

## Analysis of Supporting Factors in Performance Quality of Medan City Tourism Services for Free Daily Employees

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### Abstract

The aim of this research is to see what factors determine the quality of performance of casual daily employees at the Medan City Tourism Office. The research method used is descriptive qualitative. By conducting observations and in-depth interviews, then compiling the data obtained to then use it as relevant information to support the research results. Based on the survey results and initial observations, researchers found several problems with the quality of performance of freelance daily employees of the Medan City Tourism Office. And this performance quality problem is caused by several factors, namely leadership style, education level, and employee discipline. Leadership in the form of leaders tends to make decisions themselves without involving team members, reducing opportunities for employees to participate and express their ideas. Casual Daily Employees (*Pegawai Harian Lepas/PHL*) in the Medan City Tourism Office are also required to be able to work outside working hours, while many employees are unable to work outside working hours. Education level is very important for job placement purposes, because without educational provision, people cannot easily learn something new. The level of education has a big impact on job placement, because each employee who has a higher level of education will have better intellectual skills and understand more easily when faced with new things compared to employees who only have a low level of education.

### Keywords

Quality, Employee Performance, Work Discipline, Leadership Style, Education Level

## 1. Introduction

The quality of employee performance in a company is certainly supported by several determining factors. Human Resources (HR) are productive individuals who work as drivers of an organization, both within institutions and companies, who function as assets and therefore must be trained and develop their abilities (Goswami, 2018). Pham et al. (2019), states that Human Resources are the main key for an Organization in carrying out its goals. By nature, humans are social creatures who tend to always live in society. This is seen both in household life, social organizations, and even when someone enters the world of work. Someone who has more abilities is entrusted with managing other people, who is called a Leader or Manager. In facing increasingly complex competition and the increasing development of science and technology, the role of a leader is very much needed to run an organization, especially in Human Resources. Leaders are an example for employees in the organization. The activity of a leader is a benchmark for whether an organization will run well or not. A leadership style that does not involve employees in making decisions and results in disharmonization of the relationship between the leader and those being led. Leadership is the main problem in management. Without good management and leadership, achieving performance will be difficult to achieve. Leadership in an institution is required to ensure that the people in the institution they lead can behave based on what is expected by the leader in order to fulfill the direction of an institution. DuBois et al. (2015) stated that leadership is the activity of moving other people to achieve the expected results by leading, guiding and influencing other people. According to Asrar-ul-Haq & Kuchinke (2016), Leadership Style shows directly or indirectly a leader's confidence in the abilities of his subordinates. This means that leadership style is behavior and strategy as a result of a combination of philosophy, skills, traits, attitudes that a leader often applies when he tries to influence his subordinates.

So, the higher the level of education, the more employee work creativity will increase. According to Ekawati (2018), the level of education is a person's activity in developing their competencies, skills and forms of behavior, both for future life through organizations or unorganized ones. According to Widarko & Anwarodin (2022), the level of education is one of the organizational indices in determining the acceptance of work results. The quality of Human Resources (HR) cannot be separated from the placement of workforce positions according to their abilities and education so that organizational goals can be achieved optimally. According to Oktapiani (2019), the level of education is the level of education that is determined based on the level of progress of students, the goals to be achieved and the stated desires. The level of education has an impact on changes in attitudes. A higher level of education will make it easier for a person or community to accept information and use it in daily behavior and lifestyle. Discipline is a person's awareness of being willing and able to control oneself and obey agreed rules or values. Which relate to the rules and norms that apply to oneself and in the social environment. Discipline at work is an obligation that must be carried out in an agency and leaders are obliged to pay attention to the discipline of their employees so that employees are active at work and do not carry out activities as they please, such as things that are not important during working hours. The magnitude of a person's sense of responsibility for the tasks assigned to him is a reflection of good discipline. Discipline is also useful for educating employees to like the rules, comply with the procedures and policies that have been implemented so that they can

produce perfect or optimal performance to provide the best service. And the importance of employee work discipline at the Medan City Tourism Office is to be able to see how capable employees are in carrying out the responsibilities that have been given to them. According to Razak et al. (2018), one way to increase employee work productivity is to have good work discipline. According to Sitopu et al. (2021), work discipline is a management implementation to strengthen organizational guidelines. According to Sutrisno, discipline is a person's behavior that is in accordance with existing regulations, work procedures or attitudes, behavior and actions that are in accordance with the organization's regulations, both written and unwritten (Kania, 2019).

## **2. Literature Review**

Autocratic Leadership Style is considered a leadership style that bases everything on the power possessed by a leader (Mattayang, 2019). Authoritarian Leadership Style is a leadership style that completely focuses all decisions and policies taken on oneself. All divisions of tasks and responsibilities are held by the authoritarian leader, while the subordinates only carry out the tasks given. According to Alblooshi et al. (2021), the Autocratic Leadership Style combines a number of behaviors or leadership styles that are centered on the leader as the sole determiner, ruler and controller of organizational members and their activities in an effort to achieve organizational goals. Meanwhile, Thoroughgood et al. (2018) explains that leadership is based on orders, coercion and arbitrary actions (as a referee). He carries out strict supervision, so that all work takes place efficiently. According to Al Khajeh (2018), leadership style is a consistent pattern of behavior that we show and is known to other parties when we try to influence other activities. Meanwhile, Mansaray (2019) said that leadership is the activity of moving other people to achieve the expected results by leading, guiding and influencing other people. According Akbar & Imaniyati (2019), Leadership Style has four indicators, namely: first, decision making is a systematic approach to the nature of the alternatives faced and taking action that according to calculations is the most appropriate action. Second, the ability to motivate is the driving force that results in an organization member being willing and willing to mobilize his or her abilities, energy and time to carry out various activities in order to achieve organizational goals. The three communication skills are the skills or ability to convey messages, ideas or thoughts to other people with the aim of other people understanding what is meant well, directly or indirectly. Fourth, controlling subordinates, a leader must have the desire to make other people follow his wishes by using personal power or position power effectively in his place.

According to Marginson (2013), education has a high capacity if the educational output has value for the people who need that education. Someone who has a higher education will have broader insight, especially an appreciation of the importance of productivity. Education can mean formal or non-formal education. High awareness of the importance of productivity can encourage employees to take productive actions. According to Lindqvist et al. (2011), Education with its various agendas has a responsibility in accepting and growing the skill capacity of each individual. Through education, a person is prepared to have reserves so that he is ready to know, master and develop the rules of thinking perfectly so that he can solve problems that will be faced in future life. Things like this will be seen in performance, which will ultimately result in increased work creativity. Meanwhile, Valenzuela et al. (2016) states that the level of education is a long-term process that uses systematic and organized procedures, in which the managerial

workforce learns conceptual and theoretical knowledge for general purposes. Education Level Indicators according to Wirawan et al. (2019), consists of three indicators, namely first, educational level is the educational stage that is found based on the level of development of students, the goals to be achieved and the abilities developed. Second, the suitability of the major is that before the employee is recruited, the company first analyzes the educational level and suitability of the employee's educational major so that those present can be placed in a position that matches their educational qualifications. Third, competency is knowledge, mastery of tasks, skills and basic values which are reflected in habits of thinking and acting.

According to Sarwani (2017), work discipline is a person's ability or nature to obey the rules that have been set in a timely manner. Discipline greatly influences the performance of employees and the government, because discipline is a form of training for employees in implementing government regulations. The more disciplined the higher the employee work productivity and government performance. Meanwhile, work discipline according to Maryani et al. (2021) is a person's behavior that is in accordance with existing regulations, work procedures or attitudes, behavior and actions that are in accordance with the organization's regulations, both written and unwritten. According to Sewell & Wilkinson (2019), work discipline can be explained and measured through efficient use of time, wise use of office facilities, and a high sense of responsibility and compliance with office regulations. From several expert opinions above, it can be concluded that Work Discipline is a management action to implement organizational standards and a person's willingness to comply with the regulations that apply within the company. Sabirin & Ilham (2020) stated that the indicators of work discipline are as follows: first, compliance with time rules, seen from work entry times, leaving hours and rest hours that are on time in accordance with the rules applicable in the company. Second, compliance with regulations, basic rules regarding how to dress and behave at work. Rules about what employees in the company can and cannot do. Third, compliance with the rules of behavior at work, demonstrated by ways of carrying out work in accordance with position, duties and responsibilities as well as ways of relating to other work units.

According to Abd et al. (2023), Performance is the result of an assessment of the capacity an employee obtains when they can carry out their duties well. A similar opinion was also expressed by Nguyen et al. (2020), Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization in question legally, without violating the law and in accordance with morals and ethics. Meanwhile, according to Lee & Bang (2012), performance is a translation of performance which means performance results or work performance. According to Purba et al. (2020) stated that Human Resource Performance is a term that comes from the words Job Performance or actual performance, namely Job Performance or actual achievement achieved by someone. Performance is a comparison between the output achieved and the input provided. Tools for measuring or indicators of employee performance according to Elizar & Tanjung (2018), employee performance indicators consist of seven indicators, namely first, goals are different conditions that are actively sought by an individual or organization to be achieved. Second, standards are a measure of whether the desired goals can be achieved. Without standards, it will not be possible to know when a goal can be achieved. A person's performance is said to be successful if it is able to reach the standards determined or mutually agreed upon by superiors

and subordinates. Third, feedback reports progress, both quality and quantity, in achieving goals defined by standards. Feedback is especially important when considering real goals. Feedback is input used to measure performance capabilities, performance standards, and goal achievement. Fourth, tools or means are supporting factors to achieve goals. Without tools and means, specific work tasks cannot be performed and objectives cannot be completed as they should be. Without tools or means it is impossible to do the job. Fifth, competency is the main requirement for performance. Competency allows a person to realize work-related tasks that are needed to achieve goals. Sixth, managers facilitate employee motivation with incentives in the form of money, providing recognition, setting challenging goals, setting affordable standards, asking for feedback, providing freedom to do work including time to do work, providing the necessary resources and eliminating actions that result in disintegration. Seventh, workers need to have the opportunity to show their work achievements. Tasks get higher priority, get more attention, and take up available time.

### **3. Research Method**

The types of data obtained by the author in this research are primary data and secondary data. Primary data is data obtained directly by the author from the data source. Primary data is also known as original data or recent new data. To obtain primary data, the author must collect it directly. The primary data sources for this research are the human resources department and analysis department who work at the Medan City Tourism Office. Secondary data is data that the author obtained from various existing sources. Secondary data can be obtained from various sources such as books, journals, company information and the internet. Data In this research activity, data and information were collected using several data collection techniques, namely observation and interviews. The observations made by the author were by observing and analyzing problems that occurred regarding factors that influenced the quality of employee performance at the Medan City Tourism Office. Interviews, data collection used by the author to obtain information by conducting verbal and face-to-face questions and answers with the human resources department of the Medan city education and culture department. Data analysis method the analysis method used by the author is a descriptive method, namely by determining, collecting data, classifying and then comparing it with theories, then drawing a conclusion and then providing suggestions.

### **4. Result**

Based on the results of an interview with Mrs. Galuh Krisna Mardani as one of the employees who works in the field of Analysis, and based on the Leadership Style indicators in the Department, namely Direction, Communication, Decision Making and Motivation, it can be concluded that the Leadership Style in the Medan City Tourism Department is still lacks good leadership values, is too authoritarian and dominant, leaders tend to make their own decisions without involving team members, reducing opportunities for employees to participate and express their ideas. Casual Daily Employees (*Pegawai Harian Lepas/PHL*) in the Medan City Tourism Office are also required to be able to work outside working hours, while many employees are unable to work outside working hours. These things make employees quite burdened, making

employee performance unstable, sometimes experiencing increases or decreases. Leadership variables are Leader, Follower, Organization and social and political values. The leadership style in this department tends to use an autocratic leadership style in carrying out their duties, where employees are required to carry out work in accordance with predetermined targets and deadlines. Leaders make their own decisions but have full responsibility. Leaders tend to express these needs in the form of direct orders to subordinates. The concentration of power, responsibility and decision making lies in one person, namely the Leader. This makes employees who work less comfortable and creates feelings of dissatisfaction at work. Based on the results of the interviews above, it can be concluded that the leaders in the Medan City Tourism Office are still less effective and still lack good leadership values which makes employees lack work enthusiasm, creativity and satisfaction at work. According to Smith et al. (2019), Leadership Style is a series of patterns carried out by a Leader, both visible and invisible, in providing influence to his subordinates. Achieving Transformational Leadership makes employees motivated and able to develop their potential and improve the quality of the workforce in order to achieve maximum work performance for the Company's survival in the future. Success in Leadership Style encourages other people to meet the targets set by a Company.

Based on observations made by researchers at the Medan City Tourism Office, the results of the observation are that the employees who work at the Medan City Tourism Office are mostly graduates of High School and Vocational High School compared to employees with a Bachelor's degree, where employees with High school and vocational school graduates still lack skills in mastering their work, which hinders employee performance and the length of time employees take to learn to understand and master the work given by the company results in employee performance not being optimal in carrying out basic tasks according to their field. This can be seen from the following Education List Data Table:

**Table 1.** Data on the Latest Education Level of Daily Freelance Employees

Education	Number of Employees	Frequency (Person)	Status	Percentage
SMA	128	52	Less Skilled	40,6%
SMK	128	21	Less Skilled	16,4%
D-3	128	4	Skilled	3,1%
S-1	128	43	Skilled	33,6%
S-2	128	8	Skilled	6,3%

Based on the 2022 Period Education Level Data table above, it can be seen that employees with a high school education level are the highest, namely 40.6%, and employees with a D-3 education level are the least, namely 3.1%. In this case it can be concluded that the educational background of employees with a high school education level is still less skilled at work, this is assessed from the employee's level of development and ability to work, due to lack of experience and insufficient education to master the field of work that has been determined by the Company. Researchers see that the level of employee education is one aspect that greatly influences employee performance, especially at the Medan City Tourism Office.

Based on the results of research conducted by researchers at the Medan City Tourism Office, it was found that there were still employees who had not completed the workload targets in

accordance with the SOP that had been set by the company. Low employee attendance at work results in not achieving maximum work results.

**Table 2.** Data on Absence Recapitulation of Daily Freelance Employees

Month	Number of Employees	Number of Working days	Present	Not Present	Roll Call	Sick	Permission	% Present	% Not Present
January	128	20 days	58	70	20	20	30	45.31	54.68
February	125	18 days	68	57	13	33	11	54.4	45.6
March	124	22 days	57	67	22	27	18	45.96	54.03
April	124	19 days	78	46	20	16	10	62.90	37.09
May	124	15 days	72	52	20	23	9	58.06	41.93
June	123	21 days	52	71	30	32	9	42.27	57.72
July	122	21 days	44	78	32	32	14	36.06	63.93
August	122	22 days	38	84	33	30	20	31.14	68.85
September	120	22 days	42	78	23	34	21	35	65
October	120	21 days	31	89	30	38	21	25.83	74.16
November	121	22 days	29	92	22	36	34	23.96	76.03
December	121	22 days	34	87	46	33	8	28.09	71.90
Average Percentage of Attendance Rate And Absence Rate Of Phl Employees In One Year								40.74	59.24

Based on the 2022 Daily Freelance Employees (*Pegawai Harian Lepas/PHL*) in Table 2, it can be concluded that the average percentage of attendance of all PHL in 2022 from January to December is 40.74%. Meanwhile, the average percentage of absenteeism for all PHL in 2022 from January to December is 59.24%. The conclusion that can be drawn from the explanation above is that employee compliance with company regulations is not yet in accordance with the Company Operational Standards (SOP), employee responsibilities at work are not optimal enough. The percentage difference between PHL attendance and absence rates is quite low, where the percentage of employees who are absent is greater than employees who are present. There are still employees who arrive late or don't even show up to work, which has an impact on the results, work discipline and performance of these employees. Employee delays/absences cause tasks to pile up and ultimately not be completed on time as determined by the Standard Operating Procedures (SOP) and ultimately must be completed by employees in the same field. Another problem is caused by not all employees having the opportunity to take appropriate education and training, which affects the quality and work discipline of PHL.

**Table 3.** Data on Absence Recapitulation of Daily Freelance Employees

Come To Work					Home From Work				
TW	T	Number of Employees	%TW	%T	TW	PC	Number of Employees	%TW	%PC
70	58	128	54.68	45.31	103	25	128	80.46	19.53
58	67	125	46.4	53.6	80	45	125	64	36
77	47	124	62.09	37.90	104	20	124	83.87	16.12
81	43	124	65.32	34.67	103	21	124	83.06	16.93
63	61	124	50.80	49.19	111	13	124	89.51	10.48
76	47	123	61.78	38.21	94	29	123	76.42	23.57
78	78	44	122	63.93	36.06	88	34	122	72.13
62	62	60	122	50.81	49.18	74	48	122	60.65
56	56	64	120	46.66	53.33	93	27	120	77.5
23	23	97	120	19.16	80.83	91	29	120	75.83
19	19	102	121	15.70	84.29	89	32	121	73.55
20	20	101	121	16.52	83.47	108	13	121	89.25
AVERAGE				46.15	53.83			77.18	22.80

Information:  
 TW : Just in time  
 Q : Not on time  
 PC : Home Fast

Based on the Attendance Data Table and Data Table 3 entry and leave of work for PHL of the Medan City Tourism Department in 2022 above, it can be concluded that the average percentage of entry to work on time for all employees during 2022 is 58.835%. Meanwhile, the average percentage of not coming to work on time for all employees in 2022 is 46.15%. It can also be seen that the average percentage of all employees leaving work not on time during 2022 is 77.18%. And the average percentage of leaving work early and not on time in 2022 is 22.80%. The average attendance level for all PHL of the Medan City Tourism Office is quite low, especially for punctuality in coming to work because almost half of the PHL are not on time and arrive late. However, the level of attendance when returning home from work is quite good, therefore it is necessary to improve good Work Discipline so that the presence of PHL remains consistently present on time and has good work discipline, due to compliance with every regulation that has been stipulated in The Tourism Office during working hours and responsibility in carrying out each task that has been entrusted to them is a determining factor in the success of the Medan City Tourism Office's PHL.

Based on the results of research conducted by researchers at the Medan City Tourism Office. The performance of PHL in the Medan City Tourism Office is not good enough, in terms of work quality, work productivity, employee attendance, work discipline is still not met according to the points set by the Company. Many employees have not been able to reach the target points set by the Company. The performance of PHL in 2022 will decline from month to month, this will cause the company's performance results to decline and cause losses for the company.

**Table 4.** Recapitulation of Daily Activities of PHL

Month	Number of Employees	Points Work	PMPK	PTMPK	% PMP	% PTMP	Information
January	125		0	0	0	Lunar Grading System	January Has Not Been Updated
February	125	6000	68	57	54.4	45,6	
March	124	6000	57	67	45.96	54,03	
April	124	6000	79	45	63.7	36,29	
May	124	6000	77	47	62.09	37,9	
June	123	6000	52	71	42.27	57,72	
July	122	6000	44	78	36.06	63,93	
August	122	6000	80	42	65.57	34,42	
September	120	6000	47	73	39.16	60,83	
October	120	6000	31	89	25.83	74,16	
November	121	6000	41	80	33.88	66,11	
December	121	6000	34	87	39.08	71,9	
Average Percentage of PHL Performance Achievement					42.33	50,24	

Information:

PMPK : Employees Achieve Work Points

PTMPK : Employees Do Not Reach Work Points

Based on the employee performance data table assessed by the Company based on Employee Work Quality, Employee Work Productivity, Employee Quality, Employee Work Productivity, Employee Work Attendance, Employee Work Discipline, Collaboration between Teams and Employee Innovations in Work, the work point set by the company is 6000 and employees based on their respective fields who have achieved points are still not enough. There are still many employees who have not reached the work points set by the Company, so the results of this assessment for information on employees reaching points and not reaching points for PHL of the Medan City Tourism Department in 2022 above can be concluded that the average percentage of employees reaches points employment in 2022 will be 42.33%. Meanwhile, the average percentage of employees who do not reach the work point is 50.24% during 2022. The average performance of all casual daily employees of the Medan City Tourism Department is still quite low. Therefore, improving PHL performance, quality of work, productivity at work, employee attendance, work discipline and teamwork needs to be improved and this must be the main concern for every activity in government institutions because performance is an embodiment of an employee's work behavior that is displayed as work performance in accordance with the role in an organization within a certain period of time. This is because employee performance determines the success and survival of an organization.

## 5. Conclusion

From all the explanations explained, it was found that one of the factors driving the quality of employee performance is leadership style, education level and employee discipline. It is hoped that leaders will not be too authoritarian in leading the Company, and will understand more about the importance of leadership factors, which if implemented well will greatly influence employee performance. Leaders must know and be more sensitive to the personality and characteristics of each employee. Leaders are expected not to put too much pressure on employees at work so that employees do not feel pressured at work and do not interfere with employee performance at work.

The researcher's advice to the Medan City Tourism Office for Daily Freelance Employees (*Pegawai Harian Lepas/PHL*) of the Medan City Tourism Office is to pay attention to the continuation of the level of education, seeing that the number of employees with high school graduates is more dominant and is still less skilled in mastering the job. The level of education and major that is appropriate to the employee's field of work will make it easier for employees to master their work. Work Discipline affects the PHL Performance of the Medan City Tourism Office. Employees are expected to further increase their level of discipline at work, carrying out the responsibilities they have been given. Able to complete the workload targets set by the company, and the level of attendance at work needs to be increased further in order to achieve the company targets. It is hoped that other Service Offices will pay more attention to the employee recruitment process based on the employee's level of education, skills and experience in mastering the field to be worked on, in order to achieve employee performance. Encourage local communities to organize groups aimed at participating in managing and developing tourist attractions.

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