members feel motivated, their performance improves significantly.

Based on the results of this research, we provide several recommendations that can help improve the performance of North Pamona Police members:

1. Focus on Motivation: Because motivation has been shown to have a significant positive influence on performance, management can prioritize efforts to increase member motivation. This can involve recognition of good performance, appropriate incentives, career development opportunities, and other approaches that can increase individual motivation.
2. Evaluation of Leadership Policies and Practices: Although this research shows that leadership is not significant in this context, management must still evaluate leadership practices and ensure that leaders at the North Pamona Precinct have a clear role in guiding and supporting their members.
3. Routine Measurement of Performance and Motivation: Management may consider regular measurement of member performance and motivation to understand changes in organizational dynamics. This can help in taking appropriate actions to maintain and improve performance.
4. Further Research: Further studies can be conducted to better understand the

factors that influence member motivation and performance in this organizational context. This research can deepen understanding of organizational dynamics and find ways to further maximize member potential.

It is important to remember that these findings reflect the specific research situation and context. Therefore, these recommendations must be tailored to the unique needs and dynamics of the North Pamona Police Department. Thus, efforts to improve member performance can be carried out more effectively, ensuring better achievement of organizational goals.

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