

## The Influence Of Leadership Style, Motivation, And Work Discipline On Employee Performance Pt. Putra Soegama Group

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### Abstract:

This research aims to analyze the potential influence of leadership style, motivation, and work discipline on employee performance. This research falls under the category of explanatory research, encompassing all employees in the research population. This research used non-probability sampling and judgmental sampling methods to select a sample of 100 workers. The researcher collected information through questionnaire distribution and analyzed the data using a quantitative descriptive approach. Research findings show that leadership style, motivation, and work discipline have a positive and significant impact on employee performance. Leadership style, with a regression coefficient of 0.371 and a t statistic of 4.450, confirms a significant positive influence on performance. Likewise with motivation, which has a regression coefficient of 0.176 and a t statistic of 2.025, and work discipline, which has a regression coefficient of 0.381 and a t statistic of 4.489, both of which also make a significant positive contribution to performance. Together or simultaneously, leadership style, motivation, and work discipline are able to explain as much as 70.7% of the variation in employee performance. Other variables or factors not included in this study account for the remaining 30.4%. These findings provide a comprehensive picture of the factors that influence employee performance, making a significant contribution to the understanding of the complex dynamics of the work environment.

**Keywords:** leadership style, motivation, discipline, employee performance.

### Introduction

Companies or organizations must give high priority to human resources in order to survive in the current global era. This is because the very important role of human resources in every company's activity has been recognized. In the midst of increasingly fierce business competition, companies face various challenges, especially those related to how to get and retain employees who are able to work effectively and efficiently. The benefits that come from human resources are one of the main advantages in every company, influenced by various factors such as leadership style, motivation, and work discipline that influence employee performance. Companies recognize human resource management as a key pillar because it significantly impacts every aspect of daily activities within the organization (Azar & Shafighi, 2013). Organizational achievements depend not only on technological innovation, abundant information, financial support, or sufficient materials, but also on employee abilities. An imbalance or shortage of workers can make it difficult for an organization to achieve its stated goals, regardless of how advanced other aspects are. Neglecting the human resources aspect, even with good plans and goals, will undermine the organization's effectiveness. Therefore, it is important for companies to pay special attention to managing and developing human resources to support the achievement of goals and long-term success (Farisi et al., 2020).

Leadership style is a collection of characteristics of leaders that enable them to influence their subordinates in a way that facilitates the achievement of organizational goals. Becoming an effective leader involves the ability to choose an appropriate leadership style approach to be implemented within the company with the aim of inspiring and managing employees effectively. Companies widely implement awards or prizes as instruments to motivate employees. Effective leaders conceptualize their leadership thoughtfully, considering input from their team members before making decisions. Adoption of an appropriate leadership style can increase individual engagement with the goal of achieving high performance. The superior's leadership style can influence the success or failure of an employee. Therefore, companies need to understand strategies to improve performance, one of which is optimizing employee motivation. Motivation is a crucial factor that must be considered by companies that want every employee to actively participate in achieving company goals. The motivation level of employees plays a big role in maintaining their enthusiasm to carry out their duties and responsibilities effectively. Thus, implementing the right leadership style and effective motivation strategies can help companies achieve optimal performance from their teams.

To improve employee performance, a high level of motivation is essential. Motivation provides a basis for individuals to implement optimal methods, targets, and standards imposed by the company. Motivational supporting factors include adequate salary and compensation, supportive leadership, good work facilities, a comfortable work environment, and other factors. The development of abilities reflects the evaluation of employee performance, which depends not only on formal education but also practical work experience. Work motivation is one of the key factors in improving human resource performance. High levels of motivation and the application of the motivation concept to measure work abilities and behavior contribute to the success of employees and organizations. Motivation not only influences individual behavior in an organizational context but also becomes an internal driver that can encourage individuals to achieve predetermined targets. Fulfilling passion indicators can produce satisfaction and support increased employee performance. Apart from leadership style and motivation, discipline also plays a crucial role along with these two factors. Compliance with company regulations reflects employee discipline, making it an important factor. Work discipline is an integral part of behavioral attitudes that cannot be separated, especially when complying with applicable regulations. By paying attention to these three aspects, companies can create a productive work environment and support continuous performance improvement.

The existence of regulations regarding employee attitudes, actions, and behavior functions as a guide for the company in establishing norms as well as a guide for the employees themselves. Employee indiscipline can indirectly disrupt the work and activities of coworkers. Progress in employee morale and productivity can occur through the implementation of strong company discipline, which supports the achievement of maximum performance by setting clear boundaries. An organization can be considered difficult to achieve if its employees are inconsistent in discipline, especially in complying with established norms. A work environment that is conducive to company activities can be formed by employees who are disciplined and comply with company regulations. The obligation for every individual in an organization is to follow the established guidelines. A good level of work discipline reflects employees' sense of responsibility for the tasks assigned to them. This level of responsibility provides encouragement to work diligently to achieve company goals by complying with the rules that apply to the company. The implementation of company activities by employees is an indicator that can measure the level of work discipline, along with compliance with applicable regulations. Employee discipline poses challenges for companies, leading to various problems. One common phenomenon is problems that arise when some employees are late in completing tasks given by their superiors, thereby causing delays in other work. Concrete examples include an employee's presence outside the work space during work hours, such as in the company cafeteria, or engaging in activities outside of office duties. Apart from that, there are still other problems, such as late attendance and absences without clear reasons from some employees. By maintaining and improving work discipline, companies can create an efficient and productive work environment.

## **Literature Review**

Employee performance is the result of work carried out by individuals in accordance with responsibilities and requirements, based on skills, experience, dedication, and time. An employee's performance can be measured by how well they complete the assigned tasks. Workforce effectiveness is one of the key elements of a company's

success in achieving its goals. The importance of understanding and managing employee performance is the main foundation for companies to achieve success and set goals. Therefore, monitoring and evaluating performance is an important step to ensure efficiency, productivity, and optimal contribution from each team member in achieving the organization's vision and mission. Leadership includes methods by which a leader influences the behavior of his subordinates so that they are willing to work together and produce productive performance to achieve organizational goals. Determining a leadership style by a manager in an organization can create balanced harmony and motivate employee morale so that they achieve their goals effectively. The role of leadership has great significance for the progress of an organization. Without an effective leadership style, achieving organizational goals can become a complex challenge. When a leader successfully influences other people's behavior, this can create a productive and conducive work environment. Therefore, evaluating leadership style is a crucial aspect (Julfrizen, 2018).

Leadership style can reflect the method by which a leader carries out his leadership role and can influence other people's perceptions of him. These views encompass perspectives from both followers and external observers of the leader's actions and responsibilities. Therefore, selecting and implementing the right leadership style is the key to success in forming a positive work culture and achieving optimal performance in an organization. Motivation is a driving force that encourages someone to work enthusiastically, effectively, and optimally in an effort to achieve the desired goal. This motivation factor creates work enthusiasm that encourages individuals to participate actively and provide optimal contributions to achieving the expected goals. With motivation, individuals tend to have intrinsic and extrinsic drives that influence their desire to work with dedication and utilize all the efforts they have. Motivation is the driving force for carrying out a series of human behaviors, taking into account direction, intensity, and persistence, with the aim of achieving predetermined goals. In other words, motivation is not only a driving force for individuals to achieve goals but is also a factor that influences direction, intensity, and persistence in efforts to achieve success. Therefore, understanding and applying appropriate motivation is the main key to improving individual performance and contribution in various contexts, including the work environment and achieving organizational goals (Ardheta & Paembolnan, 2020).

Work discipline refers to work behavior that involves compliance with the rules, procedures, and norms set by the company. Compliance with regulations, such as working hours, office rules, and assigned tasks, is considered an indicator of good work discipline. The quality of good work discipline is defined as the ability to comply with rules and regulations appropriately. The existence of good work discipline is a key element in the work environment because it is able to create an efficient, productive, and conducive work atmosphere. Employees who have a high level of discipline tend to work more organized and effectively, so being able to successfully achieve work targets set by the company is a significant achievement. This reflects a commitment to make a positive contribution to achieving company goals. Managers use discipline as an instrument to change behavior and increase individuals' awareness and readiness to comply with company regulations and applicable social norms. Factors such as compensation, clear rules, the leader's courage in taking action, and monitoring can influence the level of work discipline. Thus, work discipline is not only an obligation but also the main foundation for building a positive work culture within the organization (Pawirolsulmartol, 2017).

Previous research findings show that leadership style has a positive and significant influence on employee performance. This indicates that the role of leadership style is a crucial factor that can improve employee performance. Therefore, leaders who are able to assign tasks according to procedures and are well structured can increase the effectiveness of supervision in a company. Companies need to focus efforts on improving the quality of leadership to create more effective supervision. By providing clear, direct, and structured tasks to employees, they can contribute positively to improving overall organizational performance and efficiency. Furthermore, previous research also confirms that maintaining a positive level of motivation among employees can lead to increased work performance. The importance of motivation requires leaders to pay attention to the interests of both employees and the company. Motivation is defined as an encouraging element that encourages individuals to carry out special activities. Therefore, maintaining and increasing employee motivation is a key step in achieving optimal performance in the work environment. Awareness of motivational factors is the main basis for leaders to create a motivating, productive, and positive work environment. In this way, companies can achieve performance goals and improve overall employee welfare (Volon et al., 2011).

The findings from previous research confirm that discipline has a significant influence on employee

performance in the company context. Discipline at the employee level significantly accelerates the achievement of company goals, while low discipline hinders their achievement. In other words, a high level of discipline has a positive contribution to optimal performance in carrying out employee duties and responsibilities, and vice versa. This conclusion highlights the importance of maintaining employee discipline levels as a key factor in achieving optimal performance in the company's work environment. Apart from that, the conclusions from previous research state that the results of statistical tests clearly show that, partially (individually), each independent variable has an influence on the dependent variable. Previous research identified improvements in leadership style, motivation, and discipline as positive factors that contribute to improved employee performance. The higher the level of leadership style, motivation, and discipline, the higher the resulting employee performance will be. These findings illustrate that each of these factors has an important role in shaping and improving individual employee performance. Therefore, companies need to pay attention to and optimize these aspects to achieve optimal performance at the organizational level (Wibowo, 2013).

### **Methodology**

This research is included in the type of explanatory research that aims to explain the position of each variable being tested and the relationship between these variables. All employees are part of the research population in this study. The author applied the non-probability sampling method within the scope of the research, providing each individual with an equal opportunity for selection as a sample. Apart from that, researchers also use judgmental sampling by establishing certain criteria as a guide for selecting samples. The number of samples selected for this research was 100. Data was collected by distributing questionnaires using an online approach via Google Form. Simultaneously, researchers also obtained secondary data from articles, scientific journals, and statistical data to support the assessment process. For this research, we conducted data analysis using a quantitative descriptive approach, systematically describing information based on relevant theories related to the research problem. The results of the analysis are then evaluated using quantitative methods, and from there, several conclusions are drawn and accompanied by suggestions that are considered relevant. In this research model, we apply multivariate techniques to analyze complex relationships between variables and gain a deeper understanding of the phenomenon under study, considering the large number of variables. This comprehensive methodological approach aims to reveal deeper insights into the factors influencing the research problem, contributing to a more thorough understanding of the complex dynamics in the environment under study.

### **Case studies**

Leadership style has a central role in shaping and influencing employee performance in an organization. With a regression coefficient value of 0.371, which is positive, it can be concluded that every improvement in leadership style will have a positive impact on employee performance. The t-test statistical analysis, which shows a significant value of 4.450, strengthens this finding by confirming that the influence of leadership style on employee performance cannot be ignored. In this context, successful and efficient companies need to understand that effective leadership includes not only the ability to assign tasks according to procedures but also the ability to create a monitored work environment and encourage employees to reach their best potential. A leader who is able to provide clear direction, provide needed support, and motivate his team can have a significant positive impact on employee productivity and quality of performance. Emphasis on these aspects will not only lead the company to success but can also improve employee welfare and satisfaction. Therefore, awareness of the importance of effective leadership must be the main focus of organizational development strategies. Thus, creating a positive and enthusiastic work atmosphere to achieve common goals can be a key step towards corporate excellence. By applying effective leadership principles, companies can create a solid foundation for long-term growth and success.

Motivation, as a driving force, plays an important role in shaping and maintaining employee performance in an organization. With a regression coefficient of 0.176, which is positive, it can be concluded that increasing the level of motivation is directly related to increasing employee performance. The t-test results with a value of 2.025 show

that the influence of motivation on employee performance has high statistical significance. The implication is that companies can gain positive benefits by paying attention to and increasing employee motivation factors. For example, creating incentive programs, providing appreciation for achievements, and providing career development opportunities can be effective strategies for increasing employee motivation. Understanding that motivation can come from internal and external factors, companies can design holistic strategies to ensure employees feel motivated to achieve company goals. It's not just about creating an environment that supports motivation; it's also necessary to understand the variability of motivation among employees. By assessing and responding to individual needs, companies can create a motivating, diverse, and inclusive work culture. In line with the findings of this research, it is important for companies to integrate comprehensive motivation strategies in order to improve employee performance in a sustainable manner.

Work discipline plays a central role in shaping the quality of employee performance in an organization. With a regression coefficient of 0.381, which is positive, it can be concluded that increasing the level of work discipline has a positive relationship with increasing employee performance. The t-test statistical value of 4,489 confirms that work discipline has a significant effect on employee performance. The results of this research provide a strong foundation for companies to prioritize and improve work discipline culture in the work environment. Implementing clear rules, providing fair consequences for violations, and increasing monitoring of compliance with company procedures and norms can be effective steps. The importance of work discipline in achieving organizational goals is not only reflected in higher levels of performance but also in creating an efficient, productive, and collaborative work environment. Building awareness and responsibility for company regulations can make a positive contribution to the company's image and increase employee satisfaction and involvement. In line with previous research findings, which strengthen the relationship between work discipline and employee performance, companies are expected to continuously monitor, evaluate, and update work discipline policies and practices. By continuously monitoring, evaluating, and updating work discipline policies and practices, companies aim to inspire employees to achieve the highest performance standards and establish a work culture that focuses on results and a positive work ethic.

## Conclusion

The findings of this research consistently highlight the important role of leadership style, motivation, and work discipline in shaping the quality of employee performance in the work environment. First of all, leadership style, with a regression coefficient value of 0.371, shows that effective leadership has a significant positive impact on employee performance. The t statistic of 4,450 strengthens this finding, indicating that leadership style has a significant effect on performance. Furthermore, motivation also proves to have a positive and significant influence on employee performance, with a regression coefficient of 0.176 and a t statistic of 2.025. These findings underscore the importance of creating a work environment that motivates and provides encouragement both internally and externally so that employees can reach their maximum potential. Work discipline, with a regression coefficient of 0.381 and a t statistic of 4.489, strengthens the finding that a high level of discipline has a positive and significant impact on employee performance. Implementing rules, regular evaluations, and consistent consequences for compliance with procedures can be key factors in creating an effective disciplinary culture. Overall, these three variables leadership style, motivation, and work discipline together are able to explain 70.7% of the variation in employee performance. However, these three variables, Leadership Style, Motivation, and Work Discipline, are unable to explain 30.4% of the variation in Employee Performance, suggesting the presence of other influential factors. Therefore, companies need to continue to carry out comprehensive evaluations and consider other variables or factors to increase understanding of the complexity of employee performance dynamics.

The author's research and analysis lead to recommendations for future companies and researchers with similar topics and problems to incorporate aspects that are currently lacking. This is expected to improve the quality of research in the future, make it more effective, and provide deeper benefits. The results of this research can be used as material or reference material, as well as considerations for developing employee motivation. The findings of this study highlight the key role of leadership style, work discipline, and motivation in influencing employee performance outcomes. Therefore, it is necessary to improve leadership styles, such as firmness and tighter supervision, as well as carry out regular evaluations related to predetermined targets. Apart from that, motivational

aspects need to be considered, such as giving appreciation to employees who achieve targets, to encourage employee enthusiasm and initiative in achieving company goals. Increasing work discipline also needs to be considered by imposing penalties on employees who do not achieve company targets. The following are some suggestions that future researchers can consider: Future researchers should conduct research on other companies to use the results as comparisons and references for similar studies. Increasing the number of respondents in research so that the data processed is more accurate. Explore other statistical analysis applications besides SPSS, such as Amos, SmartPLS, or other relevant analysis tools.

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