

## The Role of Leadership Style in Moderation of the Influence of Work Discipline and Job Engagement on Job Performance at Bank Indonesia in the National Currency Distribution Division

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**Abstract.** *A phenomenon observed among employees in Bank Indonesia's currency distribution division is that employee performance appraisals have not yet achieved optimal scores. Factors influencing employee performance include leadership style and work discipline. A leader's role is essential in a company to support the achievement of the company's vision and mission. Furthermore, work discipline is a key driving force for a person's work, which will also impact employee performance. This research is a quantitative explanatory study using a census method. The population of the study was 150 employees in Bank Indonesia's National Currency Distribution Division. The sample was drawn using the Slovin formula, resulting in a total of 148 employees. A questionnaire was used as the data collection technique. Data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. The results of the study 1) Work discipline has a positive and significant effect on job performance, meaning that good work discipline will encourage Bank Indonesia National Money Distribution employees to be more responsible, punctual, and productive, which will ultimately improve overall job performance. 2) Job engagement does not affect job performance, meaning that Bank Indonesia National Money Distribution employees who are highly involved and enthusiastic in their work do not automatically translate into a significant increase in job performance. 3) Leadership style has a positive and significant effect on job performance, but leadership style cannot strengthen the influence of work discipline and job engagement on job performance. This means that how well a superior applies his leadership style will not change how work discipline and employee engagement affect their work results. In other words, leadership style is not the only factor that determines the success of improving work discipline and job engagement on job performance.*

**Keywords:** *Discipline; Engagement; Improving; Leadership.*

## 1. Introduction

The current of globalization that is full of competition, it seems necessary to be balanced with the creation of quality human resources and have high competitiveness, because human resources are the determining assets of every activity in the company that makes humans as planners, actors and determinants of achieving a goal. However, managing officers and actors is not easy because they have different thoughts, feelings, status, desires and backgrounds of each individual, in this case employees who cannot be managed and ordered cannot be equated with managing machines or production tools, so a leader is needed who is able to direct, guide, be qualified and can provide a good example in a company.

Human resources are a crucial factor in any organization, whether large or small. They are viewed as a crucial element in the business development process, and their role is becoming increasingly important. An institution is established with a specific goal in mind, and achieving that goal requires responsible individuals with strong performance capabilities.

The influencing factor in achieving good work results from employees is the ability of leaders to be supportive and show sympathy for employees or subordinates so that they can achieve good performance so that goals can be achieved.(Supardi & Aulia Anshari, 2022; Tanjung & Frinaldi, 2023)

The organization of an institution in a professional manner is absolutely necessary and requires the role of a leader in the institution, so that it is able to support the realization of the company's vision and mission with a leadership style and work discipline that is able to foster high enthusiasm and is able to influence the trust of government office employees, so that employees can be motivated, loyal, and highly dedicated, so that a leadership style attitude and discipline are needed by each individual that must be prepared and possessed by each company.

The right leadership style will motivate someone to achieve. An employee's success or failure in work performance can be influenced by their superior's leadership style.(Larosa et al., 2022).(Larosa et al., 2022; Siti Nur Aisah, 2020)has studied the influence of leadership style on performance, stating that leadership style has a significant influence on employee performance.

Discipline is crucial and impacts employee performance. This issue is crucial because work discipline is a key driver or motivation for a person to work. Implementing a work discipline system is complex because it will impact employee morale and enthusiasm, which in turn will improve employee performance.

According to(Kusmiyatun & Sonny, 2021)Employee work discipline is part of the performance factor. The results of the study show that work discipline has a positive influence on employee work performance. Although work discipline generally has a positive impact on employee performance, in some conditions, the application of discipline that is too strict can have a negative impact. One of the negative impacts is increased levels of stress and work pressure.

When company rules are too rigid and sanctions are too severe, employees can feel burdened, which ultimately reduces motivation and even leads to burnout.

The tasks given in the above fields make the company must have individuals who are able to play a full role in realizing good and professional performance, as well as discipline in every job. This is the basis for the background of the research chosen by the researcher based on the discovery of problems within the company, such as the occurrence of a gap in thinking that is not in accordance with idealism, there are still several weaknesses that are still shown by employees / staff that cause a lack of motivation in their work, such as delaying office tasks, lack of discipline in time and not being able to utilize the office facilities that have been provided properly. This is what needs to get special attention from the managerial side, especially the head of the institution, in order to prevent as early as possible and try to improve the quality of human resource management in the institution.

## **2. Research Methods**

This research falls into the explanatory quantitative category because it aims to explain the causal relationship between leadership style and work discipline on employee performance in the National Money Distribution Division at Bank Indonesia. This study attempts to examine the influence and relationship between these variables using a quantitative data-based approach that can be analyzed statistically. The method used in this study was a survey with a quantitative approach, where data was collected through questionnaires distributed to employee respondents. The data obtained were then analyzed using multiple linear regression techniques to measure the extent to which leadership style and work discipline influence employee performance. This approach allows the study to provide a deeper understanding of the factors that objectively influence employee performance. By its nature, this research falls into the associative or causal research category, as it aims to determine the causal relationship between the independent variables (leadership style and work discipline) and the dependent variable (employee performance). This research not only explains the relationship between the variables but also examines the extent of each factor's influence on employee performance. Furthermore, this study employed a cross-sectional approach, where data was collected at a single point in time. This allowed the study to capture a snapshot of ongoing conditions without the need for long-term observation. Therefore, the research findings can be used as a basis for Bank Indonesia management to improve leadership effectiveness and work discipline to support improved employee performance in the National Currency Distribution Division.

## **3. Results and Discussion**

The subjects of this study were employees of Bank Indonesia's National Money Distribution Department. Data collection used a questionnaire via Google Form distributed online via WhatsApp from June 25 to July 15, 2025. The researchers distributed questionnaires to 150 people, and 150 questionnaires were returned. Therefore, the data used in this study came from the responses of 150 respondents.

Based on the number of samples obtained, namely 150 Bank Indonesia National Money Distribution employees, the characteristics of the respondents can be described as follows:

Table Respondent Characteristics

Characteristics	Information	Frequency	Percentage
<b>Gender</b>	Man	113	75.3%
	Woman	37	24.7%
<b>Total</b>		<b>150</b>	<b>100%</b>
<b>Age</b>	20 – 25 years	3	2.0%
	26 – 30 years old	35	23.3%
	31 – 35 years old	77	51.3%
	36 – 40 years old	25	16.7%
	41 – 45 years old	10	6.7%
<b>Total</b>		<b>150</b>	<b>100%</b>
<b>Years of service</b>	<1 year	3	2.0%
	13 years old	12	8.0%
	4 – 6 years	36	24.0%
	7 – 9 years	71	47.3%
	≥ 10 years	28	18.7%
<b>Total</b>		<b>150</b>	<b>100%</b>

Based on table it shows that as many as 75.3% of Bank Indonesia National Money Distribution employees are male, this explains that men tend to have agile work behavior because they are physically stronger. Age characteristics show that as many as 51.3% of respondents are aged 31 - 35 years, this age is mature and productive. Work period characteristics show that 47.3% have worked for 7 - 9 years, this identifies that most respondents are employees who have worked for a long time at Bank Indonesia National Money Distribution.

Description of intended variablesto translate respondents' responses based on the results obtained from 150 respondents' answers to the measuring indicators for each variable. The scoring technique used in this study is with a maximum score of 5 and a minimum of 1, so the respondent response index is calculated using the following formula (Ferdinan, 2019):

$$\text{Index value} = (\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5) / 5$$

Information:

F1: Frequency of respondents who answered 1 of the scores used in the questionnaire list

F2: Frequency of respondents who answered 2 of the scores used in the questionnaire list

F3: Frequency of respondents who answered 3 of the scores used in the questionnaire list

F4: Frequency of respondents who answered 4 of the scores used in the questionnaire list

F5: Frequency of respondents who answered 5 out of the scores used in the questionnaire list

To obtain the tendency of respondents' answers to each variable, it is based on the average score value (index) which is categorized into a score range based on the three box method calculation (Ferdinan, 2019).

Upper limit:  $(\%F \times 5) / 5 = (100 \times 5) / 5 = 100$

Lower limit:  $(\%F \times 1) / 5 = (100 \times 1) / 5 = 20$

Range:  $100 - 20 = 80$

Interval:  $80 / 3 = 26.7$

Based on the calculations above, the following index interpretation list can be used (Ferdinan, 2019):

Low:  $20 - 46.7$

Medium:  $46.8 - 73.5$

Height:  $73.6 - 100$

The descriptive analysis of each variable (work discipline, job engagement, leadership style and job performance) is explained in detail as follows:

The outer model test is used to describe the relationship between latent variables and their indicators. The outer model in this study can be described as follows:

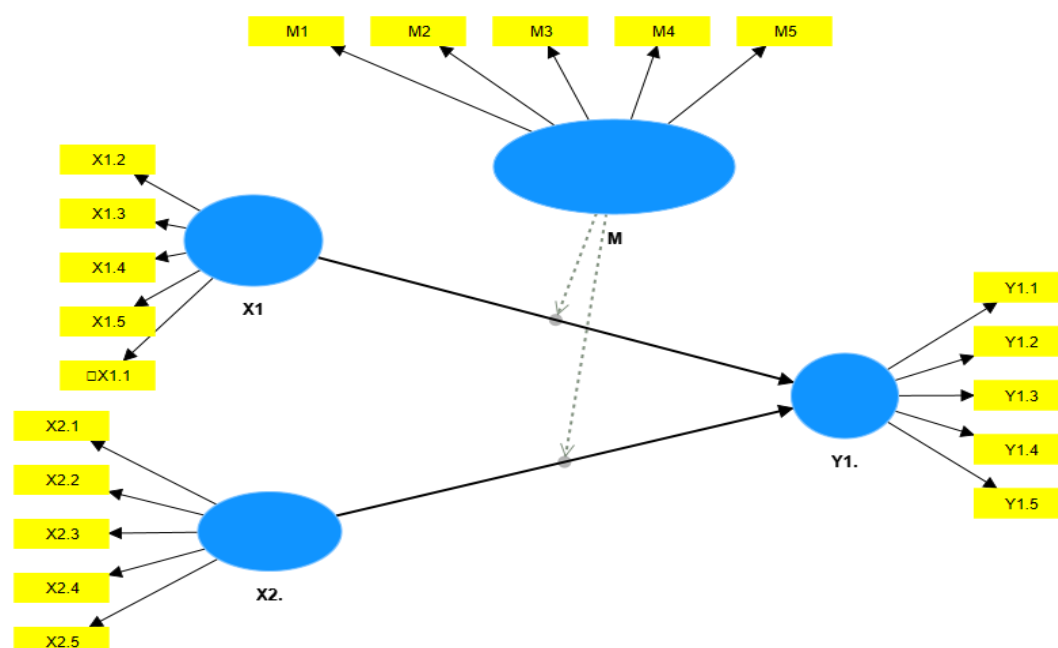


Figure Full Partial Least Square Structural Model (Pre-Elimination)

Based on the image above, the outer loading value can be explained as follows:

Table Pre-Elimination Outer Loading Evaluation

<b>Variables</b>	<b>Indicator</b>	<b>Outer Loading</b>
<b>Work discipline</b>	X1.1	0.704
	X1.2	0.796
	X1.3	0.840
	X1.4	0.882
	X1.5	0.887
<b>Job engagement</b>	X2.1	0.787
	X2.2	0.793
	X2.3	0.898
	X2.4	0.792
	X2.5	0.469
<b>Leadership Style</b>	M.1	0.882
	M.2	0.759
	M.3	0.873
	M.4	0.819
	M.5	0.700
<b>Job Performance</b>	Y.1	0.691
	Y.2	0.812
	Y.3	0.788
	Y.4	0.785
	Y.5	0.639

Table above shows that the majority of validity indicators of each variable in this study have a loading factor value greater than 0.70, so they are considered genuine. However, there are some that have a loading factor value  $<0.70$  such as in the job engagement variable there is 1 indicator, namely X2.5 (0.469). In the leadership style variable there is 1 indicator, namely M.5 (0.700) and in the job performance variable there are 2 indicators, namely Y.1 (0.691) and Y.5 (0.639). Indicators that have a loading factor value  $<0.70$  are removed because they have a poor level of validity. However, according to Chin (2019), an outer loading value between 0.5 - 0.6 is considered sufficient to meet the requirements of convergent validity. So in this study, 1 indicator in the job engagement variable is removed, namely the X2.5 indicator (0.469) because the outer loading value is  $<0.5$ . The following is a picture of the outer model after elimination.

Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite reliability aims to measure the internal consistency of a construct's indicators. A CR value  $> 0.7$  indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure internal consistency reliability. A CA value  $> 0.9$  indicates very high reliability, indicating very good internal consistency. A CA value between 0.8-0.9 indicates high reliability. A CA value between 0.7-0.8 indicates acceptable reliability, generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:



Table Composite Reliability and Cronbach Alpha

Variables	Composite Reliability	Cronbach Alpha	Information
Leadership Style	0.868	0.866	Reliable
Work Discipline	0.880	0.880	Reliable
Job Engagement	0.863	0.857	Reliable
Job Performance	0.798	0.799	Reliable

The results of the reliability analysis indicate that this research model has excellent internal consistency. This can be seen from the Composite Reliability (CR) and Cronbach Alpha (CA) values. All latent variables in the model have CR values  $> 0.7$ , indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently represent the intended construct. The CA values for leadership style (0.866), work discipline (0.880), job engagement (0.857), and job performance (0.799) show quite high reliability with CA values of 0.7 - 0.8, meaning that the indicators for these variables are very consistent in measuring the construct.

Evaluation The inner model, also known as the structural model, is used to assess the causal relationship (cause-and-effect relationship) between latent variables in a research model. The results of the inner model evaluation in research can be described as follows:

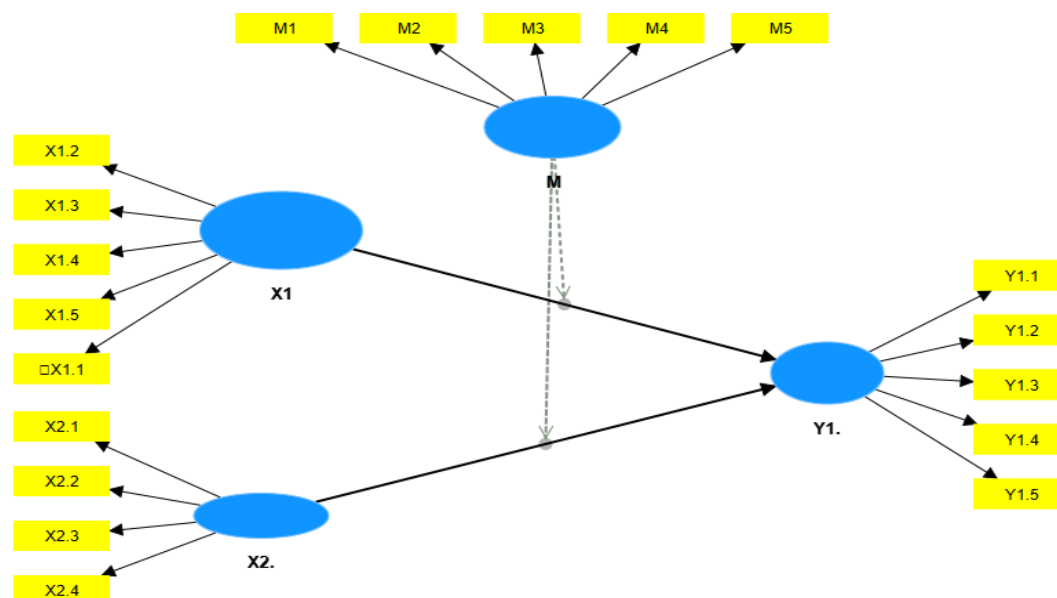


Figure Inner Model (Structural Model)

Based on the image above, it can be explained regarding the results of the path coefficient, R-square (R<sup>2</sup>), f-square (F<sup>2</sup>), goodness of fit test.

### 1) Path Coefficient (Path Coefficient)

*Path* The coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. Its value indicates how much direct influence one construct has on another.

Table Path Coefficient

Path Coefficient		Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information	
Work Discipline -> Job Performance		0.513	0.492	0.110	4,656	0,000	Support	
Job Engagement-> Job Performance		-0.139	-0.099	0.142	0.975	0.330	Does support	not
Leadership Style -> Job Performance		0.524	0.511	0.123	4,254	0,000	Support	
Leadership Style x Work Discipline -> Job Performance		0.133	0.088	0.136	0.974	0.330	Does support	not
Leadership Style x Job Engagement -> Job Performance		-0.084	-0.047	0.105	0.799	0.425	Does support	not

Based on the data presented in table above, it can be seen that the two hypotheses proposed in this study are as follows:

a. The Influence of Work Discipline on Job Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of work discipline on job performance are  $0.000 < 0.05$  and the T-Statistics value  $(4.656) > 1.96$ . Meanwhile, the original sample has a value of 0.513 (positive). This indicates that work discipline has a positive and significant effect on job performance. These results support the first hypothesis, which means H1 is accepted.

b. The Influence of Job Engagement on Job Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of job engagement on job performance are  $0.330 > 0.05$  and the T-Statistics value  $(0.975) < 1.96$ . Meanwhile, the original sample has a value of 0.139 (negative). This indicates that job engagement has no effect on job performance. These results do not support the second hypothesis, meaning H2 is rejected.

c. The Influence of Leadership Style in Moderating Work Discipline towards Job Performance



Based on the results of the path coefficient, it is known that the P-Values that form the influence of leadership style on job performance are  $0.000 < 0.05$  and the T-Statistics value  $(4.254) > 1.96$ . While the original sample has a value of 0.524 (positive). This shows that leadership style has a positive and significant effect on job performance. However, the moderating effect of leadership style can be seen that the P-Values value is  $0.330 > 0.05$  and the T-Statistics value  $(0.974) < 1.96$  with the original sample value of 0.133 (positive) this means that leadership style cannot strengthen the influence of work discipline on job performance. These results do not support the third hypothesis, in other words H3 is rejected.

d. The Influence of Leadership Style in Moderating *Job Engagement* on Job Performance

Leadership style has a positive and significant effect on job performance (original sample = 0.524, p-value 0.00). However, leadership style is unable to moderate the effect. *Job Engagement* on Job Performance. The moderating effect of leadership style can be seen from the P-Values of  $0.425 > 0.05$  and the T-Statistics value  $(0.799) < 1.96$  with the original sample value of 0.084 (negative). This means that leadership style cannot strengthen the influence of job engagement on job performance. These results do not support the fourth hypothesis, in other words, H4 is rejected.

2) *R-square*(R2)

All variance in the construct explained by the model is represented by R-Square. The output from determining the R-Squares value is as follows:

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	Job Performance	0.792	0.784

Based on table 4.12, the Adjusted R-square value for job performance is 0.784, which means that 78.4% of variations or changes in job performance are influenced by work discipline, job engagement and leadership style, while the remaining 21.6% is influenced by other variables not studied.

3) *F-Square*(F2)

The F2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

Table F-Square Value

Variable Relationship	f Squares	Substantiv e influence
Leadership Style -> Job Performance	0.173	Enough
Work Discipline -> Job Performance	0.342	Enough
Job Engagement-> Job Performance	0.016	Small
Leadership Style x Work Discipline -> Job Performance	0.041	Small

Leadership Style x Job Engagement -> Job Performance	0.032	Small
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Based on the table above, it can be seen that the leadership style variable has a significant substantive influence on job performance (0.173) and work discipline on job performance (0.342). Meanwhile, the job engagement variable has a small substantive influence on job performance (0.016), the moderating effect of leadership style on work discipline on job performance (0.041), and the moderating effect of leadership style on job engagement on job performance (0.032).

### Discussion:

#### 1) The Influence of Work Discipline on Job Performance

The research results show that work discipline has a positive and significant impact on job performance. This means that employees who are more disciplined in carrying out their duties, following rules, and being punctual are more likely to achieve better work results.

EmployeeBank Indonesia National Currency Distribution employees who have high work discipline demonstrate punctual attendance and are not often absent, which allows them to complete their work well and on time. Bank Indonesia National Currency Distribution employees who have high work discipline also demonstrate compliance with company regulations and policies as an employee commitment to the organization and help create an orderly and productive work environment. Bank Indonesia National Currency Distribution employees who have high work discipline are responsible for completing their tasks well and with dedication, which contributes to improving overall job performance.

Research by Paramitha and Liana (2022) states that work discipline helps employees use time and resources efficiently, thereby improving job performance. This is in line with research conducted by Hartono and Hartati (2024), which states that Work discipline is a factor influencing improved job performance. This is relevant to research conducted by Dewi and Hermiati (2024), which found that increased work discipline leads to improved job performance. This finding aligns with research conducted by Hasibuan and Silvya (2020), which showed that work discipline positively impacts employee performance.

#### 2) The Influence of Job Engagement on Job Performance

The results of the study showed that job engagement had no effect on job performance. This indicates that job engagement has no significant relationship with job performance. This means that, in general, increasing or decreasing levels of job engagement do not consistently or significantly influence job performance.

Changes in the level of work engagement did not result in significant changes in job performance in this study, possibly due to other factors being more dominant in determining job performance, such as excessive workload, which can negatively impact respondents' ability to translate engagement into improved job performance. Furthermore, some

employees Bank Indonesia National Money Distribution may feel involved but not motivated to work harder or achieve better results.

Another reason why job engagement has no effect on job performance may be because not all types of employee engagement are created equal. Engagement that is purely emotional (for example, feeling happy working for a company) may not always translate into better job performance. In some cases, employees Bank Indonesia's National Money Distribution Office notes that excessive levels of involvement can also have negative impacts. Overly involved employees may feel stressed, depressed, or even experience burnout because they are trying too hard to achieve desired results.

Some studies may find different results, but in general, this statement implies that the relationship between job engagement and job performance is not as strong as often assumed. For example, research conducted by Nugroho, Sudrajat, and Wulandhari (2023) found that job engagement had no effect on job performance. This is in line with research conducted by stating that low job engagement does not automatically lead to decreased performance, and conversely, high job engagement does not necessarily mean low performance (Baharsyah & Nugrohoseno, 2021).

### 3) The Role of Leadership Style in Moderating the Influence of Work Discipline and Job Engagement on Employee Performance in the National Money Distribution Division of Bank Indonesia

The research results show that leadership style has a positive and significant effect on job performance, but leadership style cannot strengthen the influence of work discipline and job engagement on job performance. A good leadership style is an effective style in motivating and guiding the team towards the desired goal. An effective leadership style is very important in driving employee performance. Leaders who understand various leadership styles and are able to apply them according to the situation and conditions will be able to create a productive work environment and improve overall organizational performance. If the leadership style is applied well, employee performance tends to increase. Leaders who are able to create a positive work environment, provide support, and motivation will have a positive impact on job performance.

Research by Prabaswara et al. (2024) shows that leadership style has a positive and significant effect on performance. This is in line with research conducted by Makalew, Tamengkel, and Punuindoong (2021), which states that consistently applied leadership styles influence employee performance. These findings are also supported by previous research by Hafidzi et al. (2023), which states that certain leadership styles applied by a leader can improve employee performance and productivity.

Research results on the analysis of effects Moderation indicates that leadership style cannot strengthen the influence of work discipline and job engagement on job performance. This can occur due to a leadership style that is inappropriate for the organizational context, a lack of

consistency in discipline implementation, or a mismatch between leadership style and the individual values of Bank Indonesia National Money Distribution employees.

In some case on employees Bank Indonesia National Money Distribution, not all leadership styles are appropriate for all situations and all types of employees. An authoritarian leadership style may be effective in emergency situations, but it can be counterproductive in a work environment that requires creativity and initiative. If the leadership style is not aligned with employee needs and preferences, its impact on work discipline and job engagement may be suboptimal, resulting in a significant decrease in job performance.

Even though a leader Bank Indonesia's National Money Distribution applies a good leadership style. If the implementation of work discipline is inconsistent, it can damage employee trust and decrease motivation. Employees may feel unappreciated if rules are enforced favoritism or only in certain situations. Furthermore, another reason why leadership style cannot strengthen the influence of work discipline and job engagement on job performance is a leadership style that is not aligned with the core values of Bank Indonesia's National Money Distribution employees. This can lead to decreased job engagement and ultimately, performance. For example, a superior who is too focused on results may not consider the employee's need for work-life balance.

Research conducted by Wibisono et al. (2022) states that leadership style is unable to mediate the influence of work discipline on performance. This is relevant to research conducted by Sulastri, Handayani, and Kusuma (2025), which explains that A leader's leadership style does not influence the relationship between employee work discipline and their performance. Research by Gemeda and Lee (2020) shows that leadership style does not play a role as an intervening variable linking job engagement to job performance. This is in line with research conducted by Khan and Athifah (2020) that leadership style does not significantly influence the relationship between job engagement and job performance.

#### 4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: Work discipline has a positive and significant influence on job performance, meaning that Good work discipline will encourage employees Bank Indonesia National Money Distribution to be more responsible, timely, and productive, which will ultimately improve overall job performance. *Job engagement* Nohas an impact on job performance, meaning that Bank Indonesia National Money Distribution employees who are highly involved and enthusiastic in their work, this does not automatically translate into a significant increase in job performance. Leadership style has a positive and significant effect on job performance, but it cannot strengthen the influence of work discipline and job engagement on job performance. This means that how well a superior implements his or her leadership style will not change how work discipline and employee engagement affect their work results. In other words, leadership style is not the only factor that determines the success of improving work discipline and job engagement on job performance.

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