

IMPROVING EMPLOYEE WORK DISCIPLINE THROUGH ORGANIZATION BEHAVIOUR, LEADERSHIP STYLE AND COMPENSATION

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Abstract: Employee work discipline, along with other elements like leadership style, organization behaviour, and compensation, has a significant impact on an organization's growth, it is an extremely important issue for research. One of the goals of subsequent research is to address the inconsistency of earlier findings on the subject at hand. The purpose of this study is to ascertain how organization behaviour, leadership style and compensation impact employee work discipline. SPSS version 25 and a questionnaire for 107 respondents are used in this study. This study uses multiple linear regression techniques along with statistical analysis and quantitative research. Multiple linear regression analysis results for organization behaviour (X1) of 5.927 with a significance value of 0.000, leadership style (X2) of 2.841 with a significance value of 0.005 and compensation (X3) of -1.161 with a significance value of 0.248 were produced by researchers based on SPSS data analysis. The results of the simultaneous test (F test) showed a significance value of 0.000 and a score of 23.142. The conclusion of this study, the first hypothesis is that organization behaviour has a significant effect on employee work discipline, the second hypothesis is that leadership style has a significant effect on employee work discipline, the third hypothesis is that compensation has no significant effect on employee work discipline and the last hypothesis is that the three variables (organization behaviour, leadership style and compensation) have a simultaneous influence on employee work discipline.

Keywords: Work discipline, organization behaviour, leadership style, compensation

1. Introduction

A key component of accomplishing organisational objectives and preserving operational excellence is employee work discipline. It alludes to following the policies, procedures, guidelines, and moral principles of the organisation that control how employees behave at work. A happy work atmosphere, higher productivity, better job quality, and lower operating expenses are all directly associated with high levels of work discipline. Nonetheless, many organisations struggle to maintain the best possible work discipline in the fast-paced commercial world of today. Common problems include being late, being careless, not following standard operating procedures (SOPs), and not being really committed. These disciplinary issues frequently result from a number of underlying causes that management needs to address comprehensively.

Efforts to instill work discipline in an organization are greatly influenced by various factors, including organizational culture, leadership, compensation, and so on. Employees are always required to deliver good work results so that they can provide added value to the organization. Leadership always involves an individual's efforts to influence the behavior of a follower in a given situation. The source of influence can be obtained formally, namely by holding a certain managerial position in a company or organization, because managerial positions are obtained through a formal system, so that a person may consider the role of a leader to be a result of the managerial position they hold in an organization.

Three critical factors hypothesized to significantly influence work discipline are: Organizational Behavior: The overall culture, values, norms, and communication patterns within an organization shape individual employee attitudes and behaviors. A positive organizational behavior climate fosters a sense of responsibility and self-discipline. Leadership Style: Leaders play a crucial role in shaping subordinate behavior. A leader's approach (e.g., transformational, democratic, or transactional) can either motivate employees to adhere to rules through inspiration and respect or enforce compliance through fear and authority, with varying degrees of effectiveness on intrinsic motivation. Compensation: A fair and adequate compensation system (including salary, benefits, and incentives) is not merely a financial necessity but also a powerful tool for recognition and motivation. When employees feel adequately compensated and rewarded for their discipline and hard work, they are more likely to be committed and compliant. Therefore, it is imperative to investigate how these three interconnected variables—organizational behavior, leadership style, and compensation collectively contribute to shaping and improving employee work discipline. Understanding this relationship will provide management with a strategic framework to enhance overall organizational performance.

According to the findings of observations and interviews conducted with 56% or 60 people of PT. Team Metal Indonesia's workforce, the company's leadership is not operating at its best because it has not been able to act as an active integrator that is, leadership that unites people and groups with disparate perspectives and methods of action in pursuit of a common objective. The inability of PT. Team Metal Indonesia's organisational culture to act as a social glue in bringing members together to accomplish organisational goals which are embodied in the provisions or values that must be communicated and felt by individuals is another reason why it is thought to be dysfunctional. Only normative in nature, employee complaints about pay at PT.Team Metal Indonesia pertain to direct compensation in the form of wages; bonuses, incentives, and employee stock ownership plans are not included. Additionally, indirect compensation in the form of benefits like family allowances, sports programs, and recreation programs has not been implemented.

Table 1. Employee Work Discipline Year 2022-2024

No.	Dept.	Year 2022		Year 2023		Year 2024		Average
		Total	Attendance	Total	Attendance	Total	Attendance	
1	AC	696	94,71%	690	93,47%	608	93,74%	93,97%
2	HR	1692	92,72%	1718	93,72%	1319	92,82%	93,09%
3	IT	284	92,88%	278	95,83%	175	95,99%	94,90%
4	PC	1187	94,91%	1179	94,97%	1471	93,58%	94,49%
5	EG	1980	93,06%	2000	93,09%	2278	93,65%	93,27%
6	QA	4624	93,40%	4678	94,34%	4878	93,96%	93,90%
7	LG	2191	92,35%	2236	94,74%	2377	94%	93,70%
Total Hours		12654		12779		13105		
Average		1808	93,43%	1826	94,31%	1872	94,93%	93,90%

Source: PT. Team Metal Indonesia, 2024

Based on Table 1, over the last three years (2022 to 2024), individual discipline achievements have not shown optimal results in grade A, with a grade A classification of >97% for attendance

at work. Average discipline achievement remains at grade B or attendance of 93.31% to 94.93% with an average achievement over the last three years of 93.90%.

One of the backdrop factors for this study is the inconsistency of previous findings, for instance, Chen, L., & Rodriguez, M. (2023). Transformational leadership, equitable compensation, and employee discipline: The mediating role of organizational commitment. *Journal of Business and Psychology*, 38(4), 789-807, Result: The study found that both transformational leadership and equitable compensation had significant positive direct effects on employee work discipline. However, the analysis revealed that organizational commitment fully mediated this relationship. This indicates that leadership and pay improve discipline primarily by first fostering a deep sense of loyalty, identification, and emotional attachment to the organization, which then motivates employees to adhere to rules and procedures voluntarily, Al-Jaber, K., & Schmidt, E. (2024). Beyond the paycheck: How compensation justice and ethical leadership reinforce work discipline in the banking sector. *Journal of Business Ethics*, 185(1), 123-141, Result: The research demonstrated that employees' perception of fair compensation (distributive and procedural justice) was a strong predictor of improved work discipline.

Crucially, ethical leadership acted as a significant moderator. The positive relationship between compensation justice and discipline was markedly stronger in branches managed by leaders rated high on ethical conduct (e.g., transparency, fairness, integrity). Under weak ethical leadership, the positive impact of fair compensation on discipline was significantly diminished. Okafor, B., & Lee, Y. (2023). Investing in people: Talent management, servant leadership, and their impact on the work discipline of Generation Z employees. *Asia Pacific Journal of Human Resources*, 61(4), 789-810. Result: The study focused on Gen Z employees and found that traditional authoritarian approaches to enforcing discipline were ineffective. Instead, non-monetary compensation in the form of structured talent management programs (e.g., clear career paths, skill development workshops) combined with servant leadership (which emphasizes support, empowerment, and putting employees first) led to a significant increase in self-discipline. This combination boosted job satisfaction and organizational citizenship behavior, which were direct antecedents to improved discipline. Müller, S., & Tan, J. (2024).

Maintaining discipline from a distance: The effects of digital leadership and output-based compensation in hybrid work models. *Computers in Human Behavior*, 151, 107960. Result: In the context of hybrid work, the research found that a digital leadership style—characterized by clear remote communication, trust-based management by outcomes, and the effective use of technology for collaboration and feedback—was critical for maintaining work discipline. When paired with an output-based compensation system (rewarding results rather than hours logged), it led to higher levels of accountability, self-management, and adherence to deadlines among remote employees, compared to those managed with traditional input-based supervision and fixed salaries and Williams, D., & Pratama, I. (2022). Rules, rewards, and reinforcement: A study on administrative discipline in public service organizations. *Public Performance & Management Review*, 45(6), 1420-1442. Result: This study in a public sector context found that a rules-oriented organizational culture significantly improved administrative discipline (e.g., punctuality, paperwork compliance). Furthermore, a contingent reward style of transactional leadership—which involves clearly defining expectations and rewarding employees for meeting them—strengthened this effect. The clarity and consistency provided by both the culture and leadership style created an environment where disciplined behavior was explicitly expected, recognized, and reinforced, leading to high compliance rates.

Based on the phenomena observed at PT. Team Metal Indonesia as described above, the researcher was interested in conducting research on work discipline, organization behaviour, leadership style and compensation.

Thus, the research problems are formulated in the form of the following questions:

1. Does organizational behavior have a significant effect on employee work discipline?
2. Does leadership style have a significant effect on employee work discipline?
3. Does compensation have a significant effect on employee work discipline?
4. Simultaneously, do organizational behavior, leadership style, and compensation have a significant effect on employee work discipline?

The general purpose of this research is to analyze and examine the influence of organizational behavior, leadership style, and compensation on improving employee work discipline.

Specifically, this research aims to:

1. To analyze the individual influence of organizational behavior on employee work discipline.
2. To analyze the individual influence of leadership style on employee work discipline.
3. To analyze the individual influence of compensation on employee work discipline.
4. To analyze the simultaneous influence of organizational behavior, leadership style, and compensation on employee work discipline.
5. To provide practical recommendations for management on how to improve employee work discipline based on the findings related to these three variables.

To keep the research focused and manageable, it is advisable to define its scope: Variables: This study is limited to examining the independent variables (Organizational Behavior, Leadership Style, Compensation) and the dependent variable (Work Discipline). Location: PT. Team Metal Indonesia. Time: Jan 2025 – Jun 2025. Respondents: Permanent employee 107 people.

2. Literature Review

According to Hasibuan (2001), work discipline is defined as attitude of awareness and willingness of a person to obey and comply with all company regulations and prevailing social norms, Hasibuan's concept of discipline is not merely about punishment but is built on two foundational pillars: awareness/consciousness, this is the ideal state. It means an employee understands and internalizes the reasons behind the rules and norms. They follow them not out of fear, but because they believe it is the right thing to do for themselves, their colleagues, and the company. Willingness/Readiness, this refers to the employee's voluntary compliance and commitment to adhering to the rules, even without direct supervision. According to Hasibuan, the ultimate purposes of enforcing work discipline are: To ensure orderly and stable company operations. To increase productivity and work efficiency. To create a conducive, safe, and comfortable work environment. To cultivate a strong sense of responsibility in employees. Employee work discipline is a critical determinant of organizational success, encompassing adherence to rules, punctuality, and commitment to performance standards. While traditional views attributed discipline solely to punitive measures, contemporary research emphasizes the role of positive organizational drivers. This literature review synthesizes recent research (2022–2025) on how organizational behavior, leadership styles, and compensation systems collectively enhance work discipline.

Mangkunegara (2017) defines organizational behavior as follows: Organizational behavior is the study that examines behavior at the individual level and the group level within an

organization and its impact on performance (both individual, group, and organizational performance). Mangkunegara's perspective on Organizational Behavior is deeply integrated into his human resource management framework. He views OB as the study of how individuals and groups act within an organization, with a strong emphasis on the role of management in shaping this behavior to achieve both company and employee goals. His approach is practical and focuses on measurable outcomes, primarily performance. He breaks down the study of OB into several key interconnected areas individual behaviour and group behaviour. Organizational behavior (OB) factors, such as organizational commitment, culture, and justice, create an environment where discipline is intrinsically motivated rather than enforced. Chen and Rodriguez (2023) found that organizational commitment fully mediated the relationship between leadership/compensation and discipline, indicating that employees who identify with organizational goals are more self-disciplined. Similarly, Williams and Pratama (2022) demonstrated that a rules-oriented culture, when embedded in organizational practices, reduces deviant behavior by clarifying expectations. These studies underscore that OB elements act as foundational mediators, translating structural incentives into disciplined behavior.

According to Badeni (2015) A method used by a leader to interact with their subordinates; how they give orders, motivate, and direct subordinates to achieve organizational goals. In simpler terms, leadership style is the pattern of behavior a leader exhibits when guiding, influencing, and managing their team. Badeni classifies leadership into several distinct styles, which are common in mainstream literature but are explained with a practical, often Indonesian, context. The primary styles he discusses are: Authoritarian / Autocratic Style, Democratic Style, Laissez-Faire / Free-Rein Style, Situational Leadership. This is a central theme in Badeni's work. He emphasizes that there is no single "best" style. An effective leader must: Diagnose the Situation: Assess factors like the complexity of the task, the time available, and the organizational environment. Understand the Followers: Evaluate the subordinates' maturity level, which includes their competence (ability to do the task) and commitment (willingness to do the task). Adapt Their Style: Choose and flex their leadership approach (from more directive to more delegating) based on this diagnosis. Leadership is a pivotal factor in shaping disciplinary outcomes. Research highlights the effectiveness of context-appropriate leadership styles: Transformational Leadership: Chen and Rodriguez (2023) showed that leaders who inspire and motivate foster organizational commitment, which in turn improves discipline. Ethical Leadership: Al-Jaber and Schmidt (2024) emphasized that ethical leaders who model integrity and fairness strengthen the link between compensation justice and discipline. Servant Leadership: Okafor and Lee (2023) found that leaders who prioritize employee development significantly boost self-discipline among younger generations (e.g., Gen Z). Digital Leadership: In hybrid work contexts, Müller and Tan (2024) noted that leaders who leverage technology to communicate goals and build trust maintain discipline through accountability. Transactional Leadership: For rule-based environments, Williams and Pratama (2022) confirmed that contingent rewards (a transactional tool) reinforce compliance. These studies collectively reveal that leadership is not merely supervisory but a motivational force that aligns individual behavior with organizational norms.

Umar (2013) defines compensation as: Everything received by an employee as a reward for the services or contributions they have provided to the organization. Umar provides a comprehensive and systematic view of compensation, defining it as the total package of rewards provided to employees in exchange for their work. He strongly emphasizes that compensation is a strategic tool for achieving organizational goals, not merely an operational cost. A central pillar of Umar's framework is his clear and detailed classification system. He categorizes compensation into three main types: Direct Financial Compensation. This is the

core monetary payment an employee receives for their work. Indirect Financial Compensation. This encompasses all financial benefits that are not part of the direct paycheck but have clear monetary value. Non-Financial Compensation. This is a critical dimension that affects job satisfaction and motivation beyond money. Compensation is a multifaceted tool that extends beyond salary to include justice, structure, and non-monetary benefits: Compensation Justice: Al-Jaber and Schmidt (2024) found that perceived fairness in pay distribution and procedures is a strong predictor of discipline, especially when reinforced by ethical leadership. Output-Based Compensation: Müller and Tan (2024) demonstrated that rewarding outcomes (e.g., performance bonuses) rather than inputs (e.g., hours worked) enhances accountability in hybrid work. Non-Monetary Compensation: Okafor and Lee (2023) highlighted that talent management programs (e.g., career development opportunities) serve as powerful non-financial incentives for Gen Z employees, fostering voluntary discipline. These findings suggest that compensation strategies must be tailored to employee demographics and work contexts to maximize disciplinary outcomes.

3. Method

This research is using hypothesis testing, this quantitative study aims to identify and clarify causal links between variables (explanatory research). According to Sugiyono (2019) According to Sugiyono (2019) hypothesis testing is research that aims to test hypotheses in general is a study that describes the phenomenon in the form of relationships between variables obtained based on data and facts that exist related to variables of Organization Behavior, Leadershipstyle and Compensation also their influence on Employee Work Discipline at PT. Team Metal Indonesia, with initial collection techniques namely initial observation, library research, and field research by distributing research instruments in the forms of questionnaires with Likert scale to a sample of 107 permanent employees using SPSSVer 25. The obtained data must be checked for quality and reliability in order for data processing to yield more precise and accurate results. As a result, it is critical to comprehend the level of validity and reliability of the measuring tool being used. Every variable questionnaire item that was tested for validity satisfies the valid requirements and can be used as a questionnaire in subsequent research, the study concludes. However, every variable questionnaire question in the reliability test is reliable and appropriate for use as a research tool.

4. Result and Discussion

Normality test

The residual value of the regression is either regularly distributed or not, as determined by the residual normality test. Several methods, such as a normal probability plot of the regression graph or a histogram graph, can be used to conduct a normality test.

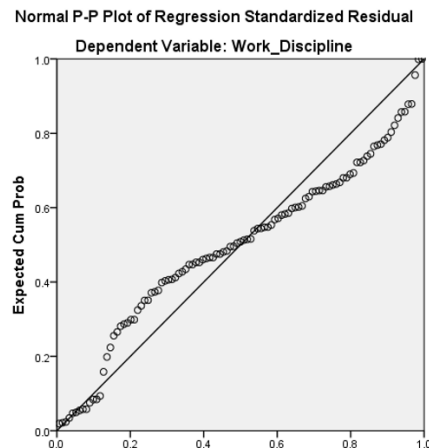


Figure 1. P P Plot of data normality test

Source: Data processed by researchers, 2025

The data (dots) follow and scatter around the diagonal line, as can be seen in the image above. Consequently, the graphic suggests that the residuals of the regression model are regularly distributed.

Coefficient of Determination

A method for measuring the degree to which the independent variable (X) affects the dependent variable (Y) is determination analysis, also referred to as R square and denoted by R². A lower coefficient of determination means that the independent variable (X) has less of an effect on the dependent variable (Y). Conversely, the coefficient of determination approaches 1 the more strongly the independent variable influences the dependent variable.

Table 2. Result of Coefficient determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.635 ^a	.403	.385	3,26672	.403	23,142	3	103	,000

Source: Data processed by researchers, 2025

According to the data in table 2, the Adjusted R Squared coefficient of determination is 0.385. This suggests that the variable organization behavior, leadership style and compensation may account for 38.50% of the influence on employee work discipline. The remaining 61.50% is explained by the influence of extra independent factors that were not examined in this study.

T-test (Partial Hypothesis Test)

Table 3. Result of t-test

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics			
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1 (Constant)	12,606	3,779		3,336	,001			
Organization_Behaviour	,575	,097	,509	5,927	,000	,786	1,273	
Leadership_Style	,170	,060	,259	2,841	,005	,700	1,429	
Compensation	-,080	,069	-,099	-,161	,248	,800	1,250	

Source: Data processed by researchers, 2025

The t-table number obtained from these results is 1.66 when the following parameters are used for hypothesis testing:

- (1) The computation findings show that organization behaviour has a positive and significant effect on employee work discipline, as evidenced by the significant level of $0.000 < 0.05$ and the t count of $5.927 > t$ table 1.66.
- (2) The computation findings show that leadership style positively effect on employee work discipline, as evidenced by the significant level of $0.005 < 0.05$ and the t count of $2.841 > t$ table 1.66.
- (3) The computation findings show that compensation negatively effect on employee work discipline, as evidenced by the significant level of $0.248 > 0.05$ and the t count of $-1.161 < t$ table 1.66.

F Test (Simultaneous Hypothesis Test)

Table 4. Result of F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	740,893	3	246,964	23,142	.000 ^b
Residual	1099,163	103	10,671		
Total	1840,056	106			

Source: Data processed by researchers, 2025

With a significance level of 0.000, the F test yielded a F count of 23.142. The likelihood (0.000) has an impact on employee work discipline at the same time because it is less than 0.05.

5. Conclusions

This section will summarise some of the study's findings based on the arguments and conclusions discussed in the previous chapters:

1. Organization behaviour has a positive and significant effect on employee work discipline, as evidenced by the significant level of $0.000 < 0.05$ and the t count of $5.927 > t$ table 1.66. Sincerity in the workplace has a significant role in organisational culture, which eventually serves as the social glue that holds an organisation together. Everyone should be more truthful at work and open to learning new things that the company has to offer. These results are also consistent with research by Ratnasari, S. L., Sutjahjo, G., & Adam, A. (2020) and also research by Bangun, R., Ratnasari, S. L., Yona, M., & Waty, R. (2022).

2. Leadership style positively effect on employee work discipline, as evidenced by the significant level of $0.005 < 0.05$ and the t count of $2.841 > t$ table 1.66. The key is supportive leadership, as well as the ability to provide the subordinate with solutions and effective oversight with these can increase the employee work discipline. These results are also similar with research by Ratnasari, S. L., Sutjahjo, G., & Adam, A. (2019), Bangun, R., Siringoringo, R., Suali, S., & Simamora, H. (2025), but inconsistent with research by Prasetyo, E. J., Ratnasari, S. L., & Hakim, L. (2020).

3. Compensation negatively effect on employee work discipline, as evidenced by the significant level of $0.248 > 0.05$ and the t count of $-1.161 < t$ table 1.66. Pay must be made on schedule, bonuses should be awarded to those who meet goals, and compensation should be in line with the workload. These results are also inconsistent with research by Tanjung, R., Nurcahyani, R. W., Hasibuan, R., & Ratnasari, S. L. (2021), Bangun, R., Ratnasari, S. L., & Hakim, L. (2019), Anisah, T., & Ratnasari, S. L. (2019).

4. The three variables (organization behaviour, leadership style and compensation) have a simultaneous influence on employee work discipline with significance level of 0.000, the F test yielded a F count of 23.142. We can conclude that better pay, supportive leadership, and a greater commitment to organisational conduct can all improve employee work discipline and it aligned with research by Setiawati, I., Ratnasari, S. L., & Hakim, L. (2019).

Future studies can use more variables and a broader population coverage in this study, as well as look at other factors or indicators, to gain a more thorough understanding of organisational behaviour, leadership style, compensation, and work discipline. Future research should also have a larger sample size than the current study in order to provide a more accurate picture. Science's contribution to this research is that it can help organisations continue to improve, which will eventually improve employee performance.

Acknowledgements

The author acknowledges the respondents who took the time to complete the questionnaire, the writers of the reference journals that provided inspiration for the development of this journal, and other lecturers who collaborated to finish it.

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