

# The influence of leadership style and work discipline on employee performance-based Islamic work ethic

Agus Karjuni<sup>1\*</sup>, Farid Wajdi<sup>1</sup>, Sumarno<sup>1</sup>, and Cindy Yulinar Pratiwi<sup>1</sup>

<sup>1</sup>Institut Agama Islam Bunga Bangsa Cirebon

\*Corresponding author: [aguskarjuni@bungabangsacirebon.ac.id](mailto:aguskarjuni@bungabangsacirebon.ac.id)

## KEYWORDS

Leadership Style  
Work Discipline  
Performance  
Work Ethic

**ABSTRACT** This research is driven by the pattern of relationships that occur between superiors and subordinates that can make employees happy or unhappy to work in a cooperative, as an organization always deals with human resources to find the right person for the right job. This study aims to determine the existence of a leadership style and work discipline on employee performance based on the Islamic work ethic. In this way, it can be a benchmark for cooperatives to further improve the leadership style of the company in the future. This research uses quantitative research. Data collection techniques using questionnaires or questionnaires. This data collection technique involves obtaining data on the influence of variables (X1) Leadership style and variables (X2) Work discipline on variable (Y) employee performance based on Islamic work ethic. In addition, the results of the study indicate that the variable (X1) leadership style does not affect the variable (Y) of employee performance based on the Islamic work ethic, this is based on the results of the t test that the value  $\text{sig} \geq 0.05$  so  $H_0$  is accepted and  $H_1$  is rejected. which means that the leadership style does not affect the performance of the employees. The results of this study are also reinforced by the results of a questionnaire that explains that the leadership style variable has an average presentation of 95% and the employee discipline variable (X2) affects the employee performance variable (Y). employed, it is based on the results of the t test that the value of  $\text{sig} \leq 0.05$  so that  $H_0$  is rejected and  $H_2$  is accepted. We can see by completing the questionnaire that describes the work discipline variable, the average presentation is 93.6% in work discipline. The F test shows the calculated F value of 3.686, where the value of  $3.686 \geq F$  table of 2.145, it means that the leadership variable (X1) and work discipline (X2) simultaneously affect the employee performance variable (Y), while leadership style and work discipline simultaneously have an effect of 36.2%, the remaining 63.8% being influenced by other variables not examined. Leadership is expected to motivate employees to do better at work. And it is hoped that a good leader can further improve employee performance.

© The Author(s) 2022. CC BY-NC 4.0 International license

## 1. INTRODUCTION

In everyday life, human beings never are separated from the life of the organization, because by nature humans are social creatures who tend to always live in a society. It is later obtained both in the life of the household, community organizations, even at the time of entering the world of work. The process of the activities of an organization will understand the barriers and obstacles in achieving the goal. One of them is the effort in the improvement of human resources in a company or organization. Many have experienced setbacks and even failure in achieving the goal just because of the problems increase in human resources.

Patterns of relationships that occur between superiors and subordinates can cause employees to feel happy or not to work in a cooperative, for which an organization is always done processing human resources to get the right people for the right job. One of the targets of the processing of human resources in the management function of the

organization is related to the issue of leadership, a person who is appointed as the leader and recognized by the members as people who deserve to lead them, he is that runs the functions of the organization. The study of leadership in Indonesia is the more dominant side of the ethical and ethnic (Karim et al., 2019). On a corporate organization or the government's success or failure in the implementation of tasks and implementation, influenced by leadership and supported by the ability of the organization, the implementation of a good will be realized, the weakness of the leadership is one of the causes of the collapse performance of the organization. Leadership can be said as the way of a leader (Hadipranata, 2004) in steer, drive and arranging all the elements in the group or organization to achieve a desired organizational goals to produce the performance of employees means the achievement of the results of one's work or employees in realizing the goals of the organization (Rivai, 2018). In addition to leadership, a company is also supported by the employees who have a good perfor-

mance so that company goals can be accomplished (Rivai, 2018).

Essentially, human resource is the key to success for any organization or agency that still survive and thrives. As generally known, that the reciprocation of an organization or company one of them depending on its employees or human resources, from the highest to the lowest employee in the institution. Management is a measuring tool to achieve the desired goal. Good management will facilitate the realization of company goals, employees, and community.

Leadership is the ability to influence others through communication, either directly or indirectly (Ii, ed.). The ability of employees or subordinates is often formed by the factor of the availability of means (Suzana et al., 2021). In Islam, the leadership of the so-called caliphate means a substitute or deputy (Safaria, 2004). Good leadership can be formed from the values of the union (Aji, 2020). A company/organization must need a leader to be a role model, a determinant of the direction in taking the policy or decision, and to achieve the purpose of the company/organization. Employees and leaders have a huge contribution to the company because without them the company will not walk (Hadipranata, 2004). Therefore, leaders should be able to put their role as head of all the fields in the company so that it can arrange employees to work well and can also motivate employees. (Wicaksono, 2019). Soul entrepreneurship and independence of the subordinate can be formed by the institution of the program and also the leadership of (Karim, 2011). In macro, to commit the changes To the direction of the positive human needs-human reliable in the field, the human should be laid out in a management that is human resource management (HRM). Human resources in an organization are increasingly aware of its existence so that the human is seen as the most important asset of the various resources within the organization. The strong man's position in the organization exceeds other resources such as material, methods, money, machine, market, thus encouraging experts to give donations theory about human resource management (Evie & Sumual, 2013).

As is known in the agency there is one human element is the source of the driving purpose of the agency and the most influential factors to determine the success or failure of the purpose of the institution. Human resources or the so-called employee plays a role in the planning, implementation, monitoring, and control that the agency achieves its mission better. The quality of employees can be seen from the discipline of the work done day-to-day. Increased work discipline is an important factor that needs to be shown to achieve high productivity (Rohman, 2019). Because Islamic leadership is not much different from the model of leadership in general, because of the principles and the system-the system used, there are some similarities. Spiritual leadership is often a leadership style that is effective in shaping the character of the subordinate 12. Leadership in Islam is first exemplified by the Prophet Muhammad., the leadership of the Messenger of Allah can not be separated from the function of its presence as a spiritual and community leader. The basic principle of her leadership is exemplary. In his leadership prioritizes uswatun khasanah that "Leadership is a process of influencing group activities are set to reach a common goal (Naranjo, 2014). The messenger of Allah as stated in surah Al-Qalam 4 is a human with nature as well as the supreme personality of which can then be used

as an example of a role model for your friends and people he was giving an example to his companions led. The messenger of Allah indeed has a great personality, it is as depicted in the Qur'an:

وَإِنَّكَ لَعَلَىٰ خُلُقٍ عَظِيمٍ

"And verily you virtuous noble character." (Q.S. Al-Qalam: 4) [14]

The above verse shows that Rasullullah has the advantage that a noble character, so in terms of the lead and setting an example for Muslims, he is the best figure. Leadership Rasullullah indeed not be copied completely, but at least the Muslims should seek to emulate His leadership.

From Abdullah Ibn Umar that the Messenger of ALLAH said: "Know each of you is a leader, and each of you will be held accountable to what led. A king is a leader for his people, and he will be held accountable to the leader. (Ii, ed.; Hadipranata, 2004). Umar bin Khattab is the leader of Islamic almost perfect because he has all the requirements as a leader. It was natural that under his leadership, a lot of achievements of strategy to spread Islam through the expansion of the region up along the Arabian peninsula, (Fauzi, 2017) Leadership is not power, not position and authority that must be proud of. Leadership is not also merchandise that can be traded. The nature of leadership in Islam is a mandate that must be executed well and accounted for not only in the world but also in the presence of God in the hereafter. The phenomenon of seizure and sale and purchase transactions of leadership as we often see in politics today is evidence of a lack of awareness of us to give birth to a leader who keeps the mandate and is oriented to the benefit of the ummah. Each of us has the potential to be the leader of, as said the Prophet, yet not everyone can become a leader, because of his heavy responsibilities and complexity. Being a leader is not automatically a person to be the best and everything, but the leader still needs correction from anyone as to need the support of all components of the ummah.

In a speech to his political, the first times after the asked so the caliph Abu Bakr RA. Say: "I have been appointed to be your leader, but that doesn't mean that I'm the best man among you, if you see me walking on top of the right path, then please and help me if you saw me cheating then flatten me." Hadith narrated by Bukhari said A husband is a leader for the members of his family, and he will be held accountable to them (Ribby, 2011). A wife is the leader for the household, the husband and his children, and will be required accountability to lead. A servant is a leader for the treasure of his master, and he also will be held accountable for what they lead. Know each of you is a leader, and each one of you will be held accountable for what you lead."

The above hadith explains that every individual has the responsibility and mandate that need to be accomplished as quickly as possible. Similarly, with a leader, the Leader is the one who holds the mandate, is responsible for the responsibility in the field, and what lies under the shade. Then what lies below protection, leaders are required to apply with a fair and prosperous wake him up by keeping the interests and interests in religion and in life as well as that related to it (Hadipranata, 2004).

Similarly, the leadership in a company. A leader should give an example to their employees. It can affect the im-

provement of the performance of the employees of the company and the advancement of a company. The high demands to achieve the target on the funding and lending, making the leader and the employee must continue to work under pressure (Prabasari & Netra, 2013). With these conditions, obstacles can appear in various forms. One of the causes of failure that the presence of clashes this can be bias caused by due to the difference of opinion between the leaders and the employees, individual characters, the background of a person, to experience in the work. The characters are often formed from the cultural environment around (Bimantara et al., 2014). The influence of leadership as one of the indicators determining the increase in the employee's performance which ultimately brings success to a company (Isjoni et al, 2016), becomes the motivation and interest of its own for the author (Lestari, 2007). Man as one of the factors of production provides a source of power that was instrumental in achieving the goals of the organization. Efficient and effective an organization is dependent on the good and bad of human resource development in the organization, because of the very importance of human resources the human resources that should get the attention that can be used optimally. Discipline in the work is an absolute need to run any organization or company, because if it is not a difficult discipline for the company to realize its goals. The discipline is very useful to improve the skill and ability of employees based on the motivation to excel in an organization. The discipline of Work explained that: "discipline is management action to enforce organizational standards", the definition of discipline is interpreted as the implementation of the management to strengthen the guidelines of the organization (Rohman, 2019). In an organization or institution understanding, is a lesson, obedient, obedience, loyalty, respect to the provisions/rules/norms. In conjunction with employee discipline, discipline is the binding element, the element of integration, and is the element that can excite employees' work, even can also be vice versa. Work discipline is very important, because in the absence of labor discipline then each job will not be resolved properly (Rohman, 2019). Thus it cannot be denied that the discipline of work is a critical success factor in a company, if the discipline of work is ignored will hinder and harm the company. Because without discipline work it will degrade the performance of the employees so that the target company will not be achieved (Ernika, 2014; Prabasari & Netra, 2013).

Discipline is a trait of an Employee who consciously abides by the rules and regulations of the particular organization. Discipline greatly affects the performance of Employees and the Government, because of the discipline as a form of training for Employees in carrying out the rules of the Government. The discipline of the higher productivity of the workers and the performance of the Government. Training and practicum can form the ability and capacity of employees (Erdawati et al., 2021). While discipline is an act of management to encourage the implementation of the standards organization, this is the training that leads to efforts to justify and involves knowledge-knowledge attitude and behavior of employees so that there is a willingness in employees to go on working together and better performance. Thus the application of the discipline greatly affects the performance of Employees. The discipline of work means a willingness to comply with the regulations or provisions that apply in the organizational environment

of each work that is expected to improve the performance of high (Rohman, 2019).

Nice performance of the business work together (inter-individual) are associated with the implementation of which can achieve a goal in a system, and it is determined with a view can meet the needs of the system-the system itself. The performance has some factors that influence which of them is the discipline covering the observance of and respect for the agreements made between the organization and employees (Siteni, 2016). Discipline is also closely related to the sanctions that need to be imposed on the party breaking. if an employee violates the applicable regulations in the organization, then the employee concerned must be able to accept the punishment that has been agreed upon. The problem of the discipline of the participants of the organization both her superiors and the subordinates will give the pattern on the performance of the organization. Supriyono argues that: "the Performance is a result of someone who achieved in carrying out the tasks given to him based on skill, experience, and ability as well as the time" (Palilati, 2013). Based on the definitions, it is clear that the discipline is that the observance of the rules has become a consequence of a person, without coercion but compliance and awareness of the self-esteem of each individual, which is fueled by the moral values and the law. The value can be formed through activities that contain elements of tradition and culture (Parinduri et al., 2020). Behavior is not a discipline that arises is a reflection of the negative perception of employees towards the controls are done by the behavior of leaders. Often the perception relies on the assumption of someone (Kardiyati & Karim, 2020; Subhan et al., 2020). Otherwise discipline an employee arising out is a reflection of the positive perception of the control of bosses or leaders.

## 2. METHODOLOGY

The type of research used in this journal is quantitative research. Quantitative research methods can be interpreted as a method of research based on the philosophy of positive (Jurnal Manajemen, 2020) , which is used to examine the population or a particular sample. The sampling technique is generally carried out at random, using a data collection instrument of the study, quantitative data analysis/statistic to test the hypothesis that has been set. Viewed from the nature of this research is survey research, with data collection tool questionnaire (questionnaire) with the tools of statistical analysis simple regression.

This type of research is included in this type of research is an associative type of associative research that aims to find out the plugs of two or more variables (Sugiyono, 2017). This method departs from a framework of theories, ideas, experts, and the understanding of the author based on his experience and developed into the problems that exist.

## 3. RESULTS AND DISCUSSION

### 3.1 Leadership style on Employee Performance

Based on the results of the study showed that the style of leadership does not affect the performance of the employees of the cooperative savings and loan SMK Mandiri Cirebon, it is based on the results of the t test that the value of  $\text{sig} \geq 0,05$  so it can be concluded that  $H_0$  is accepted and  $H_1$  ditolak. and based on the results of the output is known

sig X1 equal to  $0.97 \geq 0.05$  so it can be concluded that the leadership style does not affect the performance of employees in the Cooperative.

Based on the results of the observations of the author can be concluded, the leadership of the Cooperative vocational Self always evaluate the 2-way between the leader and subordinate this was evidenced by the observation of respondents stated that leadership in a Cooperative vocational Self always gives the same rights with employees to find the thoughts that build as well as the leadership gave the same rights as employees to express thoughts that build and leaders concerned with the problems that hinder the performance of employees so that he is ready to give you motivation in employees to re-focus in the work. But in terms of providing the solution to the problem results in the questionnaire is relatively low, so it takes the firmness of a leader in deciding an issue. this condition allows employees to feel there is no certainty and affect the results of the work of employees. Because according to Harahap (2018) leadership is a process of activities of a person in the lead, guide, influence, or control the thoughts, feelings, or behavior of others. So a leader is a person who helps others to acquire the desired results.

This is in line with Research conducted by Annisa Aulia Yanuar "the Influence of leadership style, competence, and compensation on employee performance at PT. Pertamina Makassar. Hypothesis test proved that the leadership style has no significant effect and positive employee performance (Prabasari & Netra, 2013), with the results obtained from the t - test of leadership style with the value of 0.627 and the value of sig.  $0.532 \geq \alpha = 0.05$ . The presence of figures that are not significant or weak indicates that there is no influence between leadership style with the increasing the performance of employees (Abrina & Alghoribi, 2020; Fajrin & Susilo, 2020).

### 3.2 The influence between leadership style and work discipline on employee performance

Based on the results of the research, employee discipline affect the performance of the employees of the cooperative savings and loan SMK Mandiri Cirebon, it is based on the results of the t test that the value of sig  $\leq 0.05$  so it can be concluded that H0 is rejected and H2 is accepted. and based on the results of the output is known sig X1  $0.018 \leq 0.05$  so it can be concluded that the discipline of work affects the performance of employees in the Cooperative. It is in line with the results of research conducted by Rika Widayaningtyas "the influence of work discipline and work motivation on employee performance" one of the factors that affect the performance of employees is the discipline of work.

One of the factors that affect the performance of employees is the discipline of work (Prabasari & Netra, 2013). Work discipline is a tool used for managers to communicate with employees so they are willing to change behavior and as an effort to raise awareness and willingness to obey all company rules and social norms that apply (Widayaningtyas, 2016)

So anyway with that said by Suharsimi Arikunto that the discipline of work (1980: 114), compliance in following the regulations or the rules because it is driven by the awareness that there is in his words without any coercion from outside parties. the level of discipline employees under the regulations set by the company and the respondent state

employees to participate and contribute to giving the contribution of each activity. Employees are also always using a uniform according to the appointed day and the identifier for the work.

Discipline employees in the performance of the cooperative, viewed in daily activities where the entire staff always work carefully and do the work following the specified time and not stalling for time work and always spend time for things that are beneficial (Rohman, 2019). This result is also confirmed by the results of a questionnaire that describes a variable work discipline that has the average presentation to 93.6%.

### 3.3 The influence between leadership style and work discipline on employee performance

The results showed that the influence of leadership style and work discipline affect the performance of employees. This proved based on the results of output above the calculated F value of  $3,686 \geq F$  table of 2,145 then leadership (X1) and work discipline (X2) simultaneously affect the variable employee performance (Y) (Prabasari & Netra, 2013).

Based on the table's output SPSS 21 "Model Summary" at the top, note the value of the coefficient of determination or R Square is 0,362. The value of R Square is 0,362 is greater than squaring value of the correlation coefficient or "R" ie  $0,602 \times 0,602 = 0,362$  or equal to 36,2% while the rest  $(100\% - 36,2\% = 63,8\%)$  influenced by other variables outside the regression equation or variable not examined.

Leaders always consider the suggestions given by the employees to improve the quality of work, so employees always perform the evaluation of the two-way between leaders and subordinates and always invite the employee to discuss the problems that arise to be resolved.

Employees in the cooperative themselves are very disciplined in work doing everything meticulously by the specified time and not stalling-give me the job and contribute in every event, wearing the uniform of the work following the day specified and identification during the work, keep a good attitude in the work environment, as well as employees using transport company to the interests of the company and to purchase office equipment for office purposes.

This is in accordance with the journal Pangaribuan (2008) shows that the Coefficient of Determination (R Square) of 0.518. For multiple regression using the Adjusted R Square adjusted by the number of independent variables used in the study was 0.474 which means 47.4 % of the variation in the dependent variable (employee commitment) capable explained by the independent variables (work smart, work sincerely, work hard, work completed) and of 52.6% influenced by other variables that are not included in this study. Based on hypothesis testing to test the Fcount 11,570 and Ftable by 4.08 so that Fcount  $\geq$  Ftable ( $11,570 \geq 4,08$ ) at  $\alpha = 5\%$ . It can be concluded that the variables of work smart, work sincerely, work hard and work completed jointly influence employee commitment (Parashakti & Setiawan, 2019; Salim, 2017). Leadership should meet the competence of it all is also expected to have interpersonal qualified skills (Karim, A., 2020).

## 4. CONCLUSION

Based on the results of the study showed that the style of leadership does not affect the performance of the employees of the cooperative savings and loan SMK Mandiri Cirebon



bon, it is based on the results of the t test that the value of  $\text{sig} \geq 0,05$  so it can be concluded that  $H_0$  is accepted and  $H_1$  rejected. which means it is the leadership style does not affect the performance of employees. The results of this study were also strengthened by the results of the questionnaire explained that the variables of leadership style have an average presentation of 95%. The results of the research that the discipline of work of employees affect the performance of the employees of the cooperative savings and loan SMK Mandiri Cirebon, it is based on the results of the t test that the value of  $\text{sig} \leq 0,05$  so it can be concluded that  $H_0$  is rejected and  $H_2$  is accepted. Look from the charging of a questionnaire that describes the variable work discipline average presentation to 93.6% in the discipline of work. Based on the results of the assessment of the value of F count equal to  $3,686 \geq F$  table of 2,145 then leadership (X1) and work discipline (X2) simultaneously affect the variable employee performance (Y). While the large influence of leadership style and work discipline simultaneously have an influence of 36,2% while 63,8% are influenced by other variables not examined.

## References

- Abarina, H. D., and Al-ghoribi, A. S. H. (2016). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Di Matahari Department Store Tunjungan Plaza Surabaya. *Econ. Manag.*
- Ahmad, Y. (2014) "pengaruh disiplin kerja terhadap kinerja karyawan pada kantor PT jasa raharja perwakilan gorontalo," pp. 1-3.
- Aji, T. S. et al., (2020). "The Concept of Togetherness and its Implications for the Unity of the Society: Study of Elucidation by Quthb." *Int. J. Psychosoc. Rehabil.* vol. 24 no. 08 pp. 13800-13808. doi: <https://doi.org/10.37200/IJPR/V24I8/PR28136>.
- Bimantara, P., Karim, A. Sapari, Y., Billah, S. A., and Nurhaipah, T. (2014). Lengser character communication in mapag panganten ceremony: A comparative study, *Elem. Educ. Online*, 20(4), 529-539. doi: <http://doi.org/10.17051/ilkonline.2021.04.57>.
- Erdawati, Darwis, D., Rachmat, I. F., and Karim, A. (2021). "The effectiveness of green chemistry practicum training based on experimental inquiry to improve teachers' science process skills," *Elem. Educ. Online*, vol. 20, no. 4, pp. 540-549, doi: <https://doi.org/10.17051/ilkonline.2021.04.58>.
- Ernika, L. (2014) "Pengaruh disiplin kerja terhadap kinerja karyawan," pp. 1-2.
- Evie, T, and Sumual, M., (2013). *Manajemen Sumber Daya Manusia*, Revisi. CV. R.A. De Rozarie,
- Fajrin, I. Q. and Susilo, H. (2020). Pengaruh gaya kepemimpinan terhadap kinerja karyawan dengan motivasi kerja sebagai variabel intervening (Studi pada karyawan pabrik gula Kebon Agung Malang). *J. Adm. Bisnis*, 61(4), 117-124, 2018.
- Fauzi, A. (2017) Belajar dari Nilai-nilai Kepemimpin Umar Bin Khattab, 29 oktober 2017,
- Fikriyah., Karim, A., Huda, M. K., and Sumiati, A. (2021). Spiritual leadership: The case of instilling values in students through the Kiai's program in the globalization era, *J. Leadersh. Organ.*, 3(1), 16-30. doi: <https://doi.org/10.2146/jlo.63922>.
- Hadipranata, A. E. (2004). "Pemimpin," *Unisia*, vol. 27, no. 53, pp. 255-262. doi: <https://doi.org/10.20885/unisia.vol27.iss53.art5>.
- Ii, B. A. B. Kepemimpinan, "TRANSFORMASIONAL," pp. 30-65.
- Isjoni, M., Indarti, S., and Marzolina, (2016). "Indikator Kepemimpinan," vol. 8, no. 1, pp. 106-118.
- Jurnal manajemen. (2021). "Metode Penelitian Kuantitatif: Pengertian, Tujuan, dan Komponen." <https://jurnalmanajemen.com/metode-penelitian-kuantitatif/>
- Karim, A. (2017). *Kepemimpinan & Manajemen Kiai dalam Pendidikan: Studi Kasus pada Pesantren Bendakerep, Gedongan dan Buntet Cirebon*.
- Karim, A. (2011) Peran kepemimpinan kyai dan koperasi pondok pesantren (Kopontren) dalam pembentukan jiwa kemandirian dan entrepreneurship santri di pondok pesantren Al-Ishlah Bobos Cirebon, Program Pascasarjana Institut Islam Negeri (IAIN) Syekh Nurjati Cirebon,
- Karim, A., Mardhotillah, N. F., and Samadi, M. I. (2019). "Ethical leadership transforms into ethnic: Exploring new leader's style of Indonesia," *J. Leadersh. Organ.*, vol. 1, no. 2, pp. 146-157.
- Kardiyati, E. N. and Karim, A. "Accounting students' perceptions and educational accountants on ethics of preparing financial statements," *Int. J. Econ. Bus. Account. Res.*, vol. 4, no. 03, pp. 171-180, 2020, doi: <https://doi.org/10.29040/ijebar.v4i03.1302>.
- Kementerian agama. (2000). Al-qur'an.
- Lestari, S.(2007). "Pengaruh kepemimpinan kepala sekolah dan kinerja guru terhadap prestasi siswa," *Satya Widya*, vol. 32, no. 2, pp. 127-132.
- Naranjo, J. (2014). Pengertian kepemimpinan.
- Palilati, N. (2013) "Pengaruh penerapan disiplin kerja terhadap kinerja pegawai di Pengadilan Tinggi Agama Gorontalo". pp. 1-3.
- Parashakti R. D. and Setiawan, D. I. (2019). Gaya Kepemimpinan dan Motivasi terhadap Kinerja Karyawan pada Bank BJB Cabang Tangerang. *J. Samudra Ekon. Dan Bisnis*. 10(1), doi: <https://doi.org/10.33059/jseb.v10i1.1125>.
- Parinduri, M. A., Karim, A., and Lestari, H. (2020) "Main values of Toba Muslim Batak culture in moral education perspective," *Karsa J. Soc. Islam. Cult.*, vol. 28, no. 1, pp. 121-140. doi: DOI: <https://doi.org/10.19105/karsa.v27i1.2567>.
- Prabasari, I., and Netra, I. (2013) Pengaruh motivasi, disiplin kerja dan komunikasi terhadap kinerja karyawan pada PT. Pln (Persero) Distribusi Bali, *E-Jurnal Manaj. Univ. Udayana*, 2(4), 254-441.

- Ribby, A. Teori Dasar Kepemimpinan Dalam Islam, 23 November, 2011.
- Rivai,. (2018). "Pemimpin yang Baik Membuat Karyawan Nyaman dan Kinerja Perusahaan Semakin Bagus," 18 Juli 2018, 2005.
- Rohman, T. P. M, (2019) Pengertian disiplin kerja, *Psikol. Perkemb.*, 10(1), 224 doi: <https://doi.org/10.1017/CB09781107415324.004>.
- Safaria, T. (2004). *Kepemimpinan*. 4th ed. Graha Ilmu.
- Salim, M. (2017). *Gaya Kepemimpinan, Team Work, Budaya Organisasi, Dan Motivasi Kerja Ketua Terhadap Kinerja Pengurus Organisasi*. UIN Surabaya.
- Siteni, L. (2016). "Pengaruh kepemimpinan kepala sekolah dan kinerja mengajar guru terhadap prestasi belajar siswa," *J. St.*, vol. 6, no. 1, pp. 173–181.
- Subhan, R. B. Suhara, and Karim, A. (2021). "Gender Trends Perspective: Representation of Women in the Political Sphere," *Turkish J. Comput. Math. Educ.*, vol. 12, no. 10, pp. 1786–1793.
- Sugiyono. (2017). *Statistik Untuk Penelitian Kualitatif dan Kuantitatif R & D*. Alfabeta.
- Suzana, S., Karim, A., Amanah, A., and Munajim, A. "Bermain Kognitif Matematika Anak Melalui Pemanfaatan Barang Bekas Pada Masa Pandemi Covid-19," *J. Pendidik. Anak Usia Dini Undiksha*, vol. 9, no. 2, pp. 1–15, 2021, doi: . <http://dx.doi.org/10.23887/paud.v9i2.34259>.
- Wicaksono, A. S. (2019). *Pengaruh gaya kepemimpinan terhadap kinerja karyawan*. Society.
- Widayaningtyas, R. (2016). "Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan".