

# THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE

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**Abstract** - *Human resources are the main asset of an organisation. To achieve an effective organisation, attention to employee performance is required. Every company is often faced with employee performance problems so that managers will always strive so that every activity carried out will achieve maximum results carried out effectively and efficiently. The demand to improve employee performance is the background of this study which intends to determine the effect of work discipline, work motivation and leadership style on employee performance. The population of this study were employees in one of the companies totalling 87 people. For this reason, the sample taken must be truly representative so that all workers are taken as respondents with the census technique. The data collected will be analysed by regression. This study found that there is a positive and significant influence of work discipline, work motivation and leadership style on employee performance.*

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

## INTRODUCTION

In an effort to achieve company goals, the problems faced by management are not only found in raw materials, work tools, production machinery, money and the environment, but also concern human resources who manage these other production factors. They must produce performance that meets standards and meets organisational expectations. Performance is the willingness of a person or group of people to carry out an activity and perfect it according to responsibility with the expected results. An employee who has a high and good performance can support the achievement of goals and objectives set by the company by paying attention to supervision from superiors to employees. If human resource management can be carried out professionally, it is hoped that human resources can work productively. This professional human resource management must start from recruitment, selection, classification, placement according to ability, structuring or training and career development (Wahyudi et al., 2006; Al-Omari & Okasheh, 2017).

Employee performance is said to be important, because it can be used to determine and assess the extent to which employees can carry out the tasks and work that the company has given (Khasanah et al., 2010; Hutomo, 2011). An indication of decreased performance is an indication of problems in the workplace (Jamaluddin et al., 2013). One of the causes is the work discipline factor. Employees who often arrive late, employees who do not comply with company regulations and employees who neglect tasks or procrastinate work are forms of indiscipline (Hariani et al., 2021). This will have an impact on the decline in employee performance, due to employees who are less responsible for their respective duties and responsibilities and the lack of corrective action by employees if there are problems or obstacles in carrying out their duties (Werdati et al., 2020). Good discipline reflects a person's sense of responsibility for the tasks assigned to him (Mardikaningsih, 2020). This encourages work passion, work enthusiasm, and the realisation of company, employee and community goals. Therefore, discipline must be upheld in a company organisation, without the support of good employee discipline the company is difficult to realise its goals (Darmawan, 2006). So discipline is the key to the success of a company in achieving its goals.

Work motivation also plays a role in employee performance. Work motivation is one of the important aspects that can encourage employees to work more actively. Employees who do not have work motivation may be due to demands and feel very pressured by work targets. Employees feel as if they are unable to achieve all the targets that have been set so that work motivation decreases, on the other hand, there are also employees who feel excited about achieving the targets that have been set (Putra, 2021; Sinambela & Mardikaningsih, 2022). Employees must also have an affiliation drive because the phenomenon obtained states that employees who are not affiliated with other employees will experience a decline because every employee is required to work together (Cahyono & Mardikaningsih, 2021; Sinambela & Ernawati, 2021). Basically, if the organisation wants to achieve optimal performance in accordance with the predetermined target, the organisation must motivate employees so that employees are willing and willing to devote their energy and thoughts to work (Arifin & Irfan, 2021; Mardikaningsih, R. & D. Darmawan. 2022). The problem of motivating employees is not easy because employees have different wants, needs and expectations from one employee to another (Issalillah, F. & R. K. Khayru, 2021; Mardikaningsih & Arifin, 2022). So if management can understand motivation issues and overcome

them, the company will get optimal employee performance according to the specified standards (Retnowati et al., 2021; Sinambela, 2021).

Leaders are also the determinants of work results. Leaders must use a strategic leadership style so that it directly fosters motivation in improving employee performance (Darmawan, 2008). Leadership style is one of the important factors that influence the performance of an employee (Handayani & Khairi, 2022; Putra, 2022). Leadership is the process and behaviour of a leader in influencing the behaviour and empowering subordinates to work together in carrying out their duties and responsibilities to achieve company goals (Al Hakim & Hariani, 2021; Putra & Sinambela, 2021). Leadership is formed as a result of the dynamics of social organisations that already exist or have been formed (Mardikaningsih & Munir, 2021; Putro, 2021). In other words, leadership is the result of the dynamics of social interactions that occur within social organisations (Putra & Mardikaningsih, 2022; Anjanarko & Arifin, 2022).

Based on this background, further research is needed in responding to these problems. This study aims to determine the effect of work discipline, work motivation and leadership style on employee performance.

## RESEARCH METHODS

This research method is descriptive quantitative and tests the causal relationship between independent variables, namely work discipline, work motivation and leadership style on the dependent variable, namely employee performance. The population of this study were employees in one of the companies in Trawas sub-district, Mojokerto Regency, totalling 87 people. For this reason, the sample taken must be truly representative so that all workers are taken as respondents with the census technique.

In this study there are three independent variables and one dependent variable. Work discipline (X.1) is the ability of a person to work regularly, persistently diligent and work in accordance with applicable rules by not violating established rules. Indicators of work discipline measurement include: (a) goals and abilities; (b) leadership example; (c) reward or salary and welfare; (d) justice; (e) waskat; (f) legal sanctions / punishment; (g) firmness; (h) human relations. Work Motivation (X.2) is a condition that moves humans towards certain goals. Indicators used as a measurement of motivation, among others, are as follows: (a) need for achievement; (b) need for affiliation; (c) need for power. Leadership Style (X.3) is something inherent in a leader in the form of certain traits such as personality, ability and ability. The indicators to measure leadership style are: (a) having a clear and well-communicated strategy; (b) concern for members and the environment; (c) maintaining team cohesiveness.

In this study, the dependent variable is employee performance, which means the level of achievement of results or implementation of certain tasks. Employee performance is often interpreted as task achievement, where employees in working must be in accordance with the organisation's work program to show the level of organisational performance in achieving the vision, mission and goals of the organisation. The indicators used in measuring employee performance variables are: (a) managerial competence; (b) interpersonal skills; (c) results achievement; (d) leadership.

The data used in this study mostly comes from primary data, namely data sources that directly provide data to data collectors. The data is collected by researchers themselves directly from the first source or where the object of research is carried out. Researchers used the results of interviews obtained from informants on research topics as primary data. The questionnaire (questionnaire) is a series of lists of questions that are arranged systematically, then sent to be filled in by the respondent. The instrument used in this study is intended to produce accurate data, namely by using a Likert scale. The Likert scale is a method of measuring attitudes and perceptions by calculating responses of agreement or disagreement. Furthermore, the data collected will be analysed by regression.

## RESULTS AND DISCUSSIONS

The 87 questionnaires distributed have been collected and processed further. The data processing process was carried out with the help of the SPSS Version 26.0 programme. The processed data results regarding data validity testing in the instrument in the questionnaire which contains four variables, there are 28 statement items that have been filled in by 87 respondents in this study. Based on the results of the validity test conducted using SPSS 25.0 for windows, it shows that for each variable statement item is valid. The statement instrument can be said to be valid because it has a coefficient value between items and total items above 0.3 with a significance value  $<0.05$ .

Reliability test with the guideline that the Cronbach's alpha value of each variable is greater than 0.6. The results show that work discipline is 0.821; work motivation is 0.793; leadership style is 0.864; and employee performance is 0.766. So, it can be concluded that all independent variables and the dependent variable of this study have a high level of reliability.

The analysis method in this study uses multiple linear regression analysis. This analysis is used to show the direction of the relationship between the independent variables (work discipline, work motivation and leadership style) on the dependent variable (employee performance).

Table 1.  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	19.544	3.282		5.954
	X.1	2.788	.401	.447	6.948
	X.2	1.315	.421	.209	3.127
	X.3	2.991	.427	.478	7.000

Source: SPSS 26

The regression equation can be written as follows  $Y = 19.544 + 2.788X.1 + 1.315X.2 + 2.991X.3$ . Partial test (t test) is used to test whether each independent variable has a partial effect on the dependent variable. Decision-making rules in the t test using SPSS 26.0 for windows with a significant level set at 5%.

The results of partial testing (t test) between work discipline variables on employee performance obtained a significance value of 0.000. This shows that the significance value is smaller than 0.05. Thus, it is concluded that the work discipline variable has a significant effect on employee performance. This also happened to the motivation and leadership style variables.

The F test (simultaneous) is a test used to determine the effect of independent variables together on the dependent variable. This simultaneous test (F test) is used to see whether the independent variables which include work discipline, work motivation and leadership style together have a positive and significant influence on the dependent variable, namely employee performance.

Table 2.  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	2403.344	3	801.115	58.650	.000 <sup>b</sup>
Residual	1133.714	83	13.659		
Total	3537.057	86			

Source: SPSS 26

Based on the analysis results in Table 2, it can be seen that the significance value of  $F = 0.000$  (smaller than  $\alpha = 0.05$ ). Work discipline, work motivation and leadership style simultaneously affect employee performance.

Table 3  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824 <sup>a</sup>	.679	.668	3.696	1.502

Source: SPSS 26

The coefficient of determination is between zero and one. Based on Table 3, it is known that the Adjusted R Square value is 0.668. This means that the amount of support for the Work Discipline, Work Motivation and Leadership Style variables on Employee Performance is 66.8%. Based on the Adjusted R Square value, it is also concluded that there is an influence of the remaining 33.2% influenced by other variables outside this study such as job training variables, organisational commitment, work experience, organisational culture, work environment, organisational justice and others. The first finding in this study is that work discipline affects employee performance. This is in accordance with previous findings (Idris et al., 2004; Arifin et al., 2017; Aprilianti et al., 2019; Sinambela et al., 2019; Sulaksono & Mardikaningsih, 2021; Jahroni, 2022). Employee work discipline in carrying out duties and obligations as a support for the success of the organisation in achieving goals, so the role of the leader is very decisive in improving the quality of human resources through employee work discipline. The importance of employee work discipline is one of the efforts that must be made in an agency, where with discipline it is hoped that they will have a sense of responsibility to carry out their duties, plan, manage and control the potential of human resources and can improve the welfare of employees.

Another finding is that work motivation affects employee performance. This is in accordance with the findings of previous studies (Leisink & Steijn, 2009; Taghipour & Dejban, 2013; Lestari, 2014; Darmawan, 2015; Hariani et al., 2016; Yuliana et al., 2016; Arifin et al., 2017; Al Hakim et al., 2019; Darmawan, 2019; Bashir et al., 2020; Mardikaningsih & Arifin, 2022; Djazilan, 2022; Darmawan, 2022; Jahroni, 2022; Mardikaningsih et al., 2022; Munir et al., 2022). Work motivation will greatly affect employee performance. If an employee who works every day in a company and has good work motivation will certainly have a positive impact on employee loyalty and productivity and of course the employee will have good performance as well because work motivation itself has a positive impact on performance (Darmawan et al., 2021; Halizah et al., 2022). Basically, if the organisation wants to achieve optimal performance in accordance with the predetermined target, the organisation must motivate employees so that employees are willing and willing to devote their

energy and thoughts to work (Retnowati & Jahroni, 2021; Arifin & Mardikaningsih, 2022). The problem in motivating employees is not easy because employees have different wants, needs and expectations from one employee to another.

Leadership style variables have a significant effect on employee performance. This is in accordance with previous findings ((Santosa, 2002; Razali, 2006; Mardikaningsih & Darmawan, 2012; Mardikaningsih, 2016; Sinambela & Lestari, 2021; Ernawati et al., 2022; Munir et al., 2022). Each leader has a different leadership style from one another (Kurniawan et al., 2021). Usually, the leadership style of each leader has its own advantages and disadvantages that will distinguish one leadership from another (Oetomo, 2004; Jahroni et al., 2021). In addition, the appropriate leadership style will be able to improve the performance of employees so that the goals of the company will be achieved (Ernawati et al., 2020; Radjawane, 2022). Management encourages members of the organisation to meet the demands of various provisions in the company so that what the company wants is for the company to have good discipline and create an example to all employees (Darmawan, 2010; Lestari & Mardikaningsih, 2020). The relationship between employee performance and leadership is influential in achieving the goals of an organisation (Karina et al., 2015; Retnowati et al., 2022). Regarding leadership in organisations, each leader in each organisation has a different leadership style from one another (Munir & Darmawan, 2022; Hariani & Irfan, 2022). The form of leadership applied in an organisation may affect the performance of each employee (Darmawan & Mardikaningsih, 2021; Putra et al., 2022). The existence of leadership that is in accordance with the situation and conditions of the organisation, employees will be more enthusiastic in carrying out their duties and obligations and have hopes of fulfilling their needs.

## CONCLUSIONS

Based on the results of the discussion, it is found that there is a positive and significant influence of work discipline, work motivation and leadership style on employee performance. With the attention of the leadership to its employees will create good work discipline to improve employee work ethics. Leaders who succeed in paying great attention to their employees will always be respected and appreciated by their employees. The company needs to adjust the tasks assigned to employees and hold gathering activities, this is done so that employees feel cared for and restore morale. To improve employee performance can be done by providing motivation for employees to be enthusiastic about working and have creativity at work. It is also necessary to be sensitive to immediately help colleagues' work after their own work is completed, so that in addition to doing work, employees also interact between fellow employees. The company should be able to make improvements to future work related to leadership styles and make improvements in accordance with applicable standards and innovate so that the creation of more effective employee performance helps in meeting the company's desired targets.

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