

# The Influence of Leadership Style, Motivation and Work Discipline on Employee Performance

Nur Aeni<sup>1</sup>, Heri Gatot Kuswanto<sup>2</sup>

<sup>1,2</sup>Department of Management, Universitas Pelita Bangsa, Indonesia

E-mail: [nur.aeni@pelitabangsa.ac.id](mailto:nur.aeni@pelitabangsa.ac.id)

---

## Article Info

### Article history:

Received April 26 2021

Revised June 27 2021

Accepted July 01 2021

---

### Keywords:

Leadership style; Motivation; work discipline; Employee Performance

## ABSTRACT

The purpose of this study was to determine the magnitude of the influence between Leadership Style, Motivation, and Work Discipline on Employee Performance. Leadership style is one of the ways a leader influences, directs, and controls the behavior of others to achieve a goal. Motivation is a condition that drives employees who are directed to achieve organizational goals, mental attitude is a mental condition that encourages employees to strive to achieve maximum work performance. Work Discipline is a disciplined attitude that must be obeyed by all employees to achieve a goal set by the company. Employee performance is a work result that can be achieved by a person or group of people in an organization according to their authority and responsibility to achieve organizational goals. The number of samples in this study was 82 employees of PT HTSI. The sampling method used was nonprobability sampling, namely the saturated sampling method with the tool of SPSS statistical software. The results of this study prove that there is a positive and significant influence between leadership style and employee performance, there is a negative and significant influence between motivation and employee performance, there is a positive and significant influence between work discipline and employee performance.

---

## Corresponding Author:

Nur Aeni

Department of Management,

University Pelita Bangsa,

Jalan Inspeksi Kalimalang No 09, Tegal Danas, Cikarang, Bekasi, Indonesia.

E-mail: [nur.aeni@pelitabangsa.ac.id](mailto:nur.aeni@pelitabangsa.ac.id)

---

## 1. INTRODUCTION

Human Resources are the most important factor for government agencies to advance efforts to achieve the goals that have been set. This person will be part of the organization where he works. The human factor is the main problem in every activity that is in it. Companies need potential human resource factors, both leaders and employees, in the task and supervision patterns that determine the achievement of company goals. Human resources are the most important and very decisive because without good human resources the company will not run well. Employees are a very important resource for the company because they have the intellect, will, energy, desire, knowledge, the feeling and creativity needed by the company to achieve the company's vision and mission[1].

The company's success in managing and empowering human resources, which are the company's assets, can increase the company's income. The key to the company's success, in this case, the human factor, is very influential and determines the progress of the company. Company rules and regulations have been approved by company management. If this time is often violated, it can be said that employees become undisciplined, resulting in decreased delivery and employee work quality.

The results of employee performance appraisal are seen from the achievement of PT. HTSI warehouse department from January 2018 to December 2019.

---

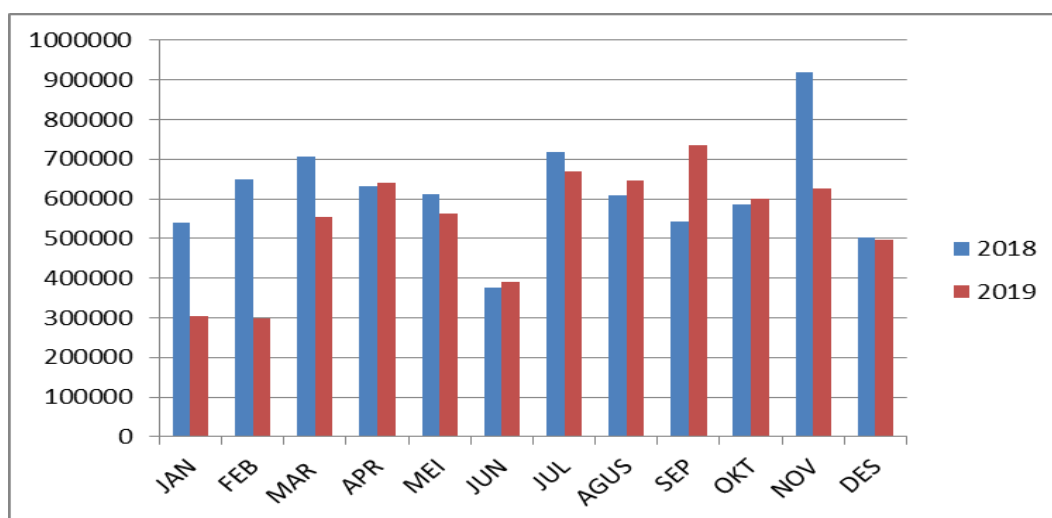


Figure 1. Achievements in Delivery 2018 – 2019

In the table above, it can be seen from 2018 that it started very well and began to decline in the middle of the year. In 2019, it decreased drastically because employee performance was greatly reduced.

Employee performance is a very important aspect for the company to support the organization in achieving its goals. So, human resources are expected through skills, behavior, and attitudes to achieve the required performance in the organization[2],[3]. In theory, employee behavior depends on the type of leadership and is difficult to identify [4]. Human resources can carry out assigned tasks, leaders use different styles, this is based on the knowledge, moral values, experience, and expectations of the leader[5]. Leadership styles can be described on a scale ranging from autocratic through democracy to participatory to demonstrate attitudes of authority and decisions that make leaders and employees strong[6].

Leadership style is an external factor that can affect employee performance. Leaders who are effective in applying a certain style of leadership must first understand who their subordinates are, understand the strengths and weaknesses of their subordinates, and understand how to use the strengths of their subordinates to compensate for their weaknesses. The leadership style is suitable when the company's goals have accepted. A leader must apply a leadership style to manage his subordinates because a leader will influence the success of the organization in achieving its goals. Without a leader, an employee cannot fulfill his / her job according to the standard or exceed the standard because what employees achieve at work is not fulfilled. Leadership takes a role in a group or organization to determine the achievement of previously set goals. Conversely, a leadership style that is not adapted to the characteristics of employees and existing tasks, can encourage employees to feel less enthusiastic about work or even lose morale, causing employees to not work and pay less attention to work. This situation affects the work results that are not optimal, as well as neglecting the quality and quantity of production. Of course, this needs special attention, because it can interfere with the smooth running of company activities. The pattern of relationships between superiors and subordinates can cause employees to feel unhappy working at the company. In an organization, a human resource management plan is always carried out to find the right person for the position. Leadership is very authoritarian in solving existing problems. Always carried with anger [7]

The aspect of employee work motivation is also the most important aspect of employee performance. In today's globalization, of course, the need for employee attitudes will increase very rapidly along with the times. If this value does not occur, it will be represented by individuals who incur high levels of costs, which are actually against the interests of the organization. Low employee performance and employee motivation are classic problems but are always updated for discussion. Motivation can influence someone or encourage someone to do something. Factors that can increase employee motivation can be individual such as needs, attitudes, and abilities, while those that are organizational include paying, supervision, praise, and the work itself. Motivation is a condition for moving someone to try to achieve the desired goal or result. Motivation is the most important because with employee motivation it is expected that every employee will work hard and be enthusiastic to achieve high performance. Because motivation determines a person's behavior to work or in other words, behavior is the simplest reflection of motivation [8]. Because without motivation, the results of employee performance are greatly reduced in carrying out their work. Therefore motivation is very influential on employees in the ongoing work process and stated that motivation is the dominant factor affecting employee performance.

Apart from leadership style and motivation, work discipline is also one of the factors that influence performance. Work discipline on employees is needed because it is the goal of the organization. Discipline is a very important part of human resources. Because it is one with him, the attitude or action he does is no longer or is not felt at all like a burden, on the contrary, it will burden him if he does not act as usual. The

values of obedience have become a part of his behavior in his life. For this reason, discipline must be cultivated so that order and efficiency will also grow. Work discipline is needed in organizations to reduce carelessness, irregularities, or negligence that cause accidents in carrying out their work [9]. Work discipline is very influential because employees never carry out work with SOPs. Often they are late for work. When operating heavy equipment, they never run the SOP because it will greatly reduce performance results.

Most companies engaged in warehousing require very optimal performance results. Especially the Warehouse Department, which mostly uses heavy equipment, all of which handle the delivery process. Therefore the results of employee performance are very important for the smooth running of the company so that it continues to run according to the targets set by the company. Likewise, it is necessary to create a condition that can provide satisfaction to the needs of employees, given that the motivation and work discipline of the employees are not optimal in achieving the expected performance.

## 2. RESEARCH METHOD

This research uses quantitative methods. The research object at PT HTSI Cikarang in this study, the method used for sampling using non-probability sampling method with the technique taken is saturated sampling. The number of samples taken by the researcher was all employees in the warehouse department as many as 82 employees who work in the Warehouse Department at PT HTSI. In this study, questionnaires were distributed to all employees of PT HTSI with the themes of Leadership Style, Motivation, and Discipline in the Warehouse Department. Methods of data analysis using multiple linear regression, with the SPSS analysis tool.

## 3. RESULTS AND ANALYSIS

### 3.1 R Square Value

The analysis results can be seen in the output model summary of the results of multiple linear regression analysis. The Adjusted R Square value is adjusted R Square value. Following are the results of the analysis of the coefficient of determination (Adjusted R Square) in table 1.

Table 1. Determination Coefficient Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,910a	,827	,821	1,02095

a. Predictors: (Constant), Work Discipline, Motivation, Leadership Style

Based on the table of the results of the analysis of the R Square Adjuster Determination Coefficient, the output obtained is 0.821 or 82.1%. This shows that the percentage contribution of the influence of the independent variable on leadership style, motivation, and work discipline on employee performance is 82.1%. While the rest is influenced by other variables that are not included in this research model.

### 3.2 Results of Multiple Linear Regression Analysis

Table 2 Multiple Linier Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,190	2,050		3,507	,001
	Leadership Style	,171	,073	,185	2,331	,022
	Motivation	-,102	,034	-,147	-3,047	,003
	Work Discipline	,430	,048	,716	8,897	,000

a. Dependent Variable: Employee Performance

From table 2, a linear regression equation can be made as follows:

$$Y = 7.190 + 0.171 X_1 - 0.102 X_2 + 0.430 X_3$$

The explanation of this equation is a constant of 7,190, meaning that if the value of leadership style, motivation, and work discipline is 0, then the employee's performance is 7,190. The leadership style variable regression coefficient is 0.171. If the leadership style has increased by one unit, then the employee's performance will increase by 0.171 units, assuming the other independent variables are of a fixed value. The

regression coefficient for the motivation variable is -0.102. If the motivation has increased by one unit, then the employee's performance will decrease by -0.102 units with the assumption that the other independent variables are of a fixed value. The regression coefficient for the work discipline variable is 0.430. If the work discipline has increased in units, then the employee's performance will increase by 0, 430 units with the assumption that the other independent variables are fixed.

### 3.3 The Influence of Leadership Style on Employee Performance

Based on the t-test, it is found that the leadership style variable has a positive effect on employee performance. The results of this study indicate the value of  $t_{count} > t_{table}$  ( $2.331 > 1.99085$ ) and a significance value of  $<0.05$  ( $0.022 < 0.05$ ). This means that statistically it can be shown that the leadership style in this study partially has a positive and significant effect on the performance of the employees of PT HTSI Department Warehouse. This research is by following per under with previous research which explains that Leadership style has a partially and simultaneously positive significant influence on employee performance [10], [11].

### 3.4 The Influence of Motivation on Employee Performance

Based on the t-test, it is found that the motivation variable has a negative effect on employee performance. The results of this study indicate the value of  $t_{count} < t_{table}$  ( $-3,047 < 1.99085$ ) and a significance value  $<0.05$  ( $0.003 < 0.05$ ). This means that statistically it can be shown that the motivation in this study partially has a negative and significant effect on the performance of the employees of PT HTSI Department Warehouse. Research the results of this study are by following per under previous research which states that motivation has a positive and significant effect on employee performance at PT Syncrum Logistics [12], [13].

### 3.5 The Effect of Work Discipline on Employee Performance

Based on the t-test, it is found that the variable work discipline has a positive effect on employee performance. The results of this study indicate the value of  $t_{count} > t_{table}$  ( $8.897 > 1.99085$ ) and a significance value of  $<0.05$  ( $0.000 < 0.05$ ). This means that statistically it can be shown that work discipline in this study partially has a positive and significant effect on the performance of employees of PT HTSI Department Warehouse. Research the results of this study are by following per under previous research which states that work discipline has the most significant effect on employee performance [14], [15].

## 4. CONCLUSION

Based on the results of testing, processing, and data analysis that has been done about the influence of leadership style on employee performance, the influence of motivation on employee performance, and the effect of work discipline on employee performance. Respondents in this study amounted to 82 employees. Based on the data that has been collected and tests that have been carried out on problems using multiple regression models, it can be concluded that leadership style has a significant effect on employee performance, motivation does not have a significant effect on employee performance, work discipline has a significant effect on employee performance.

## ACKNOWLEDGEMENTS

We express our gratitude and appreciation to all employees of PT HTSI Cikarang who have contributed to this research as well as the LPPM Universitas Pelita Bangsa who has supported this research.

## REFERENCES

- [1] N. Sudja and A. Yuesti, "The Influences of Education and Training, Leadership, Work Environment, Teacher Certification On Discipline and Teacher's Professionality In High School at Bali Province," *Sci. Res. J.*, vol. 5, no. 9, pp. 102–108, 2017.
- [2] L. Cania, "The impact of strategic human resource management on organizational performance," *Econ. Ser. Manag.*, vol. 17, no. 2, pp. 373–383, 2014.
- [3] M. Fahlevi and M. Ekhsan, "leadership styles of food truck businesses," 2019. [Online]. Available: [www.scitecresearch.com/journals/index.php/jrbem](http://www.scitecresearch.com/journals/index.php/jrbem).
- [4] M. A. Glynn and R. DeJordy, "Leadership through an organization behavior lens," *Handb. Leadersh. theory Pract.*, pp. 119–157, 2010.
- [5] N. Stefanovic, "one-dimensional and two-dimensional leadership styles," *Int. Qual. Conf.*, 2007.
- [6] B. A. Durrani, D. I. Godil, M. U. Baig, and S. Sajid, "Impact of brand image on buying behaviour among teenagers," *Eur. Sci. J.*, vol. 11, no. 5, 2015.
- [7] A. Mustanir, A. Uceng, M. N. R. Kasau, and D. Andriani, "Karakteristik Kepemimpinan Lurah Terhadap Partisipasi Masyarakat Dalam Musyawarah Perencanaan Pembangunan Di Kelurahan Duampanua Kecamatan Baranti Kabupaten Sidenreng Rappang," *JCG J. Clean Government*, vol. 2, no. 2, pp. 145–172, 2019.

- [8] M. Nasrullah, R. Salam, D. Pratiwi, and R. Niswaty, "Motivasi Kerja Pegawai Di Kantor Keyahbandaran Utama Makassar," *J. Ilm. Manaj. Dan Bisnis*, vol. 18, no. 2, pp. 206–211, 2017.
- [9] A. Nurcahyo, "Analisis Variabel-Variabel Yang Mempengaruhi Kinerja Karyawan Pada PT. Quadra Mitra Perkasa Balikpapan," *J. Eksis*, vol. 7, no. 2, pp. 1972–1982, 2011.
- [10] S. E. Novita Sari, "pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja dosen pada politeknik swasta (politeknik anika, politeknik akamigas dan politeknik darussalam) di Palembang," *J. Adminika Vol.*, vol. 1, no. 2, 2015.
- [11] B. H. Priyono, N. Qomariah, and P. Winahyu, "Pengaruh gaya kepemimpinan, motivasi guru dan lingkungan kerja fisik terhadap kinerja guru SMAN 1 Tanggul Jember," *J. Manaj. Dan Bisnis Indones.*, vol. 4, no. 2, pp. 144–160, 2018.
- [12] M. Ekhsan, "Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan," *Optim. J. Ekon. dan Kewirausahaan*, vol. 13, no. 1, pp. 1–13, 2019.
- [13] A. B. Santoso, "Pengaruh Disiplin Kerja, Motivasi, Dan Komitmen Organisasi Terhadap Kinerja Karyawan (Pada Pt. Bank Negara Indonesia (Persero) Cabang Pamulang)," *J. mandiri Ilmu Pengetahuan, Seni, dan Teknol.*, vol. 1, no. 2, pp. 247–272, 2017.
- [14] J. S. Novyanti, "Pengaruh Motivasi Kerja, Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Pegawai pada BAPPEDA Provinsi Sulawesi Tengah," *Katalogis*, vol. 3, no. 1, 2015.
- [15] W. Sumaki, "Pengaruh disiplin kerja, budaya organisasi, dan komunikasi terhadap kinerja karyawan pt. Pln (persero) wilayah suluttenggo area manado," *J. Berk. Ilm. efisiensi*, vol. 15, no. 5, 2015.