

The Nurturing Success: Unleashing Employee Motivation through Leadership, Training, and Job Satisfaction

Itot Bian Raharjo^{1✉}

¹Universitas Nusantara PGRI Kediri

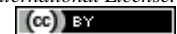
itotbian@unpkediri.ac.id

Abstract

This study examines the influence of Leadership, Training, and Job Satisfaction on employee motivation within Perusahaan Daerah Air Minum (PDAM) Kediri. The research sample consists of 40 permanent employees from the company's office. Data was collected through surveys and questionnaires, and analyzed using validity and reliability tests, multiple regression analysis, t-tests, and an F-test. The results of the regression analysis demonstrate that Leadership, Training, and Job Satisfaction have a significant positive impact on employee motivation. Individually, each factor was found to significantly influence employee motivation. The coefficient of determination (R^2) indicates that these variables explain 66.9% of the variance in work motivation. The findings underscore the importance of effective leadership, well-designed training programs, and fostering job satisfaction in enhancing employee motivation. By focusing on these factors, organizations can create a motivating work environment and improve overall employee engagement and performance. This study contributes to the existing literature by providing insights specific to the context of a drinking water company. The findings offer practical implications for leaders and managers in PDAM Kediri, enabling them to enhance employee motivation and contribute to the company's success. Future research should consider additional variables and broaden the scope to gain a comprehensive understanding of employee motivation in this industry.

Keywords: Leadership, Training, Job Satisfaction, Motivation, PDAM Kediri

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1. Introduction

Perusahaan Daerah Air Minum (PDAM) Kediri is a prominent water utility company located in the city of Kediri. It is responsible for providing clean and safe drinking water to the residents and businesses within its service area. The company plays a crucial role in ensuring the availability of high-quality drinking water for the community, promoting public health and well-being. The primary objective of PDAM Kediri is to meet the water demands of its customers by maintaining a reliable and efficient water supply system. The company invests in modern infrastructure, including water treatment plants, pipelines, and distribution networks, to ensure the uninterrupted supply of clean water. Through regular monitoring and testing, they adhere to stringent quality standards and implement necessary treatment processes to remove impurities and contaminants from the water. In addition to supplying drinking water, PDAM Kediri also emphasizes customer satisfaction and service excellence. They strive to provide responsive customer support, handle inquiries and complaints promptly, and ensure transparency in billing and pricing. The company recognizes the importance of effective communication with customers, promoting awareness about water conservation practices and educating the public on the importance of clean water for a healthy lifestyle. PDAM Kediri is committed to sustainability and environmental responsibility.

The phenomenon of PDAM Kediri can be analyzed in relation to leadership, training, and job satisfaction to determine employee motivation within the organization. Firstly, leadership plays a crucial role in shaping employee motivation within PDAM Kediri. The leadership style adopted by the organization's leaders can significantly impact how employees perceive their work and their level of motivation. Effective leadership that provides clear direction, supports employee growth, and fosters a positive work environment can enhance employee motivation [1]. On the other hand, ineffective leadership or a lack of strong leadership can negatively impact employee motivation and engagement. Secondly, training programs offered by PDAM Kediri are instrumental in developing employees' skills, knowledge, and competencies. Effective training programs not only equip employees with the necessary tools to perform their job effectively but also contribute to their sense of competence and confidence. When employees feel adequately trained and equipped, they are more likely to be motivated and engaged in their work [2]. Therefore, the quality and relevance of training programs can have a direct impact on employee motivation within PDAM Kediri. Lastly, job satisfaction is a crucial factor in determining employee motivation. When employees are satisfied with their jobs, they are more likely to be motivated and committed to their work. Job satisfaction can be influenced by various factors, including the nature of

the work, compensation, recognition, opportunities for growth, and work-life balance [3]. PDAM Kediri needs to ensure that employees have a positive and satisfying work experience to enhance their motivation levels. By examining the interplay between leadership, training, job satisfaction, and employee motivation within PDAM Kediri, it is possible to gain insights into how these factors influence each other and contribute to overall employee motivation. This analysis can help identify areas of improvement and develop strategies to enhance employee motivation within the organization. Ultimately, understanding and addressing these factors can lead to a more motivated and engaged workforce, resulting in improved performance and service delivery by PDAM Kediri.

Work motivation is the internal drive or desire that compels individuals to actively engage in their work tasks and perform at their best. It encompasses the factors that influence an individual's energy, direction, and persistence in achieving work-related goals [4]. Work motivation is crucial for both individual performance and overall organizational success. Several theories explain and develop the concept of work motivation. One prominent theory is Self-Determination Theory (SDT), which emphasizes the importance of intrinsic motivation [5]. According to SDT, individuals are driven by innate psychological needs for autonomy, competence, and relatedness. When these needs are fulfilled, individuals experience intrinsic motivation, leading to higher levels of engagement and satisfaction in their work. Another theory is the Expectancy Theory, which suggests that individuals are motivated when they believe that their efforts will result in desired performance and outcomes [6]. This theory highlights the importance of linking individual efforts to achievable goals and providing appropriate rewards or incentives that individuals value. To develop work motivation, organizations should focus on several key factors. First, providing employees with meaningful and challenging work can foster intrinsic motivation [7]. Employees should have opportunities to utilize their skills and abilities, experience a sense of accomplishment, and engage in tasks that align with their interests and values. Second, organizations should offer a supportive work environment that promotes autonomy, trust, and positive relationships. This includes providing feedback and recognition, encouraging collaboration and teamwork, and ensuring fair and transparent processes. Lastly, organizations can enhance work motivation through career development opportunities, training programs, and clear paths for advancement. Employees who perceive opportunities for growth and development are more likely to be motivated and committed to their work [8].

Leadership is a process that involves the influence and guidance provided by a leader to employees or group members in carrying out assigned tasks. The process of

leadership includes activities undertaken by a leader to clarify organizational goals to members, motivate them to achieve those goals, and create a productive work culture [3]. As a process, leadership involves interaction between the leader and group members. The leader uses their influence to affect the behavior of group members, guiding them in achieving goals and directing necessary activities. Through leadership, a leader can inspire, motivate, and help develop the potential of group members. In addition to being a process, leadership also involves attributes or characteristics that a leader must possess [9]. Leadership attributes include personal qualities, knowledge, skills, and attitudes that enable a leader to be effective in influencing others. Some important leadership attributes include trust, integrity, effective communication, the ability to motivate and inspire, and the ability to make sound decisions. The importance of leadership in an organization cannot be overlooked. Effective leadership can enhance productivity, innovation, job satisfaction, and individual and group performance [1]. Therefore, leadership development is crucial for organizations. Organizations can develop leadership through training and development of leadership skills, providing opportunities for employees to gain leadership experience, and creating a culture that supports leadership growth and development.

Human Resource Training is closely related to the improvement of intellectual capabilities needed to perform better at work. Human Resource Training is based on the fact that every workforce needs better knowledge, skills, and abilities. Training also helps employees prepare themselves to face evolving technological changes. Human Resource Training essentially focuses on enhancing employees' job performance, which reflects the organization members' ability to work [10]. This means that each employee's performance is evaluated and measured according to predetermined criteria set by the organization. It is in this aspect that individual performance becomes a guarantee for the organization to be able to respond to any change and even reach every possibility of change in the future. In other words, organizational performance is highly dependent on the performance of each individual member. Training and development programs play a vital role in enhancing work motivation among employees [11]. These programs provide employees with opportunities to acquire new knowledge, develop skills, and enhance their competencies. By participating in training, employees gain a sense of personal growth and development, which can significantly impact their motivation levels [12]. Moreover, training helps employees feel valued and supported by the organization, leading to increased job satisfaction and commitment. Effective training programs also contribute to the overall performance and success of the organization. They enable

employees to stay updated with the latest industry trends and technologies, ensuring that the organization remains competitive [13]. Additionally, by investing in employee training, organizations demonstrate their commitment to employee growth and development, fostering a positive work environment and building a culture of continuous learning. To maximize the impact of training on work motivation, organizations should design and deliver training programs that are relevant, engaging, and tailored to the specific needs of employees [14]. They should involve employees in the training planning process, allowing them to express their training needs and preferences. Furthermore, organizations should provide post-training support and opportunities for employees to apply their newly acquired skills and knowledge in their work.

Job satisfaction refers to the emotional expression of an individual's feelings towards their work. It is an emotional attitude that arises when someone enjoys and loves their job. Job satisfaction plays a significant role in shaping employees' work motivation [15]. By cultivating a positive work culture, providing a comfortable environment, and ensuring good quality of work life, organizations can foster job satisfaction among employees, which in turn enhances their motivation to perform their tasks in line with the organization's goals [16]. When employees experience job satisfaction, they are more likely to be engaged, committed, and productive in their roles. They derive a sense of fulfillment and happiness from their work, which positively impacts their overall well-being and performance. Job satisfaction also contributes to employee retention and reduces turnover rates, as satisfied employees are more likely to stay with the organization for the long term. To enhance job satisfaction, organizations should focus on several aspects [17]. Firstly, they should provide employees with meaningful and challenging work that aligns with their skills and interests. This can be achieved by assigning tasks that allow employees to utilize their strengths and develop their capabilities [18]. Secondly, organizations should foster a positive work environment by promoting effective communication, teamwork, and collaboration. Creating a supportive and inclusive culture where employees feel valued, respected, and recognized for their contributions can significantly impact job satisfaction. Additionally, organizations should offer competitive compensation and benefits packages, provide opportunities for growth and advancement, and ensure work-life balance to enhance job satisfaction among employees [4], [5].

The purpose of this study is to examine and analyze the factors that affect work motivation from the perspectives of leadership, training, and job satisfaction. The study aims to explore the relationship between these factors and how they contribute to employee motivation in the workplace. By understanding the impact of leadership styles, training

programs, and job satisfaction on work motivation, the study seeks to provide insights and recommendations for organizations to enhance employee motivation and improve overall performance. The findings of this study will contribute to the existing body of knowledge on work motivation and provide practical implications for organizational leaders, human resource professionals, and managers in creating a motivating work environment.

2. Research Method

The methodology of this study involved several key steps. Firstly, data collection was conducted through surveys and the distribution of questionnaires to employees of PDAM Kediri. The questionnaires were designed to gather information on the variables of Leadership, Training, Job Satisfaction, and work motivation. The study will include a sample of 40 permanent employees who work at the office of PDAM Kediri. These employees will be analyzed in future analyses. The first step was to test the validity and reliability of the questionnaire to ensure that it accurately measured the intended variables. This involved conducting statistical tests to assess the consistency and accuracy of the questionnaire items. Next, multiple regression analysis was performed to examine the relationships between Leadership, Training, Job Satisfaction and work motivation. The regression analysis allowed for the estimation of the regression equation and the determination of the extent of the influence of each independent variable on work motivation. Hypothesis testing was carried out using t-tests to determine the individual significance of each independent variable, and an F-test was conducted to assess the overall significance of the regression model. Furthermore, the coefficient of determination (R^2) was calculated to determine the proportion of the variance in work motivation that could be explained by the independent variables. This helped gauge the strength of the relationship between the variables and provided insight into the overall predictive power of the model.

3. Result and Discussion

In this study, multiple regression analysis was employed to predict the value of the dependent variable by considering the independent variables. The details of this analysis can be observed in Table 1.

Table 1. Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	8.102	3.072	.003
Leadership	.151	3.734	.000
Training	.191	3.819	.000
Job Satisfaction	.550	11.893	.000
F Square		68.744	.000
R Square		.659	

The results of the analysis in Table 1 indicate a significant positive influence of Leadership on Work Motivation. This finding highlights the importance of effective leadership within PDAM Kediri in driving employee motivation. When leaders exhibit strong leadership qualities, such as providing clear direction, guidance, and support, it creates an environment that inspires and motivates employees to perform their best. The significant positive influence of Leadership on Work Motivation implies that employees perceive their leaders as capable of influencing and guiding their work activities [9]. Leaders who effectively communicate organizational goals and provide motivation to achieve them can instill a sense of purpose and drive among employees. This finding aligns with the understanding that leadership plays a critical role in shaping employee attitudes and behaviors, ultimately impacting their level of motivation and commitment to their work. The statistically significant t-value indicates that the relationship between Leadership and Work Motivation is unlikely to have occurred by chance [3], [8]. The finding suggests a meaningful and consistent association between the two variables. It implies that improvements in leadership practices, such as enhancing communication, empowering employees, and promoting a positive work culture, can lead to higher levels of work motivation among employees [17].

It is evident that there is a significant positive influence of Training on Work Motivation. The calculated t-value of 3.819 is higher than the tabulated t-value of 1.659, and the significance level of 0.000 is smaller than the predetermined alpha value of 0.05. This finding indicates that Training has a significant impact on enhancing employees' motivation in their work within PDAM Kediri. When employees receive adequate training and development opportunities, it equips them with the necessary skills, knowledge, and competencies to perform their job tasks effectively [13], [19]. The acquisition of these new capabilities not only enhances their job performance but also contributes to their overall motivation levels. The statistically significant t-value suggests that the relationship between Training and Work Motivation is not due to chance [6], [20]. It implies a meaningful and consistent association between the two variables. Employees who receive training opportunities are more likely to feel valued and supported by the organization, leading to increased job satisfaction and motivation. Organizations can leverage these findings to further invest in training and development programs for their employees [14]. By providing relevant and effective training, organizations can enhance employees' skills, boost their confidence, and increase their motivation to excel in their work. Additionally, organizations should ensure that training programs are aligned with

employees' needs and the organization's goals to maximize their impact on work motivation.

It is evident that there is a significant positive influence of Job Satisfaction on Work Motivation. The calculated t-value of 11.893 is substantially higher than the tabulated t-value of 1.659, and the significance level of 0.000 is significantly lower than the predetermined alpha value of 0.05. This finding suggests that Job Satisfaction has a significant impact on enhancing employees' motivation in their work within PDAM Kediri. When employees experience high levels of job satisfaction, they tend to be more engaged, committed, and motivated in their roles. Job satisfaction can be influenced by various factors such as a positive work environment, opportunities for growth and advancement, recognition, and fair compensation [16], [17]. When these factors are fulfilled, employees experience a sense of fulfillment and contentment, leading to increased motivation to perform well in their jobs. The statistically significant t-value indicates that the relationship between Job Satisfaction and Work Motivation is not a result of chance [3], [18]. It implies a meaningful and consistent association between the two variables. Employees who are satisfied with their jobs are more likely to be motivated and committed to achieving organizational goals. Organizations can leverage these findings to focus on creating a positive work environment and addressing factors that contribute to job satisfaction [11]. By promoting open communication, recognizing employee achievements, providing opportunities for development, and ensuring fair compensation, organizations can enhance job satisfaction levels and subsequently increase employee motivation.

The testing was conducted by comparing the calculated F-value with the critical F-value. In this case, the calculated F-value of 68.744 is significantly higher than the critical F-value of 2.69, with a significance level of 0.000, which is smaller than 5%. As a result, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This indicates that collectively, Leadership, Training, and Job Satisfaction have a significant influence on Work Motivation. The significant F-value suggests that the combination of Leadership, Training, and Job Satisfaction has a significant impact on employees' motivation in their work within PDAM Kediri. It implies that these three factors, when considered together, have a stronger influence on Work Motivation than when considered individually [13], [15]. By examining the combined effect of Leadership, Training, and Job Satisfaction on Work Motivation, organizations can gain a comprehensive understanding of the factors that contribute to employee motivation [1], [21]. This finding highlights the importance of considering multiple factors in the workplace environment to foster a motivated workforce. To enhance Work Motivation,

organizations should focus on developing effective leadership practices, providing relevant and effective training programs, and creating a work environment that promotes job satisfaction [6], [8]. By addressing these factors collectively, organizations can create a positive and motivating atmosphere that encourages employees to perform at their best and achieve organizational goals.

The Adjusted R-Square value obtained is 0.669. This value indicates that the combined contribution of the variables Leadership, Training, and Job Satisfaction to Work Motivation is 66.9%. In other words, these variables explain about two-thirds of the variance in Work Motivation. The remaining 33.1% of the variance is influenced by other factors that were not examined in this study. The Adjusted R-Square is a measure of the proportion of the dependent variable's variance that is explained by the independent variables in the regression model while accounting for the number of predictors and the sample size. In this case, the Adjusted R-Square of 0.669 suggests that the model comprising Leadership, Training, and Job Satisfaction has a strong explanatory power in relation to Work Motivation.

4. Conclusion

In conclusion, this study examined the influence of Leadership, Training, and Job Satisfaction on Work Motivation within PDAM Kediri. The findings indicate that all three factors have a significant positive influence on Work Motivation. The analysis revealed that Leadership, as exemplified by the organization's leaders, plays a vital role in shaping employee motivation. Effective leadership practices that provide clear direction, support, and guidance have a positive impact on Work Motivation. Furthermore, Training programs offered by the company significantly contribute to employee motivation. When employees receive adequate training and development opportunities, it enhances their skills, knowledge, and confidence, leading to increased motivation in their work. Additionally, Job Satisfaction emerged as a critical factor affecting Work Motivation. When employees experience satisfaction in their jobs, such as through a positive work environment, growth opportunities, and fair compensation, it positively influences their motivation levels. The study's findings highlight the importance of considering multiple factors in fostering Work Motivation. By investing in effective leadership, providing relevant training programs, and addressing job satisfaction, organizations can create a motivating work environment that enhances employee motivation and overall performance. It is important to note that the results are based on the specific context of PDAM Kediri, and caution should be exercised when generalizing the findings. Future research can explore

additional variables and involve a larger and more diverse sample to provide a more comprehensive understanding of employee motivation and its influencing factors. Overall, this study contributes to the existing knowledge on Work Motivation and provides valuable insights for organizations seeking to enhance employee motivation and drive success. By understanding and addressing the factors of Leadership, Training, and Job Satisfaction, organizations can create a motivated workforce that is committed to achieving organizational goals.

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