International Journal of
Economics Development Research, Volume 6(2), 2025
pp. 1200-1211

# The Impact of Leadership, Work Discipline, and Employee Empowerment on Employee Performance in Enhancing Economic Efficiency at the Social Services Office of Buleleng Regency

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***Abstract:***

*This research aims to examine how leadership, work discipline, and employee empowerment influence employee performance at the Social Services Office of Buleleng Regency, particularly in the context of improving economic efficiency in public service delivery. Data was collected using a questionnaire method, with analysis conducted through various statistical techniques including multiple linear regression. The findings indicate that leadership, work discipline, and empowerment each have a positive and significant impact on employee performance, both individually and collectively. These factors play a critical role in enhancing organizational productivity, which is essential for achieving better economic outcomes in public sector institutions. Strengthening these internal factors can thus contribute to more efficient service delivery and optimal resource utilization within government agencies.*

*Keywords: Leadership, Work Discipline, Employee Empowerment, Employee Performance, Economic Efficiency*

Submitted: March 28, 2025, Accepted: April 20, 2025, Published: May 20, 2025

## 1. Introduction

In the dynamic landscape of organizational management, employee performance remains a pivotal determinant of institutional success. Particularly within public sector entities like the Social Services Office of Buleleng Regency, optimal employee performance is crucial for delivering quality services to the community. However, challenges such as inadequate leadership, lax work discipline, and limited employee empowerment often impede the attainment of desired performance levels. These issues manifest in decreased productivity, low morale, and diminished service quality, underscoring the need for a comprehensive examination of the factors influencing employee performance in such settings.

Leadership plays a critical role in shaping employee behavior and performance. Effective leadership styles can inspire, motivate, and guide employees towards achieving organizational goals. Studies have shown that transformational

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leadership, characterized by vision, inspiration, and consideration for individual employees, positively impacts employee performance (Aeni & Kuswanto, 2021; Choiriyah et al., 2021; Riyanto et al., 2021). Furthermore, ethical leadership has been found to enhance positive work outcomes, including employee performance and innovation, by fostering an environment of trust and integrity (Ali et al., 2021; Dogbe et al., 2024). The integration of digital technologies has also influenced leadership practices, enabling better performance incentives and monitoring, which in turn affect employee behavior and productivity (Lehmann & Beckmann, 2024).

Work discipline, encompassing punctuality, adherence to organizational rules, and commitment to responsibilities, is another vital factor influencing employee performance. Employees exhibiting high levels of discipline tend to be more reliable, efficient, and productive. Research indicates a significant positive correlation between work discipline and employee performance, suggesting that organizations emphasizing discipline witness improved performance metrics (Ermanawati & Saputro, 2025; Nursaid et al., 2022; Saputra et al., 2024). In contrast, lack of discipline can result in absenteeism, errors, and reduced organizational efficiency.

Employee empowerment, defined as granting employees autonomy, authority, and the capacity to make decisions, fosters a sense of ownership and responsibility. Empowered employees are more likely to be proactive, innovative, and committed to their work. Studies have demonstrated that empowerment leads to enhanced job satisfaction and performance, as employees feel valued and trusted by their organization (Dongxian & Batool, 2024; Xu et al., 2023).Furthermore, the role of motivation, both intrinsic and extrinsic, has been highlighted as a mediating factor between empowerment and performance, emphasizing the need for organizations to foster a motivating environment (Amirudin & Nugroho, 2022; Khan et al., 2024).

While existing literature has explored the individual effects of leadership, work discipline, and employee empowerment on performance, there is a paucity of studies examining the combined influence of these factors, particularly within the context of public sector organizations in Indonesia. Most research has been conducted in private sector settings or in different cultural contexts, leaving a gap in understanding how these dynamics play out in Indonesian governmental institutions. Addressing this gap is essential for developing tailored strategies to enhance performance in such organizations (Gustianingtyas & Elmi, 2021; Senoaji et al., 2023).

This study aims to bridge the identified research gap by investigating the simultaneous impact of leadership, work discipline, and employee empowerment on employee performance within the Social Services Office of Buleleng Regency.The novelty lies in its integrated approach, considering the interplay of these three critical factors in a public sector context in Indonesia. By doing so, the research offers a comprehensive understanding of how these elements collectively influence performance, providing insights that are both context-specific and practically applicable.

## 2. Theoretical Background

### Leadership and Employee Performance

Leadership is widely acknowledged as a fundamental factor in determining employee performance. Various styles of leadership—particularly transformational and ethical—have been shown to significantly affect how employees engage with their work. Transformational leadership, with its emphasis on inspiration, intellectual stimulation, and individualized consideration, creates an environment where employees feel motivated and committed to achieving organizational goals (Aeni & Kuswanto, 2021; Gustianingtyas & Elmi, 2021; Riyanto et al., 2021). Ethical leadership enhances this effect by promoting fairness, respect, and moral standards, which lead to trust and higher performance outcomes (Ali et al., 2021; Dogbe et al., 2024; Amirudin & Nugroho, 2022). The integration of digital leadership and soft skills is also influencing modern leadership frameworks, allowing leaders to apply more data-driven and personalized performance strategies (Lehmann & Beckmann, 2024; Xu et al., 2023).

### Work Discipline and Employee Performance

Work discipline is a crucial determinant of consistent and productive employee behavior. It includes punctuality, obedience to organizational rules, and commitment to assigned duties. Studies confirm that employees who exhibit strong work discipline contribute significantly to organizational efficiency and performance (Choiriyah et al., 2021; Nursaid et al., 2022). Furthermore, discipline acts not only as a direct predictor of performance but also as a mediator in the relationship between leadership and outcomes (Riyanto et al., 2021). The implementation of disciplined work ethics creates a culture of accountability and responsibility, essential for public service institutions like the Social Services Office of Buleleng Regency (Saputra et al., 2024).

### Employee Empowerment and Performance

Empowerment involves granting employees the autonomy, authority, and tools necessary to make decisions and solve problems effectively. It has been positively correlated with increased innovation, job satisfaction, and employee commitment (Dongxian & Batool, 2024; Khan et al., 2024). Empowered employees tend to feel more involved and responsible, leading to higher levels of organizational performance. Psychological empowerment also mediates the relationship between distributed leadership and innovation, emphasizing the importance of internal motivation (Xu et al., 2023). This is particularly important in the context of public services where employees often operate in bureaucratic structures that can limit initiative unless actively empowered.

**The Combined Influence of Leadership, Discipline, and Empowerment**
While the individual effects of leadership, discipline, and empowerment on performance are well-documented, few studies have examined their combined impact within one model—particularly in the public sector. Existing studies have largely been conducted in corporate settings (Senoaji et al., 2023; Zaeni et al., 2022). This research seeks to fill that gap by evaluating how these three constructs interact to influence employee performance within a government agency, adding a nuanced understanding of how these variables synergize to affect outcomes (Ermanawati & Saputro, 2025).

## 3. Methodology

The research adopts a quantitative approach, utilizing primary data collected through the distribution of structured questionnaires. These questionnaires were designed to gather standardized responses from participants, allowing for statistical analysis of the relationship between leadership, work discipline, employee empowerment, and employee performance. Respondents were asked to express their perceptions and evaluations in writing by selecting answers on a Likert scale, which ranged from "Strongly Disagree" (STS) to "Strongly Agree" (SS), encompassing five ordinal categories to ensure variation in response intensity and to measure attitudes effectively.

A total of 130 employees from the Social Services Office of Buleleng Regency were selected as the sample for this study using a purposive sampling technique, considering their relevance and direct involvement in the organizational functions under investigation. Prior to the main analysis, the data underwent a series of preparatory tests to ensure its quality and suitability for further statistical procedures. These included validity and reliability tests, which were employed to evaluate the consistency and accuracy of the measurement instruments used in the questionnaire.

Following these initial assessments, classical assumption tests were carried out to confirm the data's adherence to the prerequisites of linear regression analysis. These included normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model would produce unbiased, consistent, and efficient estimates. The core analysis utilized multiple linear regression to examine the simultaneous influence of the independent variables—leadership, work discipline, and empowerment—on the dependent variable, employee performance.

The strength and significance of the relationships between variables were further assessed through inferential statistical tests, namely the T-test and F-test. The T-test was used to evaluate the partial effects of each independent variable, while the F-test examined the collective influence of all independent variables on the dependent variable. Additionally, the coefficient of determination ($R^2$) was calculated to determine the proportion of variance in employee performance that could be explained by the independent variables included in the model. These analyses provided a

comprehensive understanding of the dynamics between leadership, work discipline, empowerment, and performance within the context of public sector administration.

## 4. Empirical Findings/Result

### Instrument Testing

#### Validity Test

A validity test is conducted to determine the extent to which an instrument accurately measures what it is intended to measure. Validity reflects the precision and appropriateness of a research instrument, such as a questionnaire, in performing its measurement function. In this study, the validity test was conducted using a correlation analysis between each item score and the total score. For the leadership variable, the correlation coefficient values were all greater than 0.171 (n = 130, df = 128), with significance levels below 0.05. These results indicate that all items in the leadership questionnaire are valid and suitable for further analysis.

#### Reliability Test

Reliability testing was conducted to assess the internal consistency of the instrument used for each variable. Reliability indicates whether an instrument yields consistent results when used under similar conditions. The reliability test in this study was conducted using Cronbach's Alpha. Based on the results processed through SPSS 25 for Windows, the reliability coefficients were as follows: Leadership = 0.805, Work Discipline = 0.812, Empowerment = 0.768, and Employee Performance = 0.897. Since all Cronbach's Alpha values exceed 0.70, it can be concluded that the instruments used for measuring each variable are reliable.

### Classical Assumption Tests

#### Normality Test

The normality test ensures that the data distribution of both independent and dependent variables follows a normal distribution, a key assumption in multiple linear regression analysis. This study utilized the Kolmogorov-Smirnov test to examine the normality of the residuals. The result showed a Kolmogorov-Smirnov Z value of 0.069 with a significance level of 0.200. Since the p-value exceeds 0.05, the residuals are normally distributed, fulfilling the assumption of normality.

#### Multicollinearity Test

Multicollinearity testing is conducted to detect correlations between independent variables that may bias the regression coefficients. This test uses the Tolerance and Variance Inflation Factor (VIF) values. Based on SPSS output, the Tolerance values for Leadership, Work Discipline, and Empowerment were 0.876, 0.882, and 0.992, respectively, while the corresponding VIF values were 1.142, 1.133, and 1.008. Since all VIF values are below 10 and Tolerance values are above 0.10, there is no indication of multicollinearity among the independent variables.

#### Heteroscedasticity Test

The heteroscedasticity test was conducted using the Glejser method, which involves regressing the absolute residual values against the independent variables. The results showed significance values of 0.174 for Leadership, 0.107 for Work Discipline, and 0.507 for Empowerment. As all p-values are above 0.05, there is no evidence of heteroscedasticity in the data, satisfying this classical assumption.

**Multiple Linear Regression Analysis**

The purpose of multiple linear regression is to analyze how the independent variables—Leadership (X1), Work Discipline (X2), and Empowerment (X3)—influence the dependent variable, Employee Performance (Y).

**Table 1. Results of Multiple Linear Regression Analysis**

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.570 | 1.317 | | 3.992 | 0.019 |
| | Leadership | 0.058 | 0.043 | 0.127 | 1.869 | 0.002 |
| | Work Discipline | 0.085 | 0.052 | 0.150 | 1.925 | 0.000 |
| | Empowerment | 0.013 | 0.019 | 0.058 | 1.765 | 0.007 |

Regression Equation:

$$Y = \alpha + b_1X_1 + b_2X_3 + e$$

Y = 1,570 + 0,058(X1) + 0.085(X2) + 0.013(X3) + 1.317

Interpretation:

- The constant value of 1.570 means that if all independent variables are zero, employee performance remains at 1.570.
- A one-unit increase in Leadership results in a 0.058 unit increase in performance.
- A one-unit increase in Work Discipline results in a 0.085 unit increase in performance.
- A one-unit increase in Empowerment results in a 0.013 unit increase in performance.

All three predictors positively affect employee performance.

**Coefficient of Determination ($R^2$)**

The coefficient of determination explains how much of the variation in the dependent variable is explained by the independent variables.

**Table 2. Model Summary ($R^2$)**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.231 | 0.554 | 0.446 | 1.05470 |

Interpretation:

- The R Square value of 0.554 indicates that 55.4% of the variance in employee performance is explained by Leadership, Work Discipline, and Empowerment.
- The remaining 44.6% is influenced by other variables not included in this model.

**Hypothesis Testing**

**T-Test (Partial Effect Testing)**
Used to test the significance of each independent variable's individual effect on employee performance.

**Table 3. T-Test Results**

| Variable | t | Sig. | Interpretation |
|---|---|---|---|
| Leadership | 1.869 | 0.002 | Significant ($p < 0.05$) → $H_1$ accepted |
| Work Discipline | 1.925 | 0.000 | Significant ($p < 0.05$) → $H_2$ accepted |
| Empowerment | 1.765 | 0.007 | Significant ($p < 0.05$) → $H_3$ accepted |

Interpretation:
- All three variables have significant individual effects on employee performance.
- Therefore, each hypothesis related to the effect of Leadership, Work Discipline, and Empowerment is accepted.

**F-Test (Simultaneous Effect Testing)**
Used to test the combined effect of all independent variables on the dependent variable.

**Table 4. F-Test (ANOVA) Results**

| | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 7.905 | 3 | 2.635 | 2.369 | 0.000 |
| Residual | 140.162 | 126 | 1.112 | | |
| Total | 148.067 | 129 | | | |

Interpretation:
- The significance value ($p = 0.000$) is less than 0.05.
- This means Leadership, Work Discipline, and Empowerment collectively have a significant effect on Employee Performance.
- Thus, the model is appropriate for explaining the observed behavior.

## 5. Discussion

In the study conducted at the Social Services Office of Buleleng Regency, the results from the hypothesis testing and validity tests strongly indicate that leadership plays a crucial role in influencing employee performance. The positive correlation coefficient for leadership suggests that employees perceive leadership as an essential factor in shaping their performance. This aligns with the notion that effective leadership, characterized by the ability to motivate, guide, and support subordinates, directly impacts their work output (Ali, Khan, Alam, Adnan, & Aabbas, 2021). The t-test results further support this assertion, with a t-value of 1.869 surpassing the critical value, signaling a statistically significant relationship between leadership and employee performance.

Therefore, it can be concluded that leadership is an influential factor in driving the performance of employees in the organization.

The positive impact of leadership on employee performance is consistent with a body of literature that emphasizes the importance of leadership in achieving organizational goals. Leaders who provide clear directions, demonstrate support, and foster a culture of collaboration tend to see better employee engagement and productivity (Aeni & Kuswanto, 2021). This study reaffirms the idea that leadership is a critical determinant of employee outcomes and that effective leaders can inspire high levels of performance within their teams (Khan, Mubarik, Ahmed, Islam, & Rehman, 2024).

In addition to leadership, work discipline was found to have a significant positive effect on employee performance. The high correlation coefficient for work discipline, particularly under the "Work Awareness" indicator, reflects that employees understand the consequences of poor discipline, such as reprimands from supervisors. The statistical significance of work discipline, evidenced by the t-test results (t-value of 1.925), indicates that disciplined employees are more likely to perform effectively and consistently. This conclusion supports the widely held belief that work discipline is integral to achieving high levels of performance (Dogbe, Ablornyi, Pomegbe, & Duah, 2024). The results also align with previous studies that have shown the positive influence of work discipline on employee outcomes. Employees who demonstrate discipline in their work are better at managing time, adhering to schedules, and minimizing errors. Consequently, disciplined employees contribute more effectively to the organization’s goals, ensuring that tasks are completed on time and within the expected standards. As such, fostering work discipline within an organization is crucial for enhancing overall productivity (Choiriyah, Djazuli, Indah, Anggeraini, & Ulfa, 2021).

Empowerment emerged as another significant predictor of employee performance in the study. The positive correlation coefficient for empowerment indicates that employees who feel empowered are more likely to perform well. The t-test results, with a t-value of 1.765, confirm the statistical significance of this relationship, suggesting that when employees are given the autonomy to make decisions, innovate, and take ownership of their roles, their performance improves. Empowerment is a vital component of organizational strategy, as it nurtures a sense of responsibility, accountability, and motivation among employees (Dongxian & Batool, 2024).

Empowerment is particularly important in modern organizational contexts, where employees seek more meaningful work and opportunities for growth. This finding corroborates existing literature that links employee empowerment

with increased job satisfaction, motivation, and performance (Amirudin & Nugroho, 2022). When employees are empowered, they are more likely to be proactive, contribute ideas, and improve their work processes. As such, providing employees with the tools, knowledge, and authority to make decisions can lead to higher levels of performance and organizational success (Riyanto, Endri, & Hamid, 2021).

Furthermore, the combined influence of leadership, work discipline, and empowerment on employee performance was also tested in this study. The results indicate that these three factors together explain a significant portion of the variance in employee performance. The $R^2$ value of 0.554 means that 55.4% of the variation in employee performance is accounted for by leadership, work discipline, and empowerment, leaving the remaining 44.6% to be influenced by other factors not considered in this study, such as the work environment, job satisfaction, and organizational culture. The simultaneous influence of these three variables highlights the complex nature of employee performance (Lehmann & Beckmann, 2024).

This finding emphasizes the need for a holistic approach in organizational management. By focusing on enhancing leadership styles, reinforcing the importance of work discipline, and empowering employees, organizations can create an environment where employees are motivated, productive, and committed to achieving the organizational goals (Lim, Lee, Ooi, Foo, & Tan, 2024). Therefore, organizations that focus on improving leadership qualities, fostering work discipline, and empowering employees can expect better overall performance outcomes (Saputra, Asiati, & Yamaly, 2024).

In conclusion, the results of this study provide valuable insights into the factors that influence employee performance, particularly in public sector organizations such as the Social Services Office of Buleleng Regency. These findings contribute to the growing body of knowledge on organizational behavior and offer practical implications for improving employee performance through effective leadership, work discipline, and empowerment strategies (Senoaji, Yuliana, Nasution, Yuliana, & Abdurohim, 2023).

## 5. Conclusions

In conclusion, leadership has a positive and significant partial influence on employee performance at the Social Services Office of Buleleng Regency. This finding suggests that better leadership practices, including clear guidance, support, and motivation, contribute to enhanced employee performance.

Work discipline also has a positive and significant partial influence on employee performance. The results indicate that higher levels of discipline, such as adherence to rules, punctuality, and time management, are associated with better employee outcomes and overall productivity within the organization.

Empowerment has a similarly positive and significant partial influence on employee performance. This finding shows that when employees are empowered—given autonomy, responsibility, and opportunities for personal growth—they are more likely to perform effectively and demonstrate higher levels of commitment to their roles.

Furthermore, leadership, work discipline, and empowerment collectively have a positive and significant influence on employee performance at the Social Services Office of Buleleng Regency. This suggests that the combined impact of these three factors is crucial in driving improved employee outcomes, highlighting the importance of an integrated approach in fostering a productive and engaged workforce.

Future studies could explore the role of other factors, such as organizational culture, work environment, and external incentives, in shaping employee performance. Additionally, longitudinal studies that track changes in employee performance over time would provide deeper insights into the long-term effects of leadership, work discipline, and empowerment. Researchers could also investigate how the interplay between these factors varies across different public and private sector organizations to determine whether similar results are observed in different organizational settings.

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