



Analysis of Leadership Style and Employee Work Discipline in Improving Organizational Performance

Rusdin Ndua*, Lindanur Sipatu, Rosida Adam, Arie Kurniawan

Universitas Tadulako, Indonesia

Email: rusdinndua815@gmail.com

DOI: <https://doi.org/10.61987/jemr.v4i6.1445>

ABSTRACT

Keywords:

Leadership Style,
Work Discipline,
Organizational
Performance

*Corresponding Author

This study examines the relationship between the Village Head's leadership style and employee work discipline at the Padang Tumbuo Village Office, Ampana Kota District, Tojo Una-Una Regency. Quality human resources (HR) are crucial in achieving organizational goals, particularly in the public sector. This study employed a qualitative design with a case study approach, with data collected through in-depth interviews and direct observation. The results indicate that the Village Head's democratic-participatory leadership style, with directive and transformational touches, plays a significant role in improving employee work discipline. The Village Head provides appreciation, motivation, and direct involvement in work activities, creating a positive work atmosphere. However, challenges remain in discipline, such as tardiness and a lack of understanding of duties and responsibilities. This study suggests the importance of regular training, a more effective attendance system, and objective performance evaluation. The contribution of this study is to enrich the literature on the influence of leadership style on employee discipline in village government.

Article History:

Received: September 2025; Revised: October 2025; Accepted: November 2025

Please cite this article in APA style as:

Nduta, R., Sipatu, L., Adam, R., & Kurniawan, A. (2025). Analysis of Leadership Style and Employee Work Discipline in Improving Organizational Performance. *Journal of Educational Management Research*, 4(6), 2736-2754.

INTRODUCTION

Quality human resources (HR) are the main key to the progress of an organization (Hien et al., 2023; Ngoc et al., 2023). The existence of competent HR not only increases effectiveness and efficiency but also contributes to the achievement of planned long-term goals (Paroli, 2024; Sari et al., 2022). In the context of public organizations, such as village governments, the quality of HR is very important to support optimal service to the community (Junaedi, 2023; Luturmas, 2024). This research is relevant because good HR development through effective leadership and maintained work discipline will result in more productive organizational performance (Pisriwati et al., 2024; Natsir et al., 2024). In this case, work discipline is one of the determining factors that can support

the achievement of organizational goals (Kusumah et al., 2025; Mogni et al., 2023).

The main challenge faced by many village government organizations is suboptimal human resource management (Ginting et al., 2023; Una et al., 2025). One crucial aspect influencing organizational effectiveness is the level of employee discipline in carrying out their duties (Agbeyinka et al., 2024; Pisiwati et al., 2024). Employee indiscipline can hinder the achievement of organizational goals, leading to poor public service performance (Agbeyinka, 2024; Ukeje et al., 2024). This research emerged in response to this problem, where low work discipline has the potential to reduce productivity and hinder the achievement of shared goals within village government organizations. Therefore, it is crucial to understand how factors such as leadership style and reward systems can play a role in improving employee discipline and overall organizational performance (Okwuise et al., 2023; Alkandi et al., 2023).

In practice, the leadership style of village heads in a number of villages still requires improvement. Interviews with employees revealed that the village head's direction and communication were inconsistent, leading to confusion among employees in carrying out their duties (Djaafar et al., 2023; Prasetya et al., 2023). Furthermore, there are variations in employee discipline levels, including attendance, punctuality, and compliance with workplace regulations (Gustiawan et al., 2025; Jamaluddin et al., 2024). This phenomenon reflects the differing influence of the village head's leadership style on employee discipline. This situation raises an urgent need for a deeper analysis of the relationship between leadership and work discipline within the village government.

Several previous studies have discussed the influence of leadership style on work discipline, but these have been limited to the context of private sector and educational organizations. Research by Rizky (2024) shows that an effective leadership style has a positive impact on employee discipline in village offices. However, this study has not yet explored the influence of leadership in the context of village government, thus providing scope for further research to understand the dynamics of leadership in this sector. This study also aims to enrich the literature on transformational and transactional leadership and their relationship to levels of work discipline, particularly in village government organizations.

Previous studies have shown that effective leadership can improve employee work discipline, which in turn contributes to improved organizational performance. However, there is still a lack of research that comprehensively examines the relationship between village head leadership

style and employee discipline in the context of village government. This indicates a research gap that needs to be filled. This study aims to fill this gap by conducting an in-depth analysis of village head leadership style and its impact on employee discipline, as well as developing a broader understanding of the factors influencing village government organizational performance.

This research provides novelty in the context of village governance, focusing on the under-researched leadership style of village heads in relation to employee discipline. Another novelty lies in its approach, combining transformational and transactional leadership theories, and examining their impact on employee discipline and productivity at the village level. This research is important to complete because it can provide insights for village governments in improving human resource quality through better leadership and effective reward systems, thereby improving public services and achieving organizational goals more efficiently.

RESEARCH METHOD

This research employed a qualitative design with a case study approach to explore social phenomena in depth, specifically the relationship between leadership style and work discipline at the Padang Tumbuo Village Office. A case study approach is relevant for understanding the social dynamics within village government organizations, where individuals construct subjective meanings from their experiences. This research was conducted at the Padang Tumbuo Village Office, which faces challenges in managing work discipline and effective leadership, representative of many village offices in the area.

Data collection techniques involved in-depth interviews and observations. Informants were selected through purposive sampling, including the Village Head, Village Secretary, and Village Office employees. Structured and semi-structured interviews were conducted to explore informants' experiences regarding leadership and employee discipline, while direct observations provided additional data regarding interactions and activities at the village office.

Data analysis in this study refers to the interactive analysis model developed by Miles, Huberman, and Saldana (2014). The analysis process began with data condensation or data reduction, in which collected data was filtered and organized to identify key emerging themes. Next, the condensed data is presented in an easily understood format by organizing relevant categories. This data display process makes it easier for researchers to manage complex information and draw conclusions. The final step is data verification, where

researchers evaluate and ensure the accuracy and consistency of the findings and draw conclusions based on the available evidence.

RESULT AND DISCUSSION

The results of the study were conducted by interviewing five informants who work at the Padang Tumbuo Village Office, Ampana Kota District, Tojo Una-Una Regency. The classification of the number of informants can be seen in Table 1. Informant Classification.

Table: 1. Classification of Informants

Position	Age	Type of Informant
Village Head	39 Years	Informant 1
Village Secretary	35 Years	Informant 2
Head of Government	33 Years	Informant 3
Head of Finance	33 Years	Informant 4
Hamlet Head	35 Years	Informant 5

Word Frequency Query analysis using NVivo 12 Plus software is effective in identifying key focuses in large-text research data, as was done in this study, which examined the leadership styles and work discipline of village officials. The analysis results show that the words with the highest frequency, such as "leadership," "style," "direct," and "democratic," highlight the importance of leadership styles, especially directive and democratic leadership. Furthermore, words such as "communication," "relationship," "discipline," and "attendance" emphasize the role of interpersonal communication and discipline in the workplace. The occurrence of the words "motivation," "evaluation," and "supervision" emphasizes the importance of motivation and supervision in improving performance. Overall, this analysis shows that communicative leadership, direct supervision, and a disciplined and structured work culture are dominant themes in creating a professional work environment in the village, supporting the finding that the interaction between leadership and work discipline is a key factor in village official performance.

Analysis of the Leadership Style of the Head of Padang Tumbuo Village

Based on the results of the theme mapping (Project Map), it was found that the leadership style of the Village Head that emerged from the interview data was divided into three main categories, namely: (1) democratic-participative leadership style, (2) autocratic-directive leadership style, and (3)

transformational-inspirational leadership style. The results of the analysis can be seen in Figure 3. Leadership Style Theme.



Figure 3. Leadership Style

Democratic Leadership Style

The Padang Tumbuo Village Head's democratic leadership style is reflected in providing opportunities for employees to express their opinions, participate in discussions, and participate in decision-making. This approach fosters constructive two-way communication, increases motivation, and creates a democratic and collaborative work environment.

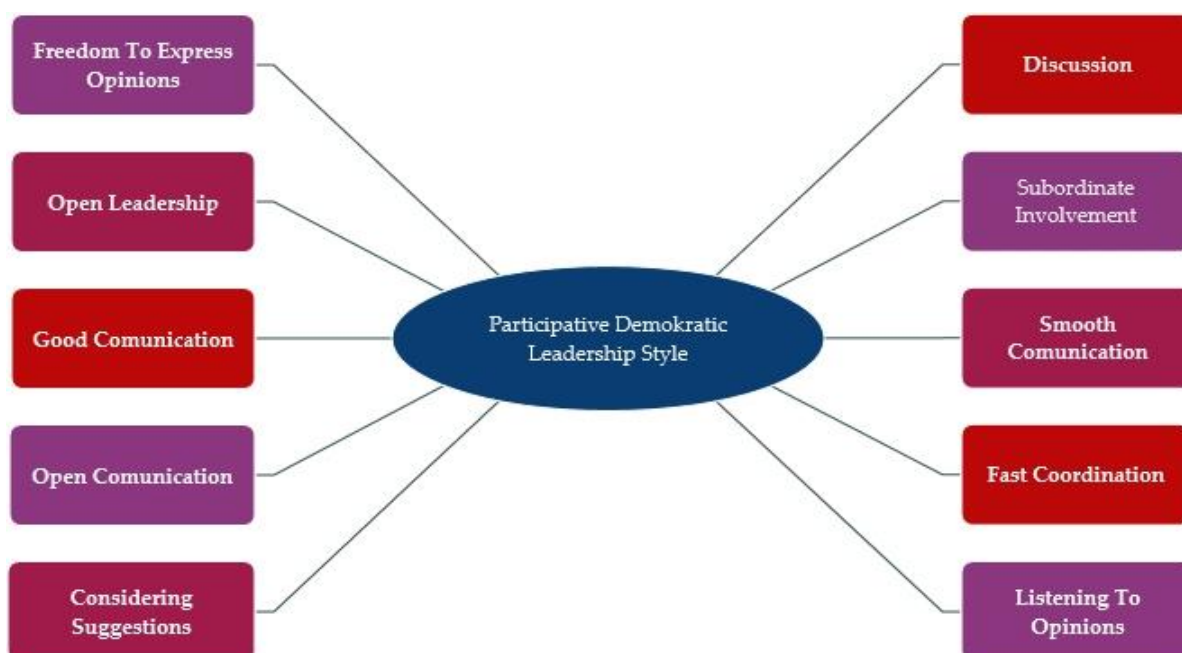


Figure 4. Participative Demokratic Leadership Style

The Village Head of Padang Tumbuo implements a democratic leadership style, prioritizing employee participation in decision-making. Based on interviews with Informants 1 and 2, as well as field observations, the Village Head always opens up discussion with village officials before deciding on policies or activities, ensuring open two-way communication. The Village Head also directly participates in field activities, demonstrating his deep involvement in daily tasks and providing motivation to employees. This approach creates an inclusive work climate, where every member feels valued and involved in the decision-making process, strengthening employee performance and discipline.

Autocratic Leadership Style

An autocratic leadership style is one in which the leader holds the line. The Padang Tumbuo Village Head's autocratic leadership style is evident in quick and decisive decision-making and direct instruction to subordinates. This style is applied in situations that require direct action without deliberation to maintain discipline and work effectiveness.



Figure 5. Autocratic Leadership Style

The Village Head of Padang Tumbuo flexibly combines democratic and autocratic leadership styles according to the situation. In situations requiring quick decisions or decisiveness, he issues direct instructions without much discussion, such as in supervision or addressing urgent issues. However, in more complex situations, the Village Head allows for deliberation and employee participation. This approach demonstrates the Village Head's adaptive leadership style, selecting methods appropriate to the urgency and context of the problem to ensure the organization's effectiveness and success.

Transformational Leadership Style

The transformational leadership style in this study encompasses the behavior of the Padang Tumbuo Village Head, who focuses on providing motivation, appreciation, and emotional support to employees to improve their performance and sense of ownership of the organization. Key indicators of the transformational leadership style found in this study include providing simple appreciation, moral support, full trust in employees, and the Village Head's direct involvement in work activities. This style is also characterized by the Village Head's ability to inspire, motivate, and build positive relationships with employees to increase their dedication to their work.



Figure 6. Transformational Leadership Style

The Village Head of Padang Tumbuo actively implements a transformational leadership style by recognizing high-achieving employees, either through words of thanks or public praise. This praise not only boosts employee morale but also strengthens their sense of self-worth and confidence. Furthermore, the Village Head frequently participates directly in daily activities with employees, providing moral support and trusting them to carry out their duties. This approach creates a closer and more emotional connection with employees, which increases their sense of ownership and commitment to the tasks at hand.

Data patterns indicate that the Village Head's transformational leadership style focuses on providing moral motivation, simple rewards, and direct involvement in work activities. The Village Head actively provides verbal appreciation in front of colleagues, strengthening emotional bonds with employees and increasing their sense of appreciation. Furthermore, trusting employees to complete their tasks and providing motivation during activities helps build employee commitment and dedication. This style demonstrates that the Village Head focuses not only on administrative aspects but also on developing positive relationships that strengthen the bond between leader and employee.

Employee Work Discipline

Employee work discipline at the Padang Tumbuo Village Office is formed from various sub-themes that include disciplinary behavior, compliance with work rules, and coaching efforts provided by leaders. Based on the analysis results, the main theme of work discipline includes three main patterns: (1) Disciplined behavior and compliance, (2) Undisciplined behavior, and (3) Corrective actions from leaders. Preventive discipline is reflected in employees' efforts to comply with rules and carry out tasks according to organizational provisions. Meanwhile, corrective discipline arises when leaders provide reprimands or coaching when disciplinary violations are found, such as delays or inaccuracies in completing tasks. These findings reflect the dynamics of employee discipline that are directly related to attendance, task implementation, understanding of main tasks (tupoksi), as well as the coaching and sanctions received.



Figure 7. Employee Work Discipline

Employee Disciplinary Behavior

Disciplined employee behavior at the Padang Tumbuo Village Office is reflected in several indicators, including punctual attendance, adherence to working hours, regularity in carrying out tasks, and a good understanding of their main duties (tupoksi). Good employee work discipline indicates that they are aware of their obligations as village officials in providing services to the community. Consistent attendance, adhering to established working hours, and carrying out tasks responsibly are the main characteristics of expected disciplined behavior. This study found that although some employees are disciplined, there are still some employees who experience difficulty in completing tasks on time or do not understand their main duties.



Figure 8. Employee Discipline Behavior

Employee discipline at the Padang Tumbuo Village Office is generally quite good, with most employees adhering to work hours and arriving on time. However, some employees still struggle to complete tasks on time, likely due to a lack of understanding of their core responsibilities. This is reflected in Informant 1's statement, which mentioned variations in attendance behavior, and Informant 2's statement, which highlighted a lack of discipline in completing tasks. Training has been conducted to improve employee understanding and efficiency, indicating that attendance discipline needs to be supported by a better understanding of tasks and responsibilities.

The data pattern reveals three main groups in employee discipline: first, employees who are disciplined in both attendance and task completion; second, employees who struggle to complete tasks on time; and third, leaders who provide corrective action in the form of training and reprimands. Overall, employee discipline is adequate, but requires further attention in several aspects, particularly in terms of completing tasks on time and understanding core responsibilities.

Lack of Discipline

Lack of discipline among employees at the Padang Tumbuo Village Office is evident in late arrivals, unexcused absences, lack of focus, late work, and a lack of understanding of their duties. This reflects low levels of employee responsibility, commitment, and motivation, as well as suboptimal external oversight, which impacts the efficiency and quality of public services.

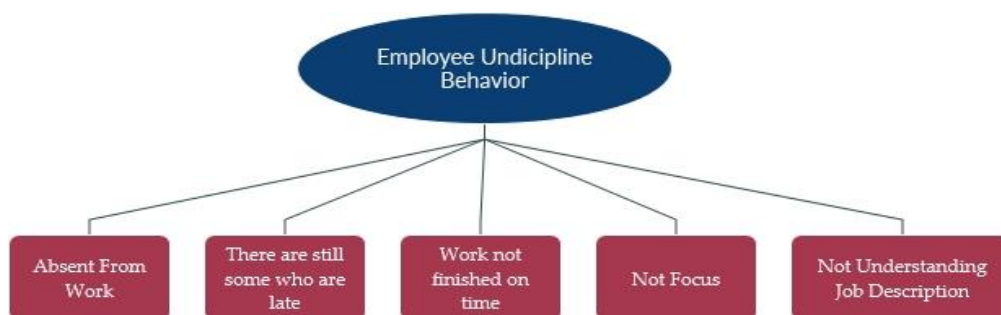


Figure 9. Employee Undicipline Behavior

Although most employees at the Padang Tumbuo Village Office demonstrate good attendance discipline, some are frequently late or absent without a clear reason. This lack of compliance reflects a lack of employee awareness and commitment to their assigned duties and can impact overall organizational performance. Furthermore, some employees lack focus, which hinders timely completion of tasks, and some employees struggle to fully understand their duties. This demonstrates that employee discipline depends not only on attendance but also on a clear understanding of duties and responsibilities.

The data patterns indicate that while most employees are disciplined, some are not disciplined in attendance and task completion. Lateness, absence, and a lack of understanding of their duties impact work effectiveness. Therefore, stricter guidance, more intensive supervision, and additional training are needed to help employees better understand their duties, thereby improving their overall discipline and performance.

Forms of Guidance and Reprimand from Leadership

Coaching and reprimands from leaders at the Padang Tumbuo Village Office include verbal and written warnings, personal approaches, and gradual corrections. The goal is to educate employees to understand mistakes, correct behavior, and enhance performance, using an educational approach that motivates without focusing on punishment. This reflects a humanistic leadership style that builds good relationships with subordinates.



Figure 10. Coaching And Approach

The Village Head of Padang Tumbuo prioritizes a coaching approach in addressing employee indiscipline, starting with verbal warnings for minor violations and written warnings for repeated offenses. This approach reflects the principle of progressive corrective discipline, providing employees with opportunities to improve themselves before more stringent action is taken.

Furthermore, the Village Head takes a personal approach by speaking directly with employees who violate regulations to raise their awareness of the importance of work discipline.

This approach reflects a humanistic and educative leadership style, which focuses not solely on punishment but also on behavioral improvement and employee development. By providing opportunities to gradually correct errors, it is hoped that employee discipline will improve continuously, creating a more disciplined and productive work environment.

Interpretation of Findings

Employee discipline at the Padang Tumbu Village Office is influenced by three main factors: personal awareness, the influence of leadership style, and adherence to organizational rules. Most employees demonstrate good discipline, especially in terms of attendance, although some are frequently late or absent without clear reasons. Guidance from leadership, through verbal and written warnings, as well as personal outreach, is necessary to correct absenteeism and improve employee discipline. Village leaders play an active role in providing direction, ensuring employees understand their duties, and encouraging gradual behavioral improvements.

Data patterns indicate that employee discipline is divided into three groups: first, employees who are disciplined in attendance and assignments; second, employees who still experience problems with punctuality and attendance; and third, leaders who provide guidance through warnings and personal outreach. Although some employees have demonstrated good discipline, further guidance is needed to improve overall work discipline. An effective and educative leadership style plays a significant role in improving employee discipline through an educational and constructive approach.

Supervision

The supervision implemented by the Head of Padang Tumbu Village is a mechanism used to ensure employee discipline and improve their performance. This supervision is carried out through several approaches, both administrative and interpersonal, including manual attendance, performance reports, direct communication, and direct supervision. Manual attendance is used to monitor employee attendance, while performance reports serve to evaluate employee work results. Direct communication and direct supervision are more interpersonal methods, involving direct interaction between leaders and employees to provide direction, feedback, and monitor work activities in the field.



Figure 11. Supervision

Supervision at the Padang Tumbuo Village Office is conducted through a combination of formal and informal mechanisms. Formal mechanisms include manual attendance and daily performance reports to monitor employee attendance and target achievement. The Village Head directly monitors employee attendance, reflecting fundamental administrative oversight to ensure employee discipline in attendance. Furthermore, performance reports are used as an evaluation tool to assess employee performance, with the Village Head reviewing the reports directly.

In addition to administrative supervision, the Village Head also implements interpersonal supervision through direct communication and field supervision. The Village Head frequently interacts directly with employees, holding informal discussions, providing direction, and monitoring their work progress. This approach allows the Village Head to provide feedback and mentor employees on a more personal level, fostering a more open relationship between leadership and employees.

The Village Head also conducts direct supervision in the field to ensure employees are working according to established procedures. The Village Head monitors employee activities, checks work progress, and provides guidance when necessary. This supervision is not limited to administrative reports but also includes face-to-face interactions, allowing leadership to promptly address emerging issues and provide clear direction.

Manual attendance monitoring remains relevant in the village environment, despite being considered less efficient than digital attendance systems. The village head and village secretary routinely monitor employee attendance through manual recording, ensuring employees arrive on time and fulfill their work obligations. This system reflects the importance of punctuality as a key indicator in assessing employee commitment to existing regulations.

Performance reports serve as a monitoring mechanism to assess the achievement of work targets and employee effectiveness. The village head reviews daily performance reports submitted by employees and conducts periodic evaluations to ensure work is completed according to established standards. These reports also provide the village head with the opportunity to provide constructive feedback and guidance to employees.

Overall, the supervision implemented by the Padang Tumbuo Village Head is comprehensive and adaptive, combining administrative oversight through attendance and performance reports, with direct supervision through communication and field interactions. This approach creates an effective monitoring system, where employees feel cared for and encouraged to improve their performance, both in terms of discipline and work quality.

Work relationship

Working relationships at the Padang Tumbuo Village Office reflect a harmonious and collaborative atmosphere, characterized by three key aspects: mutual assistance, mutual respect, and open communication. Employees support each other in completing tasks, while leaders provide valued guidance and listen to employee opinions in decision-making. This supervision creates a conducive work environment, increases productivity, and strengthens discipline, with open communication facilitating rapid problem-solving. The results of the analysis can be seen in Figure 12. Workplace Relationship Theme.



Figure 12. Work Relationship

Working relationships at the Padang Tumbuo Village Office are characterized by good communication between employees and between employees and management. A conducive office atmosphere is created through interactions filled with politeness, mutual respect, and openness. Employees feel comfortable carrying out their duties, which fosters a sense of belonging to the organization and strengthens voluntary discipline. Familiarity and respect for professionalism create an atmosphere that supports discipline and increases productivity.

The culture of mutual assistance at the Padang Tumbuo Village Office demonstrates strong collaboration among employees. When an employee faces obstacles or a heavier workload, colleagues provide assistance in the form of labor, information, or knowledge sharing. This practice of mutual cooperation strengthens a sense of shared responsibility, creating a productive and

supportive work environment, which in turn increases motivation, discipline, and work efficiency.

Good working relationships are also characterized by mutual respect between employees and management. Respect for each other's roles and polite communication form the basis of daily work interactions. When employees feel appreciated, they are more motivated to perform well and comply with regulations, which in turn improves discipline and performance. Mutual respect strengthens existing social bonds, fosters a sense of responsibility, and enhances collaboration within the organization.

Overall, positive relationships at the Padang Tumbuo Village Office, which focus on mutual assistance, respect, and open communication, contribute to improved employee discipline, motivation, and performance. Interviews and observations confirm that open communication and respect for differing opinions create a harmonious and productive work environment, which in turn supports higher levels of discipline and enhances overall organizational success.

Hope and Improvement

The Padang Tumbuo Village Office reflects employees' desire for improved leadership quality, work discipline, and organizational performance. Employees expect regular training to enhance competency and improvements in work systems to be more effective. Furthermore, they desire more consistent supervision and regular feedback from leaders to enhance their discipline and performance. This reflects a collective awareness among employees to improve competency and management aspects that will boost motivation, improve service quality, and create a more professional work environment. These expectations demonstrate that improving the fair and transparent training and supervision system is key to increasing productivity and discipline at the village office.

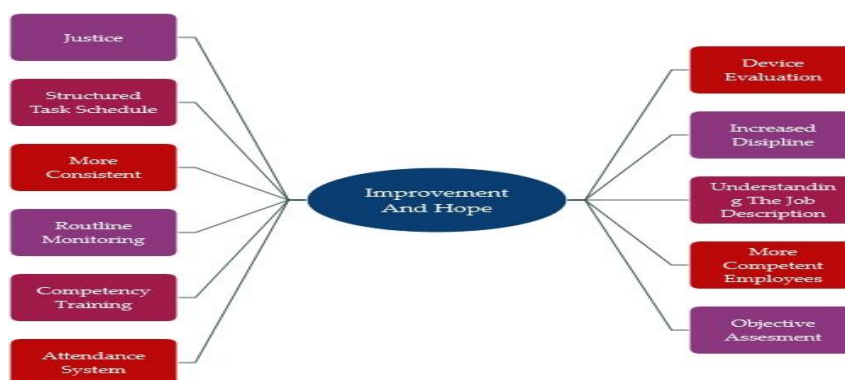


Figure 13. Improvement And Hope

Strengthening employee competency at the Padang Tumbuo Village Office is reflected in their expectation of regular training that will enhance their understanding of their core duties and functions (tupoksi) and their skills in providing public services. Employees believe that adequate training will enhance discipline, professionalism, and efficiency in carrying out their duties, which in turn will improve organizational performance. Furthermore, employees desire a more regular monitoring system to ensure consistency in carrying out their duties and a better understanding of their duties.

Employee expectations for a more structured and objective attendance and work supervision system also emerged in the subtheme "A More Effective Work and Attendance System." Employees desire more regular and transparent supervision to improve discipline and create an efficient and fair work environment. With a more effective attendance system, employees are expected to work with greater discipline and improve their performance. This expectation reflects the need for more consistent supervision to improve work quality and employee discipline.

In the subtheme "Objective Assessment and Evaluation," employees desire performance evaluations that are conducted objectively, transparently, and based on work results, rather than personal subjectivity. They expect fair evaluations to provide constructive feedback, motivate them to improve their performance, and enhance discipline. Clear and structured performance-based assessments are considered essential for creating a professional and accountable work environment. This demonstrates that employees desire to work in a more transparent and equitable environment.

Overall, the analysis shows that Padang Tumbuo Village Office employees have a positive orientation toward improving agency performance, particularly in terms of enhancing competency, strengthening the supervisory system, and implementing the principle of fairness. Employees' expectations for a more structured, fair, and competent leadership system reinforce the importance of an effective leadership style in creating a culture of better work discipline. With visionary leadership oriented toward employee development, the discipline and performance of village officials can significantly improve.

CONCLUSION

Based on research on leadership style and work discipline at the Padang Tumbuo Village Office, it can be concluded that the Village Head's leadership plays a crucial role in fostering a disciplined and productive work culture. The leadership style adopted tends to be democratic-participatory with directive and transformational influences, evident in open communication practices,

clear instructions, employee involvement in discussions, and the provision of motivation and recognition. This leadership style creates a conducive, comfortable, and harmonious work environment, enabling employees to feel valued, trusted, and committed to carrying out their duties responsibly.

Employee discipline is reflected in consistent attendance, adherence to working hours, and the execution of tasks according to their respective duties. However, several disciplinary issues persist, such as tardiness and a lack of understanding of duties. The Village Head implements control mechanisms such as manual attendance, reprimands, direct monitoring, and structural development to address these issues. This research also reveals employee expectations for future work system improvements, such as training, more objective performance appraisals, and a more modern attendance system. Overall, this study confirms that a good leadership style not only influences employee discipline, but also encourages a professional work culture and is oriented towards improving the quality of public services at the village level.

REFERENCES

- Agbeyinka, I. Y. (2024). The Impact of Employee Discipline on Organization Performance. *International Journal of Social and Educational Innovation (IJSEIro)*, 11(22), 167-183.
- Alkandi, I. G., Khan, M. A., Fallatah, M., Alabdulhadi, A., Alanizan, S., & Alharbi, J. (2023). The Impact of Incentive and Reward Systems on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of Employee Job Satisfaction. *Sustainability*, 15(4), 3415. <https://doi.org/10.3390/su15043415>
- Dewi, F., & Hadi, D. K. (2025, June). Analysis of the Role of Leadership and Work Discipline in Increasing Employee Productivity at the Nganjuk Regency Cooperative and Micro Enterprise Service. In *Proceeding Kilisuci International Conference on Economic & Business* (Vol. 3, pp. 485-501).
- Djaafar, L., Mozin, N., & Amay, F. R. P. (2023). The Performance of the Village Head in the Village Government Based on Law No. 6 of 2014 (Study on Mananggu Village, Boalemo Regency). *West Science Interdisciplinary Studies*, 1(01), 33-42.
- Eli Patmawati, E., & Dede Jelani. (2024). Analisis Kedisiplinan Kerja Pegawai Pada Pegawai Kantor Desa Tanjungwangi Kecamatan Cihampelas Kab Bandung Barat. *Jemsi (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 10(3), 1722-1725. <https://doi.org/10.35870/jemsi.v10i3.2440>

- Ginting, A. H., Widianingsih, I., Mulyawan, R., & Nurasa, H. (2023). Village Government's Risk Management and Village Fund Administration in Indonesia. *Sustainability*, 15(24), 16706. <https://doi.org/10.3390/su152416706>
- Gustiawan, W., Putri, C. E., Santika, E., Wirda, F., & Suryani, Y. (2025). Beyond Rules: A Comparative View on Work Discipline Practices in Public and Private Workplaces. *Inovbiz: Jurnal Inovasi Bisnis*, 13(1).
- Hasanah, T., Isnurhadi, I., & Hadjri, M. I. (2024, December). The Influence of Work Skills and Work Discipline on Employee Performance at The Community and Village Empowerment Office of Lahat District. In *Bengkulu International Conference on Economics, Management, Business and Accounting (BICEMBA)* (Vol. 2, pp. 1363-1378). <https://doi.org/10.33369/bicemba.2.2024.177>
- Hien, B. T. T. (2023). Training High-Quality Human Resources: From the Perspective of Development Policy and Strategy. *International Journal of Professional Business Review*, 8(5), 51. <https://doi.org/10.26668/businessreview/2023.v8i5.1654>
- Junaedi, J. (2023). Implementation of Village Governance Based on Principles of Good Governance of Public Service in Indonesia. *International Journal of Business, Law, and Education*, 4(1), 249-266. <https://doi.org/10.56442/ijble.v4i1.160>
- Komala, N., Junaenah, J., Syarifah, S., Awaludin, J. F., & Haryadi, D. (2024). Dominance of Leadership Style and Preventive Work Discipline in Improving the Performance of Village Apparatus. *International Journal of Applied Finance and Business Studies*, 11(4), 935-941. <https://doi.org/10.35335/ijafibs.v11i4.244>
- Kusumah, A., Suharti, T., Prasetya, A., & Muzaky, R. (2025). Analysis of the Influence of Discipline and Job Satisfaction on Employee Achievement Improvement in the Digital Era. *Moneter: Jurnal Keuangan dan Perbankan*, 13(1), 49-56.
- Luturmas, Y. (2024). Analysis of Village Government Policy and Human Resource Quality. *Journal of Current Research in Multidisciplinary*, 2(3), 216-223.
- M Fahri Nursalim, Agustin Pratiwi, Sanida Nisa Farasi, & Mochammad Isa Anshori. (2023). Kepemimpinan Pendekatan Sifat dalam Organisasi. *Jurnal of Management and Social Sciences*, 1(3), 86-108. <https://doi.org/10.59031/jmsc.v1i3.158>

- Mayzzah, D., & Atmanto, D. (2023). Gaya Kepemimpinan Kepala Desa dalam Pembangunan di Desa Depok Trenggalek. *Jurnal Pendidikan Dewantara: Media Komunikasi, Kreasi dan Inovasi Ilmiah Pendidikan*, 9(2), 107-114. <https://doi.org/10.55933/jpd.v9i2.542>
- Natsir, I., Ode, H., Irfana, T. B., Pulungan, D. R., & Sihite, M. (2024). An Analysis of the Role of Human Resource Management in Enhancing Organizational Efficiency and Effectiveness. *International Journal of Economics (IJEC)*, 3(2). <https://doi.org/10.55299/ijec.v3i2.1097>
- Ngoc, N. M., & Tien, N. H. (2023). Solutions for Development of High-Quality Human Resource in Binh Duong Industrial Province of Vietnam. *International Journal of Business and Globalisation*, 4(1), 28-39.
- Nopinda, C., Sitepu, B., Yusnita, N., & Surbakti, B. (2022). Analisis Disiplin Kerja Pegawai dan Lingkungan Kerja Kantor Kepala Desa Banjarsari Kecamatan Ciawi Kabupaten Bogor. *In Jurimea*, 2(2). <https://journal.sinov.id/index.php>
- Okwuse, U. Y., & Ndudi, E. F. (2023). Reward System and Organizational Performance. *International Journal of Management Sciences and Business Research*, 12(6), 2226-8235.
- Paroli, P. (2024). Implementation of Strategic Planning as an Organizational Human Resources Management Process. *Jurnal Ekonomi*, 13(01), 1834-1841.
- Pisriwati, S. A., Hardi, Y., & Siswanto, D. H. (2024). Enhancing Organizational Development through Principal Leadership to Improve Teacher and Staff Work Discipline. *Journal of Organizational and Human Resource Development Strategies*, 1(01), 52-62. <https://doi.org/10.56741/ohds.v1i01.670>
- Prasetya, S. M., & Aufa, R. (2023). Interconnectivity of Leadership: An Analysis of the Synergistic Role of Village Leadership in Education Development. *Development: Studies in Educational Management and Leadership*, 2(2), 143-154. <https://doi.org/10.47766/development.v2i2.2415>
- Sadapu, R. (2023). Gaya Kepemimpinan Kepala Desa Duhiadaa Kecamatan Duhiadaa Kabupaten Pohuwato. *Hulondalo*, 27-40. <https://ejurnal.unisan.ac.id/index.php/jipik/index>
- Setyaningrum, R. P. (2024). The Influence of Transformational Leadership Style and Discipline on The Performance of Village Apparatus Is Mediated by Job Satisfaction in Villages Serang Baru Sub-District, Bekasi Regency. *Dinasti International Journal of Economics, Finance & Accounting (DIJEFA)*, 5(3).
- Silitonga, M., & Faddila, R. (2023). Disiplin Kerja dan Pengaruhnya Terhadap Kinerja Pegawai. *Jurnal Good Governance*, 3(2), 45-56. <https://iyb.ac.id/jurnal/index.php/jgp/article/download/427/344/>

- Sipatu, L., Natsir, H. S., & Adda, H. W. (2022). Increasing Nurse Professionalism During the Covid-19 Pandemic in Hospital Province Central Sulawesi. *International Journal of Social Sciences*. <https://doi.org/10.3126/ijssm.v9i3.47037>
- Syafitri, Y., Dema, H., & Syarifuddin, H. (2024). Analisis Gaya Kepemimpinan Kepala Desa dalam Meningkatkan Disiplin Kerja: Kasus Desa Taulan Menggunakan Nvivo. *Pamarenda: Public Administration and Government Journal*, 4(1), 29-41. <https://doi.org/10.52423/pamarenda.v4i1.12>