

THE INFLUENCE OF LEADERSHIP AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN THE FREE NUTRITIONAL MEAL PROGRAM AT THE MBG KITCHEN IN WAY HARONG VILLAGE, WAY LIMA DISTRICT, PESAWARAN REGENCY

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Informasi

Abstract

Volume : 3
Nomor : 8
Bulan : Agustus
Tahun : 2026
E-ISSN : 3062-9624

This study aims to analyze the influence of leadership and work discipline on the performance of employees participating in the Free Nutritious Meals (MBG) Program at the MBG Kitchen in Way Harong Village, Way Lima District, Pesawaran Regency, both partially and simultaneously. The study employed a quantitative approach with an explanatory design and a cross-sectional survey method. The study population consisted of 53 employees, all of whom were selected as respondents using a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression, t-test, F-test, and the coefficient of determination. The results indicate that leadership has a positive and significant effect on employee performance, with a t-value of 4.883 and a significance level of 0.000, while work discipline also has a positive and significant effect, with a t-value of 6.257 and a significance level of 0.000. Simultaneously, leadership and work discipline have a positive and significant effect on employee performance, as indicated by an F-value of 41.855 and a significance level of 0.000. The R^2 value of 0.652 indicates that leadership and work discipline jointly explain 65.2% of the variation in employee performance, while the remaining 34.8% is influenced by other factors outside the research model. Based on these findings, it can be concluded that improving employee performance requires effective leadership and consistent implementation of work discipline. Therefore, the management of the MBG Kitchen is advised to strengthen leadership role modeling, improve employee communication and development, reinforce compliance with standard operating procedures (SOPs), and enhance employees' time-management skills through training, monitoring, feedback, and regular performance evaluations.

Keywords : Leadership, Work Discipline, Employee Performance, Free Nutritious Meals (MBG) Program.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan dan disiplin kerja terhadap kinerja pegawai Program Makan Bergizi Gratis (MBG) pada Dapur MBG Desa Way Harong, Kecamatan Way Lima, Kabupaten Pesawaran, baik secara parsial maupun simultan. Penelitian menggunakan pendekatan kuantitatif dengan desain eksplanatori dan metode survei cross-sectional. Populasi penelitian berjumlah 53 pegawai dan seluruhnya dijadikan responden melalui teknik sampling jenuh. Data dikumpulkan menggunakan kuesioner dan dianalisis dengan regresi linier berganda, uji t, uji F, serta koefisien determinasi. Hasil penelitian menunjukkan bahwa kepemimpinan berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai t-hitung sebesar 4,883 dan signifikansi 0,000, sedangkan disiplin kerja juga berpengaruh positif dan signifikan dengan nilai t-hitung sebesar 6,257 dan signifikansi 0,000. Secara simultan, kepemimpinan dan disiplin kerja berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai F-hitung sebesar 41,855 dan signifikansi 0,000. Nilai R^2 sebesar 0,652 menunjukkan bahwa kepemimpinan dan disiplin kerja secara bersama-sama mampu menjelaskan 65,2% variasi kinerja pegawai, sedangkan 34,8% dipengaruhi oleh faktor lain di luar model penelitian. Berdasarkan temuan tersebut, dapat disimpulkan bahwa peningkatan kinerja pegawai perlu didukung oleh kepemimpinan yang efektif dan penerapan disiplin kerja yang konsisten. Oleh karena itu, pengelola Dapur MBG disarankan memperkuat keteladanan pimpinan, meningkatkan komunikasi dan pembinaan pegawai, memperkuat kepatuhan terhadap SOP, serta meningkatkan kemampuan manajemen waktu melalui pelatihan, pemantauan, pemberian umpan balik, dan evaluasi kinerja secara berkala.

Kata Kunci : *Kepemimpinan, Disiplin Kerja, Kinerja Pegawai, Program Makan Bergizi Gratis (MBG).*

A. INTRODUCTION

Employee performance is a strategic element in determining an organization's ability to achieve its objectives effectively and sustainably. Employee performance is not only reflected in the quantity and quality of work produced but also in employees' ability to complete tasks, comply with organizational standards, and contribute to the achievement of organizational goals. In public service organizations, employee performance becomes particularly important because the quality of employee performance can influence the effectiveness of program implementation and the quality of services provided to the community. Previous empirical evidence has demonstrated that leadership is closely associated with employee performance. A meta-analysis of 113 primary studies conducted by Wang et al. (2011) found that transformational leadership was positively related to follower performance at the individual, team, and organizational levels.

Leadership is particularly important in organizations that require intensive coordination and consistent implementation of operational procedures. Effective leaders can provide direction, clarify responsibilities, encourage employees, and create conditions that support the achievement of work targets. Evidence from the public sector also confirms the relevance of

leadership to employee performance. Donkor and Zhou (2020), in their study of employees in Ghanaian public-sector organizations, found that leadership styles were associated with employee performance, with organizational commitment playing an important mediating role. This finding indicates that leadership in public organizations is not merely related to managerial authority but can influence employees' attitudes and behaviors that ultimately contribute to performance.

The importance of leadership in improving employee performance is also supported by research examining servant leadership. Ludwikowska (2023) found that employee-oriented human resource policies can strengthen the relationship between servant leadership and job performance, suggesting that leadership effectiveness is closely connected with the organizational environment in which employees perform their tasks. Similarly, research by Xu et al. (2021) demonstrated that servant leadership among nurse managers was significantly associated with employees' job performance and innovative behavior. These findings suggest that leadership characterized by support, empowerment, ethical behavior, and attention to employees' needs can create conditions that encourage stronger performance.

In addition to leadership, work discipline is another important factor associated with employee performance. Work discipline reflects employees' willingness and ability to comply with organizational rules, working schedules, standard operating procedures, and responsibilities. Discipline is particularly important in operational activities where delays, procedural violations, or inconsistencies may affect the achievement of organizational targets. Although international literature often operationalizes this concept through self-discipline, self-regulation, or conscientiousness, empirical evidence indicates that these behavioral characteristics are relevant to task performance. Debusscher et al. (2017) found that daily self-discipline and deliberation were significant predictors of daily task performance, demonstrating that employees' ability to regulate their behavior can contribute to the consistent completion of work tasks.

The relationship between leadership and employee performance is particularly relevant in public service organizations because employees are expected to achieve organizational targets while adhering to established procedures and service standards. A study of public-sector organizations in Ethiopia by Belrhiti et al. (2023) found a significant relationship between servant leadership and employee job performance, with public service motivation playing a mediating role. This evidence reinforces the argument that leadership can affect

performance through employees' psychological and behavioral responses to their work environment.

The Free Nutritious Meal Program (Program Makan Bergizi Gratis or MBG) represents a public service initiative whose implementation requires effective human resource management. The success of the program depends not only on government policy, financial resources, and food availability but also on employees' ability to perform operational activities accurately, punctually, and according to established procedures. The operational characteristics of MBG require coordination among employees involved in administration, food preparation, packaging, and distribution. Therefore, leadership and work discipline become important managerial aspects for ensuring that daily activities are implemented consistently and that production targets can be achieved.

The empirical conditions at the MBG Kitchen in Way Harong Village indicate that employee performance remains an important managerial concern. The thesis data show several operational problems, including employee lateness, incomplete compliance with standard operating procedures (SOPs), and inconsistent achievement of work targets. A preliminary survey involving 30 employees found that 80% of respondents reported frequent lateness, 63.3% perceived that compliance with SOPs was not yet optimal, 56.7% stated that work targets were not consistently achieved, and 40% indicated that leadership direction still needed improvement. These findings provide an empirical indication that leadership and work discipline may be relevant factors associated with employee performance at the MBG Kitchen.

Although previous studies have extensively examined the relationships between leadership, work discipline, and employee performance, most research has been conducted in conventional business organizations, government institutions, healthcare organizations, educational institutions, and other established organizational settings. Research specifically examining these relationships within the operational environment of the MBG program remains limited. The thesis underlying this study also identifies that previous research has rarely examined leadership and work discipline in the context of the Free Nutritious Meal Program, particularly at the kitchen-unit level. This represents an important research gap because MBG kitchens have distinctive operational requirements involving food production, punctuality, SOP compliance, coordination, and the achievement of daily production targets.

Furthermore, previous international evidence suggests that the relationship between leadership and performance may vary according to organizational and occupational contexts. The meta-analysis conducted by Wang et al. (2011) demonstrated that the strength of the

relationship between transformational leadership and performance differed across performance criteria and levels of analysis. Similarly, research in the public sector by Donkor and Zhou (2020) demonstrates that leadership-performance relationships can be influenced by organizational commitment and the characteristics of public service organizations. Therefore, examining leadership and work discipline within the specific context of MBG implementation is important for determining whether established relationships identified in other organizational settings are also applicable to this relatively new public service program.

Based on these considerations, this study aims to examine the effect of leadership and work discipline on employee performance at the MBG Kitchen in Way Harong Village, Way Lima District, Pesawaran Regency. Specifically, the study investigates the partial effects of leadership and work discipline on employee performance and their simultaneous effect. The study is expected to contribute to the human resource management literature by providing empirical evidence from a public service program that has received relatively limited attention in previous research. Practically, the findings are expected to provide useful information for MBG managers in strengthening leadership practices, improving employee discipline, and ultimately enhancing employee performance and the effectiveness of program implementation. The research scope is consistent with the thesis, which examines leadership and work discipline as independent variables and employee performance as the dependent variable among employees of the MBG Kitchen in Way Harong Village.

Leadership

Leadership is an important aspect of human resource management because it concerns the ability of leaders to influence, direct, motivate, and coordinate organizational members in achieving predetermined objectives. Leadership is not merely associated with giving instructions but also involves the ability to establish communication, provide support, develop trust, and encourage employees to contribute optimally. Within an organization, effective leadership can create a supportive work environment that enables employees to perform their duties and responsibilities more effectively. Lee et al. demonstrated that effective leadership behaviors are associated with positive employee outcomes, including work engagement and performance. Similarly, López-Cabarcos et al. found that transformational leadership represents one of the important conditions contributing to employee job performance.

Leadership also plays an important role in directing employee behavior in accordance with organizational objectives and standards. Leaders who are able to provide clear direction,

communicate effectively, motivate employees, and empower their subordinates can create a more productive working environment. In the context of the MBG Kitchen in Way Harong Village, leadership is required to ensure that production activities, task allocation, food-quality supervision, and distribution processes are properly coordinated and implemented according to established standards. Empirical evidence from an educational organization in Indonesia also indicates that leadership has a positive effect on employee work performance, reinforcing the argument that leadership quality is an important factor in achieving organizational performance. Therefore, leadership in this study is defined as the ability of leaders to provide direction, motivation, communication, role modeling, decision-making, and empowerment to employees in order to achieve organizational objectives.

Work Discipline

Work discipline refers to employees' compliance with organizational rules, regulations, procedures, and established work standards. It reflects an individual's willingness to perform work in an orderly, responsible, punctual, and rule-compliant manner. Therefore, work discipline is not limited to employee attendance but also includes compliance with working hours, work procedures, job responsibilities, and consistency in carrying out assigned duties. In organizations with intensive operational activities, discipline becomes increasingly important because non-compliance with rules or employee tardiness may interfere with the achievement of organizational targets. Setiawan et al. examined the relationship between work discipline and employee performance, while Nainggolan et al. found that work discipline has a positive and significant effect on employee performance.

Good work discipline can establish order in the implementation of work, enabling employees to perform their duties according to their respective responsibilities. In the implementation of the Free Nutritious Meal Program, work discipline is particularly important because food production and distribution require punctuality, compliance with standard operating procedures, and consistent responsibility. Research on work discipline also indicates that improvements in employee discipline can contribute to better employee performance. Therefore, in this study, work discipline is defined as the level of employee compliance with organizational rules, operational standards, working-time requirements, responsibilities, and workplace regulations in carrying out assigned duties. The indicators are adjusted to the characteristics of employees' work at the MBG Kitchen, particularly punctuality, compliance with work standards, responsibility, and work behavior.

Employee Performance

Employee performance is an important measure for assessing the successful implementation of tasks and the achievement of organizational objectives. Performance does not merely represent the final outcomes of work but also reflects employees' behaviors and contributions while performing their assigned responsibilities. Employee performance can be reflected through the quality of work, quantity of work completed, timeliness, responsibility, and the ability to cooperate with others. In public service organizations, employee performance becomes particularly important because the quality of employee performance can affect program effectiveness and the quality of services provided to the community. López-Cabarcos et al. demonstrated that combinations of work-environment factors and leadership behaviors contribute to employee job performance, while Wolor et al. examined employee performance by considering discipline-related aspects within changing work arrangements.

In this study, employee performance is associated with the ability of employees at the MBG Kitchen in Way Harong Village to perform their duties effectively, efficiently, punctually, and responsibly. Good performance is reflected in employees' ability to produce work that meets quality standards, achieve the required quantity targets, complete tasks within the specified time, take responsibility for their work outcomes, and cooperate with colleagues. These indicators are consistent with the operationalization of the employee performance variable in the thesis, which employs five indicators: work quality, work quantity, timeliness, responsibility, and teamwork. Accordingly, employee performance is defined as the level of success achieved by employees in carrying out their duties and responsibilities according to organizational standards and contributing to the achievement of the objectives of the Free Nutritious Meal Program.

Framework

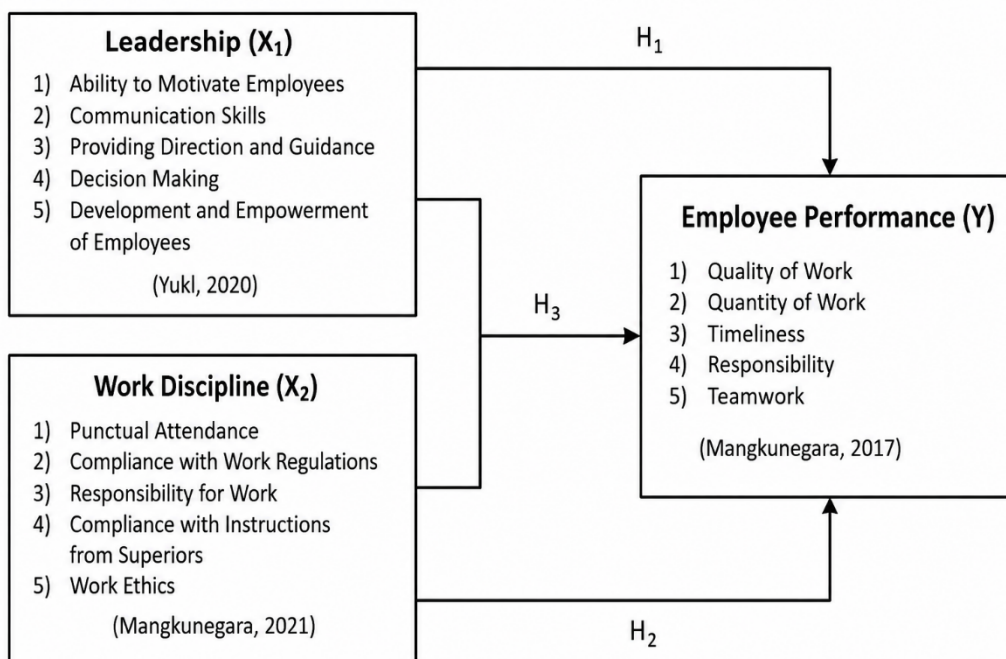


Figure 1. Framework

Hypothesis

H1: Leadership has a positive and significant effect on employee performance.

H2: Work discipline has a positive and significant effect on employee performance.

H3: Leadership and work discipline simultaneously have a positive and significant effect on employee performance.

B. RESEARCH METHODOLOGY

This study employed a quantitative explanatory research design using a survey and cross-sectional approach to examine the effects of leadership and work discipline on employee performance in the Free Nutritious Meal (MBG) Program at the MBG Kitchen in Way Harong Village, Way Lima District, Pesawaran Regency. The cross-sectional approach was applied because data were collected at a specific period to describe the existing conditions and perceptions of employees regarding the variables under investigation. The study involved three variables, consisting of leadership (X₁) and work discipline (X₂) as independent variables and employee performance (Y) as the dependent variable. The use of a survey approach enabled

the researcher to obtain empirical data directly from respondents through structured questionnaires.

The population consisted of all 53 employees working at the MBG Kitchen in Way Harong Village, including employees involved in administrative, production, packaging, and food distribution activities. Because the population was relatively small and accessible in its entirety, the study employed a saturated sampling technique, in which all 53 employees were included as respondents. Thus, the sample size was 53 respondents. Primary data were obtained directly from respondents through questionnaires, while secondary data were collected from relevant organizational documents and MBG activity reports. Data collection also involved observation and documentation to complement the questionnaire results. According to Saunders et al. (2023), observation and survey methods can provide direct empirical information regarding organizational conditions and respondents' perceptions.

The research instrument used a closed-ended questionnaire based on the operational indicators of leadership, work discipline, and employee performance. Respondents' perceptions were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Leadership was measured through indicators related to direction, motivation, support, communication, supervision, and leadership role modeling. Work discipline was assessed through employees' compliance with organizational rules and procedures, punctuality, responsibility, and adherence to established work standards. Employee performance was measured through work quality, work quantity, timeliness, responsibility, and teamwork. These indicators were adapted to the operational characteristics of employees at the MBG Kitchen in Way Harong Village.

Before conducting the main analysis, the research instrument was evaluated through validity and reliability testing to ensure that each questionnaire item adequately measured the intended construct and produced consistent results. Validity testing was conducted to assess the ability of each indicator to represent its respective research variable, while reliability testing was performed to examine the internal consistency of the instrument. The collected data were subsequently analyzed using descriptive analysis and multiple linear regression. Multiple linear regression was selected because the study examined the effects of two independent variables, namely leadership and work discipline, on one dependent variable, employee performance. The regression model was used to determine both the partial and simultaneous effects of the independent variables. Hypothesis testing was conducted using the t-test to assess the partial effects, the F-test to examine the simultaneous effect of leadership and work

discipline, and the coefficient of determination (R^2) to determine the proportion of employee performance variation explained by the research model.

C. RESULTS AND DISCUSSION

Leadership (X1) on Employee Performance (Y)

Based on the descriptive analysis, the leadership variable at the MBG Kitchen in Way Harong Village obtained an average achievement percentage of 79.43%, which was classified as good. The highest achievement was found in the indicator of the leader's ability to provide work encouragement to employees, with a percentage of 85.28%, while the indicator concerning opportunities for employees to develop their abilities achieved 84.53%. These findings indicate that the leader has performed an important role by providing motivation, support, direction, and opportunities for employee development. However, the indicator concerning the leader's role as a role model in applying discipline and work responsibility obtained the lowest achievement, at 73.21%. This indicates that the role-modeling aspect of leadership still needs to be strengthened to provide a more optimal influence on employee behavior and performance.

The hypothesis testing results indicate that leadership has a positive and significant effect on employee performance. This finding indicates that better leadership is associated with better employee performance in carrying out their duties. Leaders who are able to provide encouragement, communicate instructions clearly, provide consistent direction, involve employees in decision-making, and provide guidance when employees experience difficulties can create a work environment that supports better performance. This finding is consistent with Yukl and Gardner (2020), who explain that leadership is a process of influencing individuals or groups to understand, accept, and implement the actions necessary to achieve common goals effectively.

Work Discipline (X2) on Employee Performance (Y)

Based on the descriptive analysis, the work discipline variable obtained an average achievement percentage of 78.08%, which was classified as good. The highest achievement was found in employees' politeness toward colleagues and supervisors, at 86.04%, followed by attendance according to the निर्धारित work schedule at 85.28%. These findings indicate that employees generally demonstrate good work behavior and ethics and are able to maintain

attendance in accordance with applicable requirements. However, the indicator concerning the implementation of work according to applicable standards obtained the lowest achievement, at 71.70%. This condition indicates that employee compliance with work standards still needs to be improved through consistent supervision and employee development.

The hypothesis testing results indicate that work discipline has a positive and significant effect on employee performance. This means that better employee discipline is associated with better performance in carrying out work. Discipline reflected through punctuality, compliance with regulations, responsibility for work, obedience to leadership directions, and professional behavior helps employees perform their duties in a more orderly and consistent manner. This finding is consistent with Sutrisno (2023), who explains that work discipline represents an individual's attitude and willingness to comply with all applicable organizational rules and regulations. Employees with good discipline tend to demonstrate greater punctuality, compliance with regulations, and responsibility in carrying out their duties

Leadership And Work Discipline On Employee Performance (Y)

Based on the descriptive analysis, the employee performance variable obtained an average achievement percentage of 76.87%, which was classified as good. The distribution of respondents' answers showed that 22 respondents, or 41.51%, were categorized as very high, 17 respondents, or 32.08%, as high, 9 respondents, or 16.98%, as moderate, and 5 respondents, or 9.43%, as low. The highest-performing indicator was employees' ability to work according to applicable rules and SOPs, with an achievement of 81.13%, while the indicator concerning the ability to provide services according to community needs achieved 80.00%. Meanwhile, the lowest achievement was employees' ability to manage working time effectively, at 72.08%. These findings indicate that employee performance was generally good, although the aspect of time management still requires attention.

The good level of employee performance indicates that most employees have been able to perform their duties and responsibilities in accordance with the work requirements at the MBG Kitchen in Way Harong Village. Employee performance is reflected in their ability to provide services according to community needs, maintain work quality, complete tasks according to targets, minimize errors, and comply with applicable rules and SOPs. Nevertheless, improvements are still needed in the effective use of working time so that tasks can be completed more optimally. The findings also indicate that leadership and work discipline jointly have a positive and significant effect on employee performance, with an F-value of

41.855 and a significance level of 0.000. The R Square value of 0.652 indicates that leadership and work discipline jointly explain 65.2% of the variation in employee performance, while the remaining 34.8% is explained by other factors outside the research model. This finding is consistent with Aguinis (2023), who emphasizes that performance management is an important process for directing employee behavior and work outcomes toward the achievement of organizational objectives.

D. CONCLUSION

1. Leadership has a positive effect on employee performance. The more effective leaders are in providing direction, support, motivation, communication, and role modeling, the better the performance of employees at the MBG Kitchen in Way Harong Village.
2. Work discipline has a positive and significant effect on employee performance. Improving discipline through compliance with work standards, punctuality, responsibility, and work ethics can improve employee performance.
3. Leadership and work discipline jointly have a positive and significant effect on employee performance. Effective leadership and discipline in complying with organizational rules and work standards mutually support the improvement of employee performance at the MBG Kitchen in Way Harong Village.

E. IMPLICATION

1. Leadership

The lowest-rated indicator was “the leader sets an example in work discipline and responsibility.” This finding indicates the need to strengthen leadership role modeling in applying discipline, responsibility, integrity, and compliance with SOPs. Leaders should also provide continuous guidance through effective communication, clear directions, and regular performance evaluations so that employees better understand their duties and responsibilities and can improve their performance in supporting the success of the Free Nutritious Meals Program (MBG).

2. Work Discipline

The lowest-rated indicator concerned employees performing their work according to applicable standards. This finding indicates that compliance with SOPs still needs to be strengthened. The organization should improve SOP implementation through regular socialization, technical training, supervision, and evaluation. Providing

rewards for employees who comply with standards and proportionate sanctions for violations may also improve work compliance and quality.

3. Employee Performance

The lowest-rated indicator was employees' ability to manage working time effectively. Therefore, improving time-management skills should become a priority through training on work prioritization, activity planning, and effective workload management. Leaders should also monitor task completion, provide regular feedback, and evaluate work-target achievement to improve productivity, work effectiveness, and service quality within the Free Nutritious Meals Program (MBG).

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