

# Employee Performance Analysis Influenced by Leadership Style, Motivation and Work Discipline

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## Abstract

This study aims to examine and analyze employee performance analysis which is influenced by leadership style, motivation and work discipline. The analytical method used in this study is a survey research method. The sampling technique in this study used a questionnaire. Data analysis used multiple regression analysis.

The results of this study note that the relationship of leadership style, motivation, and work discipline to employee performance. Beta value of leadership style 0.729 and 0.000 significance value  $<0.05$ . Leadership style has a significant relationship to employee performance. Beta value of motivation 0.191 and 0.028 significant value  $<0.05$ . Motivation has a significant relationship to employee performance. Beta value of work discipline 0.204 and 0.008 significance value  $<0.05$ . Work discipline has a significant relationship with employee performance. leadership style, motivation and work discipline have a significant relationship to employee performance together. The F statistic value is 57,258 with a significance of  $0.000 < 0.05$ . Determination coefficient value 0.630

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## I. INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity in it. Organization is a consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals. All actions taken in each activity are initiated and determined by humans who are members of the company. Companies need potential human resource factors, both leaders and employees in the pattern of tasks and supervision which are the determinants of achieving company goals.

Human Resources is a central factor in organizations and companies. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so as to improve employee performance.

Employee performance is the result or work performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance according to organizational standards and supporting the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance (Yanti & Oktari, 2018).

Employee Performance Improvement will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of the human resources in it.

This company was only established in 2013, engaged in the plastic industry with products: PET sheet, PP sheet and various trays (thermoforming). One of them is the tray for egg packaging which is currently a trend in supermarkets or super markets. The company is located at Jalan Sukabakti no.1 Rt 002 Rw. 011 . Kp. Parigi-Curug Binong Tangerang.

High employee performance is expected by the company. The more employees who have high performance, the overall company productivity will increase so that the company will be able to survive in global competition.

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Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee success can be measured through customer satisfaction, reduced number of complaints and the achievement of optimal targets.

Employee Performance can also be measured through the completion of its duties effectively and efficiently as well as carrying out its roles and functions and it is all linearly related or positively related to the success of a company.

There are negative factors that can reduce employee performance, including the decreased desire of employees to achieve work performance, lack of punctuality in completing work so that they do not comply with regulations, influences that come from their environment, coworkers who also decrease their enthusiasm and the absence of examples that must be used as a reference. in achieving good work performance. All of that is the cause of the decline in employee performance at work. The factors used to improve performance include leadership style, motivation and work discipline.

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Leadership style is suitable when the company's goals have been communicated and subordinates have accepted them. A leader must apply a leadership style to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals. Companies use rewards or gifts and order as a means of motivating employees. Leaders hear ideas from subordinates before making decisions.

The right leadership style will lead to a person's motivation to excel. Success or failure of employees in work performance can be influenced by the leadership style of their superiors. The influence of leadership style on performance, states that leadership style has a significant influence on employee performance.

Motivation is the drive, effort and desire that exists within humans that activates, empowers and directs behavior to carry out tasks well within the scope of work. Motivation is a process that starts from physiological and psychological forces or needs that start from physiological and psychological forces or needs that result in behavior or encouragement that is directed at a goal or incentive. The relationship between motivation and employee performance, among others, The influence of motivation on performance shows the same results that the relationship between motivation and employee performance is a positive and significant relationship.

Discipline as an ideal situation in supporting the implementation of tasks according to the rules in order to support work optimization. One of the conditions so that discipline can be grown in the work environment is that there is a complete division of labor down to the lowest employee or officer, so that everyone knows consciously what their duties are, how to do it, when work starts and finishes, what the required work results are. and to whom is responsible for the results of the work, for that discipline must be cultivated so that order and efficiency will also grow. The results of his research indicate that work discipline has a positive influence on employee performance.

## II. RELATED WORKS/LITERATURE REVIEW (OPTIONAL)

### **Leadership Style**

Leadership is a talent and art in the technique of carrying out actions such as techniques for giving orders, ways of giving reprimands, techniques for strengthening group cohesiveness or cohesiveness, instilling a sense of interest in tasks, developing subordinate commitment, influencing morale and job satisfaction, job security, encouraging career development of subordinates, and spur organizational productivity.

Stephen P. Robbins and Mary Coulter (2012: 488) in their book entitled *Management* said that:

"Leadership is what leader do it's process of leading a group and influencing that group to achieve it's goals"

### **Motivation**

Motivation comes from the Latin *movere* which means encouragement or driving force. This motivation is only given to humans, especially subordinates or followers. Motivation questions how to encourage the work of employees, subordinates, so that they are willing to work hard by giving all their abilities and skills to realize company goals.

Basically, the company not only expects capable, capable, and skilled employees, but most importantly they are willing to be active and willing to achieve optimal results. Motivation is a fundamental psychological process and is one of the determining factors in achieving organizational goals.

### **Work Discipline**

Work discipline is a person's obedience to a rule that applies in an organization that joins the organization on the basis of awareness, not because of coercion.

Discipline is a force that develops in voluntary conformity to the rules, regulations and values of the worker. Before someone has a disciplined attitude, it will be preceded by a series of attitudes that will encourage the formation of a disciplined attitude. These attitudes are then referred to as the elements of discipline.

### Employee performance

Understanding Performance comes from the word performance, there are those who provide an understanding of performance as a result of work or work performance. However, actually performance has a broader meaning, not only the results of work but including how the work process takes place. So performance management is management about creating relationships and ensuring effective communication.

## III. METHODS

In this study the authors use the types of data are as follows:

1. Primary Data  
Primary data is data obtained directly from observations, interviews, and questionnaires.
2. Secondary Data  
Secondary data is data obtained from reference books and other sources related to the variables studied.

### Data Collection Technique

In this study the authors used several data collection techniques, namely as follows:

1. Interview  
The technique of collecting data is through an oral question and answer process that takes place in one direction, meaning that the questions come from the interviewer and the answers are given by the interviewee. The person who asks the questions in the interview process is called the interviewer and the person who gives the interview is called the respondent.
2. Questionnaire  
Data collection techniques using a list of questions related to the problems and topics discussed in the study by giving several questions to the correspondent to be answered.
3. Observation  
Data collection techniques by directly reviewing the company's activities to obtain an overview of the company's activities.

### Population And Sample

In this study, the authors took several people or respondents to be used as samples in answering the questions asked by the author regarding the influence of the work environment and morale on employee performance at PT. Gunaplasindo Prima Abadi in the form of several questions or questionnaires submitted to 110 people. Based on the formula from Slovin, namely the total population is 150, then the total population used is:  
Slovin's formula:

$$n = \frac{N}{1+N.e^2}$$

Description :

n = Number of Samples

N = Total Population

e = Error Tolerance Limit (error tolerance)

Based on the Slovin formula, namely:

$$n = \frac{N}{1+Ne^2} = \frac{150}{1+(150)(0,05)^2} = 109,09 \text{ rounded to } \mathbf{110}$$

#### IV. RESULTS

**Table 1. ANOVA<sup>a</sup>**

| Model      | Sum of Squares | Df | Mean Square | F      | Sig.              |
|------------|----------------|----|-------------|--------|-------------------|
| Regression | 4569.155       | 3  | 1523.052    | 57.258 | .000 <sup>b</sup> |
| Residual   | 2553.595       | 96 | 26.600      |        |                   |
| Total      | 7122.750       | 99 |             |        |                   |

a. Dependent Variable: Employee performance

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

Source : SPSS Version 22.0 for window

For the multiple regression significant test, it can be seen from the results of the significant test and the F test. The results can be seen in table 4.15 that the F statistic value is 57,258 with a significance y value of 0.000 < 0.05, which means that Leadership Style (X1), Motivation (X2), Work Discipline (X3) together have a significant relationship to performance. Employee (Y). Based on the results above, Ha is accepted and Ho is rejected, Leadership Style (X1), Motivation (X2), Work Discipline (X3) together have a significant relationship to Employee Performance (Y). simultaneously. Thus hypothesis H4 is proven.

**Table 2. Coefficients<sup>a</sup>**

| Model            | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|------------------|-----------------------------|------------|---------------------------|-------|------|
|                  | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)     | 1.739                       | 3.021      |                           | .575  | .566 |
| Leadership Style | .729                        | .079       | .639                      | 9.186 | .000 |
| Motivation       | .191                        | .085       | .148                      | 2.236 | .028 |
| Work Discipline  | .204                        | .075       | .184                      | 2.705 | .008 |

a. Dependent Variable: Employee performance

Source : SPSS Version 22.0 for window

By referring to the regression equation obtained, the regression model can be interpreted as follows:

- The constant coefficient value (a) is 1.739, this means that if the value of the independent variable is 0, then the level or magnitude of the dependent variable is 1.739.
- The coefficient value for Leadership Style (X1)  $1 = 0.729$  means that if Leadership Style (X1) increases by 1%, while other independent variables remain, then Employee Performance (Y) will increase by 0.729 and vice versa if Leadership Style (X1) decreases by 1%, while other independent variables remain, then Employee Performance (Y) will decrease by 0.729.
- The coefficient value for Motivation (X2)  $2 = 0.191$  means that if Motivation (X2) increases by 1%, then Employee Performance (Y) will increase by 0.191 and vice versa if Motivation (X2) decreases by 1%, while other independent variables remain, then Employee Performance (Y) will decrease by 0.191.
- The coefficient value for Work Discipline (X3)  $3 = 0.204$  means that if Work Discipline (X3) increases by 1%, while other independent variables remain, then Employee Performance (Y) will increase by 0.204 and vice versa if Work Discipline (X3) occurs a decrease of 1%, while other independent variables remain, then Employee Performance (Y) will decrease by 0.204.

#### V. CONCLUSIONS

Based on the results of research and discussion that have been described in previous chapters, the authors draw several conclusions and try to provide suggestions as a contribution of thoughts that may be useful regarding "Employee Performance Analysis Influenced by Leadership Style, Motivation and Work Discipline at PT. Gunaplasindo Prima Abadi".

- a. From the research results of Leadership Style (X1), Motivation (X2) and Work Discipline (X3) on Employee Performance (Y) PT. Gunaplasindo Prima Abadi using correlation coefficient analysis obtained 0.684 for leadership style, 0.223 for motivation and 0.266 for work discipline, leadership style which means it has a positive relationship.
- b. R Square (R<sup>2</sup>) shows the coefficient of determination which means how much the independent variable can explain the dependent variable. The higher the Adjusted R Square value, the better the regression model used, with the F statistic value of 57.258 with a significant value of 0.000 < 0.05. With a coefficient of determination of 0.630, this states that the independent variable explains the dependent variable by 63%. The remaining 37% is influenced by other factors not disclosed in this study.
- c. Based on the hypothesis test for the leadership style variable, the results of the t count are 9.186, the hypothesis test for the motivation variable is that the t count is 2.236, the hypothesis test for the work discipline variable is that the t count is 42.705.
- d. Based on the answers to the questionnaire, raw data was obtained and then processed using the SPSS 22 application. The results of the study were from the regression equation, so that it became data that could be useful in this study. meaning = 0.729 means that if the Leadership Style (X1) increases by 1%, while the other independent variables remain, then Employee Performance (Y) will increase by 0.729 and vice versa if the Leadership Style (X1) decreases by 1%, while the independent variable other constants, then Employee Performance (Y) will decrease by 0.729, 0.191 means that if Motivation (X2) increases by 1%, while other independent variables remain, then Employee Performance (Y) will increase by 0.191 and vice versa if Motivation (X2) there is a decrease of 1%, while other independent variables remain, then Employee Performance (Y) will decrease by 0.191, 0.204 means that if Work Discipline (X3) increases by 1%, while other independent variables remain, then Employee Performance (Y) will increase by 0.204 and vice versa if Work Discipline (X3) decreases by 1%, while the other independent variables If it is constant, then Employee Performance (Y) will decrease by 0.204.

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