

The Influence of Transformational Leadership Style, Work Environment, Job Satisfaction and Work Discipline on Employee Performance

Saharso¹, Muhammad Fadjri Fadilah²
¹Universitas Nasional, Jakarta, Indonesia

Corresponding author e-mail: saharso@civitas.unas.id

Article History: Received on 2 November 2023, Revised 10 December 2023,
Published on 4 January 2024

Abstract: This research aims to analyze the influence of transformational leadership style, work environment, job satisfaction and work discipline on the performance of employees of PT Indomarco Prismatama Bogor 1 Branch. The analytical methods in this research are descriptive analysis and inferential analysis. Data analysis from several tests, namely instrument testing, classical assumption testing, model feasibility testing, multiple liners analysis and t - hypothesis testing, was conducted. The subjects of this research were employees of PT Indomarco Pismatama Bogor 1 Branch, with a total of 119 employees using data collection methods via questionnaires. The results of the regression analysis in this research shows that there is a positive and significant influence on performance, which is shown in the coefficient table in the regression equation models. The results of the ANOVA statistical test for the feasibility of the model show significant results, so that the model used has a relationship with the performance variable.

Keywords: Job Satisfaction, Transformational Leadership Style, Work Discipline, Work Environment

A. Introduction

Human resources are one of the factors directly involved in carrying out company activities and are important in improving company performance and achieving predetermined goals (Syahrani et al., 2022). Human resources are required to be capable to overcome all challenges and are expected to be capable to take advantages of opportunities and be capable to meet demanding needs (Nurhuda et al., 2019). A sense of security and comfort in the working atmosphere is capable to encourage employees to be more dedicated to completed work and will help they achieve good performance (Arifin et al., 2018).

PT Indomarco Prismatama or often called Indomaret, formed the concept of providing outlets located near consumer residences, providing various basic and daily needs, serving a diverse general public, and having a shop area of around 200 m². Indomaret is growing very rapidly with the number of Indomaret outlets as of December 2022 being 21,251. Most of the merchandise supply for all outlets comes from 42 Indomaret

distribution centers which provide more than 5,000 types of products. Now, Indomaret's existence is further strengthened by the presence of Indogrosir, a subsidiary with the Wholesale Center business concept.

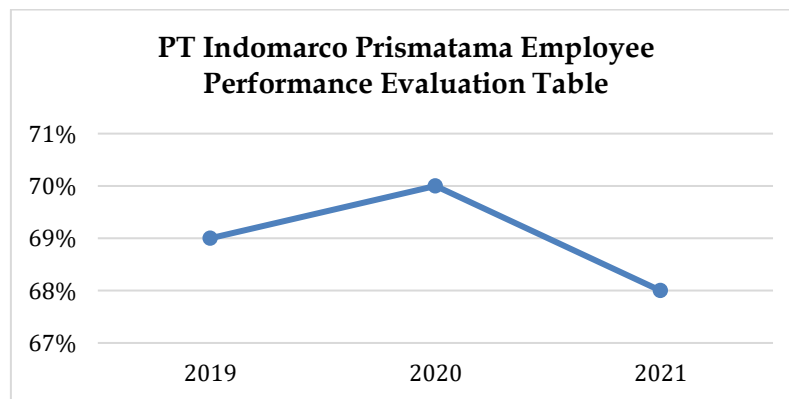


Figure 1. Percentage Recapitulation of Employee Performance Targets at PT Indomarco Prismatama Bogor 1 Branch

From the data above, it is shown that the back-office section of PT Indomarco Prismatama Bogor 1 Branch experienced a decline in employee performance, as can be seen from the average performance achievement from 2019 to 2021. In 2019 and 2020, the average performance achievement was 69% and 70%, respectively. While in 2021, the average performance achievement decreased by 68%. Apart from the fact that performance achievements fluctuate and are still far from management's target of 100%, management is trying to find solutions to increase employee performance and find ways so that the company can achieve the planned targets.

Transformational leadership style is a process where people engage with others and create relationships that increase motivation and morality in leaders and followers (Hakim & Istifadah, 2019). the process by which an individual influences a group of individuals to achieve a common goal. Transformational leadership style is the process of expressing leadership that includes influence, attention to common goals, and leadership that occurs within a company. The results of research conducted by (Yulia & Trinanda, 2022) and (Andjarwati, 2021) show that the transformational leadership style has a positive and significant effect on employee performance. This shows that the higher the transformational leadership style given, the higher the employee's performance.

The work environment is one of the factors that determines employee performance. Employee performance is one of the most important factors in a company's success. Therefore, every company must have a work environment that is suitable for the continuity of employee work and improving employee performance. The results of research conducted by (Handayani, Bahit, & Lutfita, 2023) and (Wulandari et al., 2021) show that the work environment has been positive and significant effect on employees

performance. If changes in the work environment are positive, employee performance will also increase, even if it is a moderate increase.

Job satisfaction is quite an interesting and important issue because it has been proven to be of great benefit to the interests of individuals, industries, and society. For individuals, research on the causes and sources of job satisfaction allows efforts to increase their happiness in life. From the opinion above, it can be concluded that employee job satisfaction is an emotional attitude that is pleasant and likes their work. This attitude is reflected in work morale, discipline, and work performance. The results of research conducted by (Muid & Setiadi, 2022) and (Handayani et al., 2022) also stated that job satisfaction has a positive and significant effect on employee performance. It can be seen that jobs satisfaction has a positive and significant effect on employee performance. It can be concluded that job satisfaction has an influence on employee performance (Pawirosumarto et al., 2017).

Work discipline has an important role in a company because it generally touches a person's sense of responsibility in carrying out a job, encourages work enthusiasm, and increases awareness of the regulations that apply within the company. With good work discipline, the company can easily realize its goals wants to achieve. From the results of research conducted by (Elda, 2023) and (Handayani, Bahit, & Najman, 2023), it is known that work discipline has a positive and significant effect on employee performance. If employee work discipline increases, it will improve employee performance.

A good analytical framework can theoretically reveal the relationship between the variables to be tested. The analytical framework aims to show and explain several variables being studied. The analytical framework is basically a framework for the relationship between the variables being studied through the research that will be carried out on the problem being researched.

B. Methods

The object of this research is employee's performance as an independent variable, which can be influenced by several factors such as transformational leadership style, work environment, job satisfaction, and work discipline. The data sources used in this research are primary and secondary. Primary data is data obtained by researchers directly from respondents by distributing questionnaires to obtain the required data from PT Indomarco Prismatama Bogor 1 Branch employees. The results of filling out the questionnaire given to respondents will be the primary data in this research. Meanwhile, secondary data is data obtained from articles, journals, books, and other related data for this research. The type of data used in this research is quantitative descriptive data. Data collection using the cross section. (Sugiyono, 2017) stated that cross data section is collected at a certain time (one time period) and place only. Data was collected by distributing questionnaires to employees of PT Indomarco Prismatama Bogor 1 Branch.

The analytical method used by researchers is quantitative analysis, where this method is an analytical method that uses numbers that can be calculated and measured. This quantitative analysis is intended to quantitatively estimate the magnitude of the influence of changes in one or several other events using statistical analysis tools. The data analysis methods used in this research are as follows: validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, multiple linear regression analysis test, coefficient of determination test (R^2), F-test, and T-test. The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure. The research criteria for validity testing in this study are: (1) If $r\text{-count} > r\text{-table}$, then the questionnaire item is valid. (2) If $r\text{-count} < r\text{-table}$, then it can be said that the questionnaire item is invalid. The validity test results for a research instrument have a value of $r\text{-count} > r\text{-table}$. So it can be concluded that all instruments in this research are valid. From the results of the research, the variables Transformational Leadership Style, Work Environment, Job Satisfaction and Work Discipline were declared valid because the indicators for these variables had $r\text{-count} > r\text{-table}$ (0.1726).

Reliability testing was carried out on question items that were declared valid. This test is used to measure a questionnaire, which is an indicator of a variable. A questionnaire is said to be reliable if a person's answers to statements are consistent or stable over time. A questionnaire is considered reliable if the Cronbach's Alpha value is > 0.7 . Based on my research, the results of the reliability test explain that it can be concluded that each item in the independent variables, including Transformational Leadership Style, Work Environment, Jobs Satisfaction, and Work Discipline on the Employee Performance variable, produces a Cronbach's Alpha value above 0.7, so it can be concluded that the variable in this research is reliable.

The classic assumption test of normality is used to determine whether the research variables have a normal distribution or not. Data is declared to be normally distributed if the significance value obtained in the Kolmogorov-Smirnov test is greater than the significance level of 0.05. The following are the results of the normality test in this study. Based on research statistical calculations, the residual data from this research has a normal distribution. As stated, the value of Asymp. Sig. (2-tailed) is the Asymp Value. Sig. (2-tailed) $0.200 > 0.05$, it is concluded that the data is normally distributed.

The multicollinearity test aims to test whether, in the regression model, a correlation is found between the independent variables. Based on my research, the results of the multicollinearity test show that the tolerance value for each independent variable is greater than 0.10 and the Variance Inflation Factor (VIF) value is less than 10. So it can be concluded that multicollinearity does not occur. In the Transformational Leadership Style variable, the tolerance value obtained is 0.587 and the VIF value is 1,702; in the Work Environment variable, the tolerance value obtained is 0.802 and the VIF value is 1,247; in the Jobs Satisfaction variable, the tolerance value obtained is

0.576 and the VIF value is 1,735; in the Work Discipline variable, the tolerance value obtained is 0.934 and the VIF value is 1,071. So, the regression model in this study did not exhibit multicollinearity.

The heteroscedasticity test is intended to test whether, in the regression model, there is an inequality of residual variance from one observation to another. One way to detect heteroscedasticity or not is to look at the scatter plot graph of the predicted value of the dependent variable (ZPRED) and the residual value (SRESID). Based on the statistical results of the research, it can be concluded from the results of the heteroscedasticity test that there is no heteroscedasticity in each independent variable with the Glajer model. In the transformational leadership style variable, the resulting significance value is 0.656; in the work environment variable, the resulting significance value is 0.232. For the job satisfaction variable, the resulting significance value is 0.281, and for the work discipline variable, the resulting value is 0.995. Each significance value produced by the independent variables has a value greater than 0.05 so that the research can be continued because heteroscedasticity does not occur.

The autocorrelation test is used to determine the relationship between existing data and research variables. A good regression model should not contain autocorrelation. The test method uses Durbin Watson (DW Test). To detect whether there is autocorrelation or not, if the DW value is between DU and 4-DU, then autocorrelation does not occur. Based on the results of my research, the autocorrelation test results showed that the Durbin Watson value was 1.785, so it can be concluded that this research did not have autocorrelation. This value can be proven by this parameter when autocorrelation occurs. This value is proven by the Durbin-Watson autocorrelation test parameters, among others: $dU < d < 4 - dU$ Where: $dU_k(4) = 1.7523$, $d = 1,785$, $4 - dU = 2.248$, So the result of the autocorrelation test model is: $1.752 < 1,785 < 2.248$ So it can be concluded that this research does not experience autocorrelation.

C. Results and Discussion

Multiple Linear Regression Analysis Test

Ghozali (2016) uses multiple linear regression analysis to determine the directions and how much influence the independent variable has on the dependent variables. Multiple linear regression analysis was carried out to see the relationships between more than one independent variable and the dependent variables. This research shows the influence of the variables Transformational Leadership Style (X1), Work Environment (X2), Job Satisfaction (X3), and Work Discipline (X4) on the employee performance variable (Y). Researchers used statistical calculations for regression analysis with the help of SPSS version 23 software, with the following results:

Table 1. Multiple Linear Regression Results

Model	Coefficients			t	Sig.
	Unstandardized coefficients		Standardized coefficients		
1	B	Std. Error	Beta		
(Constant)	-5.491	5.278		-1.040	.301
Transformational Leadership Style	.383	.158	.253	2.428	.017
Work environment	.184	.087	.189	2.114	.037
Job satisfaction	.360	.148	.256	2.432	.017
Work Discipline	.211	.073	.239	2.895	.005

a. Dependent variable: employee performance

Based on the data from the multiple-linear regression test results in Table 1, it can be shown that the model in the multiple liners regression equations to estimate the influence of transformational leadership style, work environment, job satisfaction, and work discipline on employee performance is: Where:

- Y = Dependent Variable (Employee Performance)
- b1, b2, b3, b4 = regression coefficient of independent variables
- GKT (X1) = Transformational Style Leadership
- LK (X2) = Work Environment
- KK (X3) = Work Satisfaction
- DK (X4) = Work Discipline

The multiple linear regression equations is obtained:

$$Y = 0.383GKT(X1) + 0.184LK(X2) + 0.360KK(X3) + 0.211DK(X4)$$

In this model, the meanings shown include: (1) In the Transformational Leadership Style variables, there is positive involvement in the regression coefficient, which is 0.383. It can be concluded that for every 1 increase in the Transformational Leadership Style variable, there will be an increase in employee performance of 0.383 if the other hypotheses are considered constant. (2) In the Work Environment variables, there is positive involvement in the regression coefficient, which is 0.184. It can be concluded that for every 1 increase in the Work Environment variable, there will be an increase in employee performance of 0.184 if the other hypotheses are considered constant. (4) In the Jobs Satisfaction variables, there is positive involvement in the regression coefficient, which is 0.360. It can be concluded that for every 1 increase in the Jobs Satisfaction variable, there will be an increase in employee performance of 0.360 if the other hypotheses are considered constant. (5) In the Work Discipline variables there is positive involvement in the regression coefficient, which is 0.211. It can be concluded that for every 1 increase in the Work Discipline variable, there will be an increase in employee performance of 0.211 if the other hypotheses are considered constant.

F -Test

The simultaneous test (F-test) is a simultaneous test to determine whether the variables Transformational Leadership Style, Work Environment, Job Satisfaction, and Work Discipline together have a significant influence on Employee Performance. The F-test is carried out by comparing F-count and F-table. Based on the results of my statistical research, it can be seen that the significance value is 0.000 or smaller than the tolerable error limit, namely 5% ($\alpha = 0.05$), so accept H_0 . So, it can be concluded that the variables Transformational Leadership Style, Work Environment, Job Satisfaction and Work Discipline have a significant effect on employee performance simultaneously. The F table in the F test results (simultaneous) is 3.09.

Determination Coefficient Test

This coefficient of determination is used to determine how much influence the independent variables can have on explaining variations in the dependent variable. The calculation results can be seen in the table below. Based on the results of my research, the Determination Coefficient Test Results above, it is known that the value of the coefficient of determination, or adjusted r square, is 0.419, or equal to 41.9%. This figure means that the variables Transformational Leadership Style, Work Environment, Job Satisfaction, and Work Discipline simultaneously influence employee performance by 41.9%. Meanwhile, the remainder ($100 - 41.9 = 58.1\%$) is influenced by other outside variables.

T-Test

The T-test is used to determine the relationships between the two variables studied. The T-test is carried out by comparing the T-table value with the t-count value to determine whether the proposed hypothesis is accepted or rejected. Conditions for rejection and acceptance of the hypothesis are based on the following: (1) If $t\text{-count} < t\text{-table}$ ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected, which means there is no relationship between variable X and variable Y and does not have a significant influence; (2) If $t\text{-count} > t\text{-table}$ ($\alpha = 0.05$), then H_0 is rejected and H_1 is accepted, which means there is a relationship between variable X and variable Y; (3) If $t\text{-count} \geq t\text{-table}$, then there is a significant influence.

Table 2. T-Test Results

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-5.491	5.278		-1.040	.301
Transformational Leadership Style	.383	.158	.253	2.428	.017
Work environment	.184	.087	.189	2.114	.037
Job satisfaction	.360	.148	.256	2.432	.017
Work Discipline	.211	.073	.239	2.895	.005

a. Dependent variable: employee performance

It can be seen from Table 2 that the partial test results (T-test) for each variable can be explained as follows: (1) H1: Transformational Leadership Style variable based on the processing results in Table 2, the results of the partial test (T-Test) above show that the t-count value is greater than the t-table, namely $2.426 > 1.66$, and the significant value is 0.017, which is smaller than 0.05. With these results, it can be concluded that H2 is accepted and H0 is rejected, which means that the Transformational Leadership Style has a significant positive influence on Employee Performance at PT Indomarco Prismatama Bogor 1 Branch. (2) H2: Work Environment variable based on the processing results in Table 2, the partial test results (T-Test) above shows that the t-count value is greater than the t-table, namely $2.114 > 1.66196$ and the significance value is 0.037 which is smaller than 0.05. With these results, it can be concluded that H2 is accepted and H0 is rejected, which means the Work Environment has a significant positive influence on Employee Performance at PT Indomarco Prismatama Bogor 1 Branch. (2) H3: Jobs Satisfaction variables based on the processing results in Table 2, the partial test results (T-Test) above shows that the t-count value is greater than the t-table, namely $2.432 > 1.66196$ and the significance value is 0.017 which is smaller than 0.05. With these results, it can be concluded that H3 is accepted and H0 is rejected, which means that Job Satisfaction has a significant positive influence on Employee Performance at PT Indomarco Prismatama Bogor 1 Branch. (3) H4: Work Discipline variable based on the processing results in Table 2, the results of the partial test (T-Test) above shows that the t- count value is greater than the t- table, namely $2.895 > 1.66196$ and the significance value is 0.005, which is smaller than 0.05. With these results, it can be concluded that H4 is accepted and H0 is rejected, which means that Work Discipline has a significant positive influence on Employee Performance at PT Indomarco Prismatama Bogor 1 Branch.

Transformational Leadership Style on the Employee Performance of PT Indomarco Prismatama Bogor 1 Branch

The results of the analysis in this research showed that the Transformational Leadership Style has a positive and significant influence on the Employee Performance of PT Indomarco Prismatama Bogor 1 Branch. This can be shown in the t-test, the result of which is that the significant value is smaller than the probability limit for the error rate used, namely $5\% = 0.017 < 0.05$. which shows that H_0 is rejected and H_1 is accepted. This shows that the leadership that has been carried out has been carried out well. The leadership has had a positive effect on its employees at work. Leaders also regularly provide advice or direction that their employees need to facilitate their performance. In the results of this research, the questionnaire that was filled out by respondents had an average result of 4.03, which means that almost the majority of employees answered in the affirmative. From these results, it can be shown that the statements from employees in the questionnaire for the Transformational Leadership Style (X1) variable in the PT Indomarco Prismatama Bogor 1 Branch is at a fair good level. The results of this research also support the results of previous research conducted by Sitorus & Arwiyah (2019), which stated that Transformational Leadership Style has a positive and significant effect on Employee Performance. Research conducted by Adriano & Saragih (2018) also proves that the Transformational Leadership Style has a positive and significant effect on Employee Performance.

Work Environment on the Employee Performance of PT Indomarco Prismatama Bogor 1 Branch

The results of the analysis in this research showed that the Work Environment had a positive and significant influence on the Employee Performance of PT Indomarco Prismatama Bogor 1 Branch. This can be shown in the t-test, the result of which is that the significant value is smaller than the probability limit for the error rate used, namely $5\% = 0.037 < 0.05$, which indicates that H_0 is rejected and H_1 is accepted. This shows a conducive working environment for employees, such as light lighting, good air temperature, cleanliness of the work space, and also good relationships between subordinates and superiors and relationships between co-workers, as well as the level of support provided by the leadership, so that the achievements of an office will be fulfilled. In the results of this research, the questionnaire that was filled out by respondents had an average result of 4.01, which means that almost the majority of employees answered in the affirmative. From these results, it can be shown that the statements from employees in the questionnaire for the Work Environment variable (X2) in the PT Indomarco Prismatama Bogor 1 Branch is at a fair good level. The results of this research also support the results of previous research conducted by Lestary & Chaniago (2018), which stated that the Work Environment had a positive and significant effect on Employees Performance. Research conducted by Sunarsi et al,

(2020) also proves that the Work Environment had a positive and significant effect on Employee Performance.

Job Satisfaction on the Employee Performance of PT Indomarco Prismatama Bogor 1 Branch

The results of the analysis in this research showed that the Job Satisfaction had a positive and significant influence on the employee performance of PT Indomarco Prismatama Bogor 1 Branch. This can be shown in the t-test, the result of which is that the significant value is smaller than the probability limit for the error level used, namely $5\% = 0.017 < 0.05$, which indicates that H_0 is rejected and H_1 is accepted. This shows that employee Job Satisfaction in the company, such as the work carried out by employees, achieves satisfactory results; appropriate wages are given by the company fairly to employees; the level of employee promotions can increase employee satisfaction; and co-workers, because employees interact in their work, can feel the work is very pleasant or unpleasant. In the results of this research, the questionnaire that was filled out by respondents had an average result of 3.86, which means that almost the majority of employees answered in the affirmative. From these results, it can be shown that the statements from employees in the questionnaire for the Jobs Satisfaction variable (X3) in PT Indomarco Prismatama Bogor 1 Branch is at a fair good level. The results of this research also support the results of previous research conducted by Wijaya (2018), which stated that Job Satisfaction has a positive and significant effect on Employee Performance. Research conducted by (Riant & Krisnandi, 2023) also stated that Job Satisfaction has a positive and significant effect on Employee Performance.

Work Discipline on the Employee Performance of PT Indomarco Prismatama Bogor 1 Branch

The results of the analysis in this research showed that the Work Discipline had a positive and significant. The results of the analysis in this research showed that Work Discipline had a positive and significant influence on the Employee Performance of PT Indomarco Prismatama Bogor 1 Branch. This can be shown in the t-test, the result of which is that the significant value is smaller than the probability limit for the error level used, namely $5\% = 0.005 < 0.05$, which indicates that H_0 is rejected and H_1 is accepted. This shows that Work Discipline influences Employee Performance, which can be seen from the punctuality of arriving at work, the punctuality of returning home, compliance with applicable regulations, use of predetermined work uniforms, responsibility in carrying out tasks, and carrying out tasks. work until finished. In the results of this research, the questionnaire that was filled out by respondents had an average result of 3.86, which means that almost the majority of employees answered in the affirmative. From these results, it can be shown that the statements from employees in the questionnaire for the Work Discipline variable (X4) in PT Indomarco Prismatama Bogor 1 Branch is at a fairly good level. The results of this research also

support the results of previous research conducted by (Junaedi & Digdowiseiso, 2023), which stated that Work Discipline has a positive and significant effect on Employee Performance. Research conducted by (Uripto & Lestari, 2023) also stated that Work Discipline has a positive and significant effect.

D. Conclusion

According to the data that has been analyzed in this research, the conclusions obtained from this research include: (1) Based on the results of hypothesis testing, the transformational leadership style has a significant positive influence on employee performance at PT Indomarco Prismatama Bogor 1 Branch. (2) Based on the results of hypothesis testing, the work environment has a significant positive influence on employee performance at PT Indomarco Prismatama Bogor 1 Branch. (3) Based on the results of hypothesis testing, job satisfaction has a significant positive influence on employee performance at PT Indomarco Prismatama Bogor 1 Branch. (4) Based on the results of hypothesis testing, work discipline has a significant positive influence on employee performance at PT Indomarco Prismatama Bogor 1 Branch. Based on the research results that have been stated, the researcher would like to convey a few suggestions that might be of consideration for the company, PT Indomarco Prismatama Bogor 1 Branch. For Companies: (1) Leaders are expected to maintain leadership that considers individuals by providing job training to employees in the program that will be implemented. It can be said that providing jobs training to employees in the program that will be implemented will provide good things for employees. Furthermore, leaders must increase intellectual stimulation, namely by providing directions to employees in carrying out assigned work. (2) Companies are expected to be capable to maintain relationships between co-workers because, in the work environment, they must be capable to maintain relationships between co-workers to create a conducive atmosphere. Relationships between colleagues can also foster good communication. (3) The company is expected to be capable to maintain providing work that is in accordance with the tasks given in order to increase employee job satisfaction. Providing work that is appropriate to the tasks will be good for work results and the employee's own performance. (4) Companies are expected to be capable to maintain work discipline by maintaining punctual arrivals during working hours. Because arriving on time during working hours is the first step that must be taken by the company.

E. Acknowledgement

We thank all stakeholders especially Rector, Lecturers of Universitas Nasional who helped us in this project.

References

- Adriano, N. R., & Saragih, R. (2018). The Influence of Transformational Leadership Style on Employee Performance of the PT Airbus Helicopters Component Program Department. *Aerospace Indonesia (Persero). e-Proceedings of Management*, 5(1).
- Andjarwati, T. (2021). The Effect Of Transformational Leadership Style, and Work Discipline on Employee Performance at PDAM Office in Lamongan. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 5(3), Article 3. <https://doi.org/10.29040/ijebar.v5i3.2731>
- Arifin, A. H., Sullaida, S., & Nurmala, N. (2018). The Relationship Of Job Satisfaction, Transformational Leadership, And Work Discipline On Performance Employee With Organizational Commitment As Intervening Variable Of Administration Staffs At State Malikussaleh University. *IJER - Indonesian Journal of Educational Review*, 5(1), Article 1. <https://doi.org/10.21009/IJER.05.01.08>
- Elda, A. I. P. (2023). The Effect Of Transformational Leadership Style, Work Discipline, Compensation And Work Environment On Employee Performance (Study On Employees Of The National Land Agency Office Of Pematang Rejang Regency). *Proceeding of Midyear International Conference*, 2(0), Article 0. <http://www.jp.feb.unsoed.ac.id/index.php/myc/article/view/3699>
- Hakim, L., & Istifadah, D. S. K. T. &. (2019). The Effect Of Transformational Leadership Style And Work Discipline Toward Job Satisfaction And The Performance Of Cooperation Extension Officer Of East Java's State Minister For Cooperatives Small And Medium Enterprises (SME). *International Journal of Research Science and Management*, 6(3), Article 3.
- Handayani, M., Bahit, M., & Dewi, A. R. (2022). Implementation of The Average Method for Inventory Card Applications: Case Study at The XYZ Pharmacy Banjarmasin. *Annual Management, Business and Economics Conference*, 1(1), Article 1.
- Handayani, M., Bahit, M., & Lutfita, H. (2023). Cash Receipt and Disbursement Accounting Information System: A Case Study at the Muhammadiyah AT Tanwir Mosque Banjarmasin. *Proceeding of The International Conference on Economics and Business*, 2(2), Article 2. <https://doi.org/10.55606/iceb.v2i2.296>
- Handayani, M., Bahit, M., & Najman, M. (2023). Management Accounting Information System: Case Study at the Kusan Hilir Pagatan District Office. *Proceeding of The International Conference on Business and Economics*, 1(2), Article 2. <https://doi.org/10.56444/icbeuntagsmg.v1i2.1052>
- Junaedi, M. A., & Digidowiseiso, K. (2023). The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(2), Article 2. <https://doi.org/10.31851/jmksp.v8i2.11233>

- Lestary, L., & Chaniago, H. (2018). The Influence of the Work Environment on Employee Performance. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 94-103. <https://doi.org/10.35313/jrbi.v3i2.937>
- Muid, A., & Setiadi, P. B. (2022). The Effect of Transformational Leadership Style, and Work Discipline on Employee Performance with Organizational Commitment as Intervening Variable at PT. Laser Jaya Sakti. *Journal of Accounting and Finance Management*, 3(2), Article 2. <https://doi.org/10.38035/jafm.v3i2.98>
- Nurhuda, A., Purnamasari, W., Irawan, N., Nurhidayati, F., Mahmudah, S., Anshori, M., Ngibad, K., Rodli, A. F., Hidayatullah, S., & Yahya, D. (2019). Effect of Transformational Leadership Style, Work-Discipline, Work Environment on Employee Motivation and Performance. *Journal of Physics: Conference Series*, 1175(1), 012288. <https://doi.org/10.1088/1742-6596/1175/1/012288>
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337-1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Riant, A., & Krisnandi, H. (2023). The Influence of Compensation, Person Job Fit, Non-Physical Work Environment on Job Satisfaction through Work Motivation. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(2), Article 2. <https://doi.org/10.31851/jmksp.v8i2.12895>
- Sitorus, J. N., & Arwiyah, M. Y. (2019). The Influence of Transformational Leadership Style on Employee Performance at PT Cantika Puspa Pesona in Jakarta. *e-Proceedings of Management*, 6(1).
- Sugiyono. (2017). *Quantitative, Qualitative and R&D Research Methods*. Alfabeta. <https://pustaka.unm.ac.id/opac/detail-opac?id=35458>
- Sunarsi, D., Wijoyo, H., Prasada, D., & Andi, D. (2020). The Influence of the Work Environment on Employee Performance at PT. Mentari Persada in Jakarta. *Seminar Nasional Manajemen, Ekonomi Dan Akuntansi*, 5(1), 117-123. Retrieved from <https://proceeding.unpkediri.ac.id/index.php/senmea/article/view/300>
- Syahrani, Rahmisyari, Parwoto, Adiyono, Bakti, R., & Hartono, S. (2022). The Influence Of Transformational Leadership And Work Discipline On The Work Performance Of Education Service Employees. *Multicultural Education*, 8(01), Article 01.
- Uripto, C., & Lestari, R. (2023). The Influence of Promotion, Brand Image and Product Quality on Purchasing Decisions Through Consumer Trust in Bata Brand Shoe Outlets Mall Cibubur Junction East Jakarta. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(2), Article 2. <https://doi.org/10.31851/jmksp.v8i2.13115>
- Wulandari, P. A., Bahit, M., & Ananda, R. E. (2021). A Web-Based Direct Labor Cost Accounting Information System Case Study of PT. Giri Mera Banjarmasin. 234-237. <https://doi.org/10.2991/aebmr.k.210928.046>

Yulia, F., & Trinanda, O. (2022). Effect Of Transformational Leadership, Work Environment And Job Satisfaction On Work Discipline At The Transportation Office Of Pasaman Barat District. *Human Resource Management Studies*, 2(3), Article 3. <https://doi.org/10.24036/hrms.v2i3.94>