

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

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## Article History

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## Abstract

**Purpose:** This study aims to examine the effect of work discipline and leadership style on employee performance at PT. Kalimutu Mitra Perkasa, with work motivation as a mediating (intervening) variable. This study seeks to understand both the direct and indirect relationships between these variables to support the improvement of human resource strategies in the company.

**Methodology:** This study used a quantitative approach. Data were collected using a structured questionnaire distributed to 45 employees. The study applied Structural Equation Modeling (SEM) with Partial Least Squares (PLS).

**Result:** Work discipline has a positive and significant effect on employee performance. Work discipline also positively and significantly influences work motivation. Leadership style significantly and positively affects employee performance and work motivation. Work motivation significantly affects employee performance. These findings confirm that work discipline and leadership style directly influence employee performance and indirectly through work motivation.

**Conclusions:** Work discipline and leadership style significantly influence employee performance, with work motivation serving as an intervening variable that strengthens this relationship. Enhancing motivation through appropriate leadership and employee appreciation can drive better performance.

**Limitations:** The study is limited by its small sample size (45 respondents) and focuses only on one company, which may limit the generalizability of the findings to other organizations and industries.

**Contributions:** This study contributes to the field of human resource management, particularly in understanding how internal organizational factors (discipline and leadership) affect employee performance directly and indirectly through motivation. This study offers practical recommendations for managers and HR practitioners seeking to improve employee outcomes.

**Keywords:** *Employee Performance, Leadership Style, Motivation, Work Discipline.*

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## 1. Introduction

Work motivation, leadership style, and work discipline are some of the many aspects that influence employee performance in an organization. PT. Kalimutu Mitra Perkasa, a construction company founded in 2007, has struggled to meet project deadlines. For example, the Labor Price-HVAC System project for the Main Building was 50 days late, according to the 2022 data. This was one of several projects that experienced significant delays. A lack of employee motivation and discipline is reflected

in these delays, which can negatively impact a company's overall performance. Workplace discipline is a key factor influencing employee performance.

Workers can accomplish more in less time if there is good workplace discipline (Rofik, 2022). At PT. Kalimutu Mitra Perkasa, low work discipline is evident from the frequent failure to complete work on schedule, indicating that employees may be less committed to their assigned tasks, thus impacting the achievement of project targets. Leadership style also plays a crucial role in determining employee performance. Previous research has shown how a leader's approach to management can inspire team members to perform better by influencing their levels of intrinsic motivation (Adi, Irwan, & Irfan, 2021). It is time for PT. Kalimutu Mitra Perkasa to assess its current management leadership style. If the leadership style fails to inspire and motivate employees, it can lead to decreased productivity and poor performance.

Work motivation plays an important mediating role in the relationship between work discipline and employee performance. Motivated workers are more likely to put in extra effort and maintain self-control (Farisi, Irnawati, & Fahmi, 2020). Pre-survey findings revealed that employees at PT. Kalimutu Mitra Perkasa are not highly motivated to perform well because they feel unappreciated and do not receive sufficient incentives to perform well. Consequently, employees may lose interest in performing well. Therefore, this study aims to examine the relationship between work discipline and leadership style and workplace performance through the mediating variable of employee motivation. With this relationship, PT. Kalimutu Mitra Perkasa should be able to demonstrate ways to improve employee efficiency and productivity, which will lead to the timely and satisfactory completion of all projects.

The purpose of this study is to find practical methods that can be used to improve company performance, morale, and discipline among employees (Hermawan, Wulandari, Buana, & Sanjaya, 2021). A consistent work routine is the foundation of peak performance. PT. Kalimutu Mitra Perkasa measures employee discipline by timely completion of work, adherence to company regulations, and dedication to the job. Employees feel more invested in their work, and the company culture improves as a result of strong work discipline (Hamali & SS, 2023). However, there seems to be a problem with employee work discipline, as several projects are experiencing delays.

The Labor Price-Fire Fighting System project for the Main Building, which is 90 days behind schedule, is a prime example of a lack of workplace discipline. In addition to hurting profits, this delay also damages the company's reputation with customers. This aligns with previous research showing that workers who lack self-control are less likely to achieve the goals set by businesses (Rofik, 2022). In addition, low work discipline can be caused by a lack of supervision and control by management. Previous research has shown that management that is not proactive in monitoring employee performance can lead to decreased motivation and work discipline (Herdianty, Purwatiningih, & Rini, 2024).

Therefore, this is important for PT. Kalimutu Mitra Perkasa to improve employee supervision, provide constructive feedback, and implement sanctions for employees who do not meet work discipline standards. Previous research has shown that workplace discipline significantly impacts productivity (Hamali & SS, 2023). This highlights the need for companies to assess their current disciplinary measures, such as offering staff education and training to improve their understanding of the need to maintain workplace order. Consequently, employees will be more motivated to perform tasks promptly and according to established standards. In general, a highly disciplined workplace is one in which more work is accomplished. To get the most out of its employees and minimize project delays, PT. Kalimutu Mitra Perkasa must implement a plan to improve workplace discipline (Fariz, Setiadi, & Rahayu, 2025).

A leader's approach to management significantly impacts on how well their team performance. A manager's approach to leadership influences morale and compliance at PT. Kalimutu Mitra Perkasa. Previous research confirms that an effective leadership style can improve morale and workplace outcomes (Oktora, Warasto, Abidin, Tanjung, & Gandung, 2021). Inappropriate leadership styles can result in a lack of enthusiasm and productivity. The leader's goal in using a transformational leadership

style is to encourage and inspire followers to work together to achieve common goals. Transformational leadership style positively influences employee performance (Perkasa et al., 2020).

Employees at PT. Kalimutu Mitra Perkasa are more dedicated to meeting deadlines because their superiors employ an inspiring and participatory leadership style [insert table]. Workers may become dissatisfied with management if they perceive it to be dictatorial. Employees may feel unappreciated under an authoritarian boss because their thoughts and ideas are often ignored. This aligns with the findings of previous research, indicating that workers who experience a lack of attention from their superiors tend to be unmotivated and perform substandard work (Adi et al., 2021). Therefore, the management of PT. Kalimutu Mitra Perkasa must reconsider its current leadership style and adopt a more inclusive one.

The importance of a good leadership style is also evident in its impact on work discipline. Employees feel more accountable to their superiors when they receive clear guidance and support (Ghozali & Latan, 2015). Management at PT. Kalimutu Mitra Perkasa should invest in leadership development programs so that managers can foster positive relationships with employees and enforce greater discipline in the workplace. In general, PT. Kalimutu Mitra Perkasa's leadership style significantly influences how well employees perform their jobs. Employees are expected to be more motivated to work diligently and complete tasks on schedule through a participatory and motivating leadership style. In the long run, this will contribute to the success of the business.

Staff morale and enthusiasm are crucial in determining workplace productivity. One of the main reasons why projects at PT. Kalimutu Mitra Perkasa are running behind schedule is that employees are not highly motivated. Theodora (2015) claims that motivated workers are more likely to work longer hours and maintain strict work schedules. Therefore, companies should investigate what motivates their employees to work. Recognition and gratitude from superiors is one way to boost morale among employees. When employees know that their efforts are appreciated, they tend to work even harder, and when they receive proper recognition, it boosts their morale, which in turn improves their performance. If PT. Kalimutu Mitra Perkasa wants its employees to be more motivated to complete their work, the company must implement a transparent and fair reward systems.

Workplace factors can significantly impact employees' desire to perform at their best. When workers are in a pleasant and productive environment, they are more likely to give their best effort (Herlambang, 2023). When workers are in a pleasant environment, they tend to have a positive attitude and get more done. Therefore, PT. Kalimutu Mitra Perkasa is obligated to provide a conducive work environment to complete its tasks. The possibility of personal growth may also impact work motivation. Employees are more likely to make a difference in the business when they have the opportunity to grow professionally. According to Farisi et al. (2020), training and development are crucial for increasing Farisi et al. (2020) Employees of PT. Kalimutu Mitra Perkasa can benefit from the latest training programs offered by the company.

The level of intrinsic employee motivation plays a significant role in the PT. Kalimutu Mitra Perkasa's productivity. Employees are expected to demonstrate greater self-control and achieve better results in meeting project deadlines if they are encouraged to do so through monetary incentives, a positive work environment, and opportunities for professional growth (Hairudin & Oktaria, 2022). Employee performance results from the interaction between work discipline, leadership style, and work motivation (Astuti, Sisdianto, & Suprianingsih, 2025). At PT. Kalimutu Mitra Perkasa, suboptimal employee performance is evident in significant project delays. The data show that the Labor Price-HVAC System for Main Building project is 50 days late, while other projects are experiencing similar delays. This indicates a fundamental problem in employee performance that needs to be addressed (Badawi Saluy et al., 2022).

The quantity and quality of a person's work are indicators of good performance. According to Rivai (2016), employees' proficiency in carrying out their responsibilities effectively is a key indicator of their performance level. To ensure that employees at PT. Kalimutu Mitra Perkasa know what is expected

of them, it is important to set clear and measurable performance criteria. Constructive criticism is a tool for increasing workplace productivity. Herdianty et al. (2024) emphasized that by providing constructive criticism, employees can assess their performance and identify areas for improvement in their work. If PT. Kalimutu Mitra Perkasa wants its employees to feel motivated to improve, the company must implement an open and fair performance review system. Furthermore, it is crucial to create a constructive work environment within the organization.

When leaders are effective and employees are highly motivated, they foster an atmosphere conducive to high productivity (Ghozali, 2021). A positive work environment can foster camaraderie among employees, leading to improved overall team performance. To increase productivity, PT. Kalimutu Mitra Perkasa must focus on creating supportive work environments. Work discipline, leadership style, and motivation all play roles in PT. Kalimutu Mitra Perkasa's overall employee performance. Organizations are expected to achieve peak performance and meet project deadlines by identifying and resolving existing problems.

Work motivation, leadership style, and work discipline are the three factors that significantly influence employee performance at PT. Kalimutu Mitra Perkasa, as demonstrated in the previous discussion. Issues in these three areas must be addressed if project completion is to be delayed. Work discipline, leadership effectiveness, and employee motivation may require some strategic adjustments to ensure the business continues to run smoothly (Meirisa, Arafah, & Rakhmat, 2024). Staff members are more dedicated to meeting deadlines if they are disciplined in their work. A pleasant work environment and strong employee motivation are the results of an effective leadership style. Companies should also provide opportunities for self-development and rewards to motivate employees. Optimal performance and timely project completion are the expected results of PT. Kalimutu Mitra Perkasa's comprehensive approach.

## 2. Literature Review and Hypothesis Development

### 2.1 Work Discipline

One of the most important factors that determine how well a company performs is the discipline of its employees in their work. Hasibuan (2017) states that when workers are aware of and follow the rules that apply in the workplace, it shows that they are disciplined. An efficient and effective workplace may result from good discipline. According to Farisi et al. (2020), employee performance at PT Perkebunan Nusantara V is positively influenced by a high level of work discipline (Farisi et al., 2020). The study shows that employees with self-discipline are more productive than those who are less disciplined.

According to Muliati and Susiana (2023) good work ethic can contribute positively to a company's productivity and performance. The results of this study indicate that work discipline affects individual productivity and company profit. Strict disciplinary measures are implemented at PT. Kalimutu Mitra Perkasa to improve employee performance and help the company achieve its goals. Large companies with well-known disciplinary systems, such as Unilever and Nestlé, provide relevant case studies on implementing discipline in the workplace. Various measures, including direct monitoring and rewards for highly disciplined staff, are used to ensure compliance. The results clearly demonstrate that adherence to work regulations significantly increases productivity.

### 2.2 Leadership Style

Another important factor influencing employee productivity is the management style used. Employee performance can be greatly improved by adopting a transformational leadership style, as Adi et al. (2021) explained. Adi et al. (2021) found that employees are more likely to work harder to achieve organizational goals when their leaders set an inspiring example. According to statistics, having a leader who uses an effective leadership style can increase employee performance by as much as 25%. Yushadi, Hubeis, and Affandi (2019) leadership at PT. Kalimutu Mitra Perkasa must be effective if the company wants to create an environment where employees thrive.

Employees may feel more invested in their work when they have the opportunity to weigh in on important decisions, as is the case with a more democratic leadership style (Nurhaedah, Irmayani, Ruslang, & Jumrah, 2023). A good illustration of this can be seen in the leadership style of digital businesses such as Google, which encourages creativity and teamwork. Google executives encourage their staff to think outside the box, which drives innovation and results. The results clearly show that an effective leadership style can impact staff performance.

### **2.3 Work Motivation**

Employee performance is significantly influenced by the level of work motivation. According to Budiyono (2020), workers who are highly motivated to complete their work well will work harder and produce better results Budiyono (2020). Various internal and environmental factors can be motivating sources. Motivation in the workplace at PT. Kalimutu Mitra Perkasa can be enhanced through awards, training, and opportunities for advancement. Productivity increases of up to 20% have been observed in studies with highly engaged staff (Rofik, 2022). At PT. Kalimutu Mitra Perkasa, our goal is to create an inspiring workplace for all our employees.

One approach is to provide incentives to staff members who achieve specific targets. This makes them feel appreciated and encourages them to continue their excellent work (Sukardi et al., 2025). Microsoft, known for offering various benefits and rewards to high-performing employees, is an example of a company that has implemented motivational programs. Employees become more invested in the company's success, and the work environment improves as a result. Therefore, high intrinsic motivation in the workplace can mediate the relationship between leadership style, work discipline and employee performance.

### **2.4 The Relationship Between Work Discipline, Leadership Style, and Employee Performance**

Leadership style, work discipline, and employee performance have complex and mutually influential relationships. Kushariyadi et al. (2025) found that Leadership has a significant influence on employee performance. A leader who implements a good leadership style can build strong relationships with employees and create a good work ethic, which, in turn, can improve work discipline. A more disciplined workforce is a more productive workforce, and competent leaders can help achieve this. Hapsari et al. (2024) showed that transformational leadership style can significantly improve employee performance.

This is because an effective leadership style can strengthen the implementation of work discipline, which, in turn, supports optimal performance. The functions of discipline and leadership style must work in harmony at PT. Kalimutu Mitra Perkasa to produce maximum performance (Lestari et al., 2024). A productive work environment is the result of leaders who inspire their colleagues to maintain discipline in the workplace. Successful businesses that have adopted an effective leadership style can be real examples; one such company is Toyota, which is known for its strong discipline system and motivated executives. As a result, employee and business productivity increases. Therefore, to achieve business goals, it is necessary to maximize the relationship between work discipline, leadership style, and employee performance.

### **2.5 The Role of Work Motivation as an Intervening Variable**

Leadership style and work discipline influence employee performance, but work motivation mediates and strengthens this relationship and makes it stronger. The impact of leadership style and work discipline on employee performance can be reduced by intrinsic motivation. Motivated workers are more likely to follow instructions and respond well to management. Motivated workers are more likely to adhere to their work schedules and produce higher-quality results, with performance improvements of up to 25% (Ferdinand, 2014). At PT. Kalimutu Mitra Perkasa, we value motivational programs that complement our existing leadership styles and work ethics. Providing appropriate training and incentives for outstanding performance can help achieve this goal.

Apple, renowned for its innovative and creative work culture, is a prime example of a company that has successfully implemented motivational programs to enhance employee engagement. Apple has

successfully fostered a creative and productive workplace by providing space for employees to shine and openly recognizing and praising their efforts. Therefore, work motivation is a crucial intervention element for PT. Kalimutu Mitra Perkasa to improve employee performance.

The results showed that work discipline significantly impacts employee performance. According to the data obtained, approximately 75% of employees with high work discipline demonstrate good performance. This aligns with the theory that good work discipline can increase productivity and efficiency (Angelina & Supriadi, 2023)

Furthermore, leadership style contributes to employee performance. For example, a democratic leadership style has been shown to increase employee motivation, which directly impacts performance. Gunawan and Hartati (2023) found that companies that adopt a more participative or transformational leadership style can contribute to better retention rates and performance compared to an authoritarian style. Work motivation is a significant intervening variable in the relationship between work discipline and employee performance. Basalamah and Latief (2022) showed that if employees' needs, including physiological, safety, social, appreciation, and self-actualization needs, are met, their satisfaction and motivation to perform optimally also increase. Therefore, it is crucial for companies to pay attention to employee motivation through rewards and recognition of work performance so that employees are encouraged to give their best.

## 2.6 Framework of Thought

When an employee performs well on the tasks expected of them, their performance is measured by the quality and quantity of their output. Workplace motivation, leadership style, and regulations play a role in how well an organization performs. This justification allows us to construct a theoretical framework as follows.

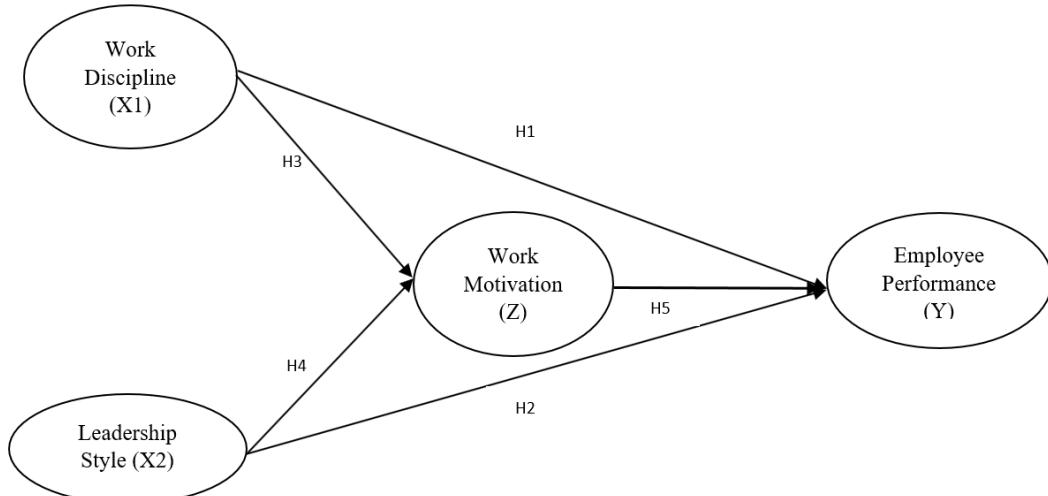


Figure 1. Conceptual framework

## 3. Research Methodology

### 3.1 Research Design

This study used a causal research approach as its primary research strategy. Research that attempts to establish a direct correlation between two variables, one independent and one dependent, is known as causal research (Sugiyono, 2016). The primary objective of this study was to examine employee Performance in Relation to Leadership Style, Work Discipline, and Motivation.

### 3.2 Research Population and Sample

The definitions provided by Sugiyono (2016) and Ferdinand (2014) are slightly different. Sugiyono (2016) defines population as a collection of objects or subjects with certain characteristics, while Ferdinand (2014) defines it as all elements (events, objects, or individuals) with similar characteristics that are the main focus of research. In other words, the population was the entire research area. All 45

employees (permanent and contract) of PT. Kalimutu Mitra Perkasa are considered part of the population in this study, according to the identified research location.

Sugiyono (2016) stated that research samples are selected from the population and its attributes. Therefore, it is crucial to select a sample that represents the population. The desired level of precision and upper limit of the permissible margin of error determines the sample size. All forty-five individuals who were part of the observation population of this study constituted the research sample. The sampling procedure was based on the Saturated Sampling approach, which involved randomly selecting a sample from the entire population. To ensure that the findings are representative of the population as a whole, every member of the population had an equal opportunity to participate in the study. The use of this method is expected to increase the credibility and validity of research findings (Sugiyono, 2016).

### **3.3 Data Analysis Methods**

#### *3.3.1 Evaluation of Measurement (Outer) Model Normality Test*

According to Chin in Ghozali and Latan (2015) No data analysis is complete without first examining the measurement model, sometimes called the outer model, for validity and reliability. Here, we used methods such as convergent and discriminant validity to examine the outer model against the indicators it reflects. The indicators used to generate the latent construct must accurately reflect the intended construct, and these two methods do so.

Convergent validity assesses the extent to which distinct but interrelated indicators reinforce each other and demonstrate a strong correlation. This is crucial to ensure that all indicators used to measure latent constructs are consistent and reliable. Discriminant validity aims to ensure that indicators that are supposedly unrelated actually demonstrate significant differences. Thus, this evaluation process confirmed that each latent construct in the model had distinct characteristics that could be clearly distinguished.

Composite reliability and Cronbach's alpha evaluations are further components for verifying the external model. If the indicators forming the latent construct are internally consistent, then repeated measurements will produce consistent findings; this is what composite reliability is. However, Cronbach's alpha is a key indicator of the reliability of the indicators within a group. Indicators are highly interconnected and efficiently assess the same latent concept when their alpha values are high.

## **4. Results and Discussions**

### **4.1 Respondent Characteristics**

The employees of PT. Kalimutu Mitra Perkasa participated as respondents in this study. Data analysis from the questionnaire revealed respondents' identities by revealing characteristics such as gender and years of service. Of the 45 participants, 40 were men (88.8%) and five were women (11.2%). The data indicate that PT. Kalimutu Mitra Perkasa employs predominantly male staff. This may have been influenced by the nature of the construction activities. Of the 45 respondents, 35.5% had been with the organization for 1–2 years, with 16 individuals making up the majority of this group. On the other hand, 14 individuals (31.3% of the total respondents) had been with the company for less than a year. Furthermore, 24.4% of respondents (11 individuals) had been with the company for more than five years, while 8.8% (four individuals) had been with the company for three to four years. Based on these responses, it appears that the majority of PT. Kalimutu Mitra Perkasa employees who participated in this survey had been with the company for one to two years.

### **4.2 Test Results**

#### *4.2.1 Convergent Validity*

All concept indicators were used to determine the convergent validity. A loading factor value above 0.7 indicates a strong correlation between the indicator and concept. This demonstrates that the indicators accurately describe the target construct. However, to be included in the model, an indicator must have a standardized loading factor greater than 0.7; indicators with values less than 0.7 should not be included.

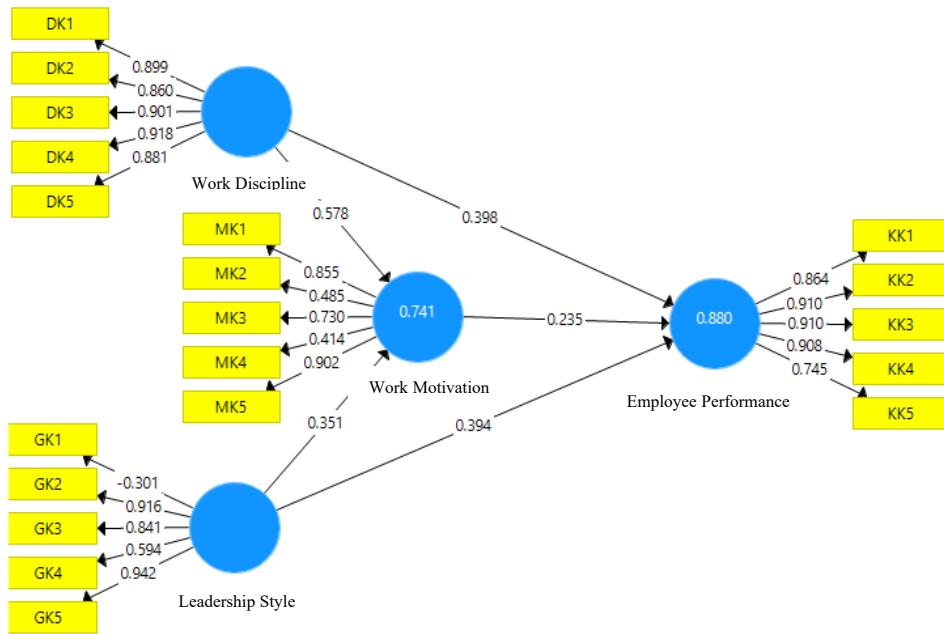


Figure 2. Results of the smartPLS 3.0 algorithm

Figure 2 shows that several indicators are invalid because their loading factor values are less than 0.7. These indicators included MK.2, MK.3, MK.4, GK.1, and GK.4. Therefore, until all indicators meet the validity requirements, the model will eliminate and update these invalid indicators.

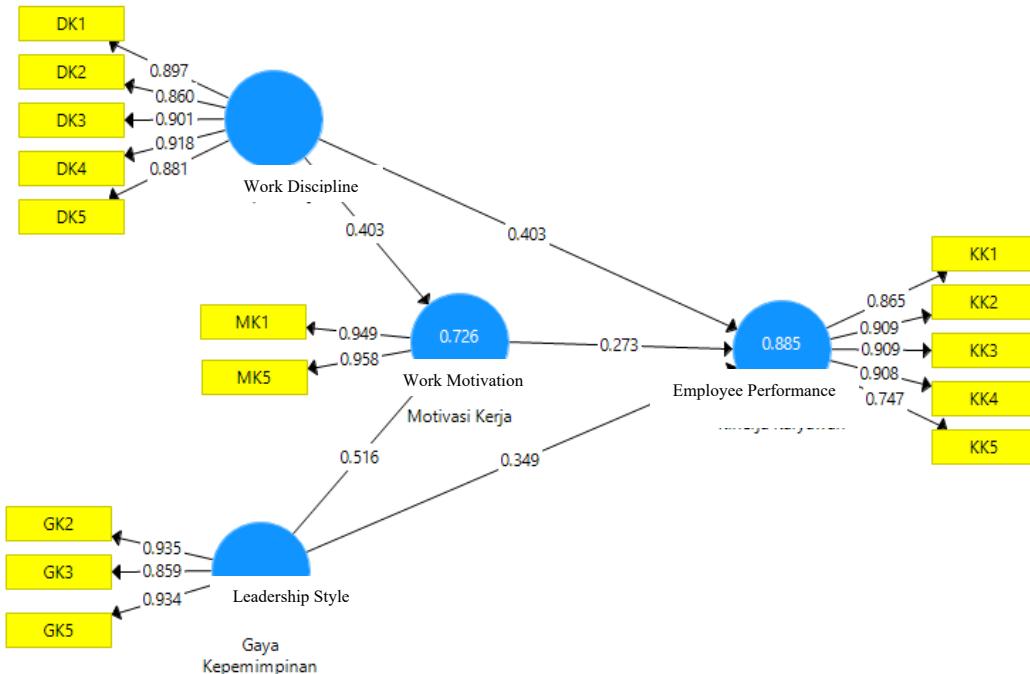


Figure 3. Results of modifying the SmartPLS 3.0 algorithm

#### 4.2.2 Discriminant Validity

By examining the cross-loading of an indicator with the concept it measures, discriminant validity testing can be used to reflect on that indicator. An indicator is considered valid if it has a higher factor loading value on a construct than other constructs. In other words, the indicators of individual construct blocks are better predicted by the latent construct than by the indicators of other construct blocks. Discriminant validity was successfully achieved according to the test findings. This is indicated by the

fact that the indicator has a higher correlation value with its original construct than with other constructs. When the correlation of individual variables is greater than the correlation between variables, the measurement model has adequate discriminant validity. Using Smart-PLS 3.0, the following values were extracted from the Fornell-Larcker Criterion Output:

Table 1. Results of the discriminant validity test (fornell larcker criterion)

Variables	X <sub>1</sub> Work Discipline	X <sub>2</sub> Leadership Style	Y Employee Performance	Z Work Motivation
X <sub>1</sub> Work Discipline	0.892			
X <sub>2</sub> Leadership Style	0.718	0.910		
Y Employee Performance	0.865	0.859	0.870	
Z Work Motivation	0.773	0.805	0.866	0.954

The correlation between each construct and the other constructs in the model was found to be lower than the square root of the Average Variance Extracted (AVE) for each construct, as presented in Table 1 above. This is an important indicator of discriminant validity, which is a measure of how distinct a construct is from the others in the model. In this case, since the correlation values are smaller than the corresponding square roots of the AVE, it confirms that each construct is sufficiently different from the others. Therefore, this finding meets the requirement for discriminant validity, ensuring that the constructs in the model are not highly correlated with one another and that they represent distinct concepts.

#### 4.2.3 Average Variance Extracted (AVE)

The purpose of the AVE is to determine, including error rates, the amount of variation explained by the construct indicators. Compared to composite reliability, testing using the AVE is considered more stringent. Half of all AVE values must be  $\geq 0.50$ . Table 2 displays the results of the AVE calculations performed using SmartPLS 3.0.

Table 2. Average Variance Extracted (AVE) test results

	Average Variance Extracted (AVE)
X <sub>1</sub> Work Discipline	0.795
X <sub>2</sub> Leadership Style	0.828
Y Employee Performance	0.757
Z Work Motivation	0.910

As shown in Table 3, the AVE values for all constructs are greater than 0.50. This indicates that each construct accounts for a sufficient amount of variance in its indicators. Therefore, the indicators are reliable, and the requirements for further testing have been met.

#### 4.2.4 Composite Reliability and Cronbach's Alpha

To ensure that the measurement runs smoothly, the final step in assessing the external model is to examine the model's dependability. Two measures, Cronbach's Alpha and Composite Reliability, were used in this reliability test. The reliability of the research instrument was evaluated using these two indicators. We can conclude that the measured concept has a satisfactory level of reliability and that the questionnaire used in this study is considered consistent if all latent variables show Composite Reliability and Cronbach's alpha values  $\geq 0.70$ .

Table 3. Results of composite reliability and cronbach's alpha tests

	Composite Reliability	Cronback's Alpha	Information
X <sub>1</sub> Work Discipline	0.951	0.935	Reliable
X <sub>2</sub> Leadership Style	0.935	0.896	Reliable
Y Employee Performance	0.939	0.918	Reliable
Z Work Motivation	0.953	0.901	Reliable

The results of the Composite Reliability and Cronbach's alpha tests showed good values, as shown in Table 3. With Composite Reliability and Cronbach's alpha values of 0.70 or higher, all latent variables were considered reliable. Therefore, it can be said that the questionnaire is a valid and reliable tool for this study.

#### 4.2.5 Structural Model Testing (Inner Model)

Once the estimated model meets the requirements of the outer model, the structural model, also known as the inner model, is tested. The purpose of this internal model testing is to create a model using theoretical ideas so that the relationship between exogenous and endogenous variables from the conceptual framework can be analyzed. The following steps were used to test the structural model, also known as the inner model:

#### 4.2.6 R-Square (R<sup>2</sup>) Value

The R-squared value is a test of the Goodness of Fit of the model.

Table 4. Results of the R-Square (R<sup>2</sup>) value test

	R Square
<b>Y Employee Performance</b>	0.885
<b>Z Work Motivation</b>	0.726

Previous data show that the model's independent variables (work discipline and leadership style) explain approximately 88.5% of the variance in employee performance, with the remaining 11.5% explained by factors outside the research model. This demonstrates the model's strong ability to explain variations in employee output. With an R-squared value of approximately 72.6%, the research model explains 27.4% of the variance in work motivation, while the independent variables (work discipline and leadership style) explain the remaining 72.6%. This high value indicates the model's high explanatory power for work motivation.

#### 4.2.7 $f_2$ Effect Size

The indicator of the relative importance of each predictor variable in explaining the endogenous variable is the f-square ( $f_2$ ) value. The following are the results of the  $f_2$  values of each exogenous variable against the endogenous variable:

Table 5. Results of the  $f_2$  effect size test

	<b>Y Employee Performance</b>	<b>Information</b>
$X_1$ Work Discipline	0.534	Significant and strong influence
$X_2$ Leadership Style	0.349	Moderate significant influence
Z Work Motivation	0.178	Low influence

Table 5 shows that among the variables influencing employee performance, work discipline is the most important (path coefficient = 0.534). This study indicates that employee performance is significantly influenced by high levels of discipline. Responsibility, orderliness, and compliance with regulations are reflected in discipline, which is a key component of increasing productivity. Leadership style has a fairly positive effect on employee performance (correlation coefficient: 0.349). Although work discipline has a greater impact on performance, this suggests that superiors' methods of guiding, motivating, and interacting with subordinates also contribute.

The path coefficient of 0.178 indicates that, according to the model, work motivation has the smallest impact on employee performance. Although the effects of inspiration and encouragement are less pronounced than those of the other two variables, they are significant enough that increasing inspiration can help improve performance. After considering all variables, this study confirmed that work discipline, leadership style, and work motivation are the three most important factors influencing employee performance. Therefore, companies should devote more energy to building a culture of discipline, along with effective leadership development and motivational systems that help employees remain motivated.

#### 4.2.8 Hypothesis Testing Results

For the path-to-path relationships in a structural model to hold, the predicted values must be statistically significant. A bootstrapping approach is typically used to achieve this level of significance. To evaluate this hypothesis, we examined the bootstrapping report for the parameter coefficient values and t-statistic significance. The significance threshold was set at alpha = 0.05 (5%), which yielded a t-table value of 1.96. The t-statistic value was then compared to this value to ensure the significance of the data. For further comparison with the calculated t-statistic obtained, this t-table value was used.

Table 6. Hypothesis testing results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDE)	P Values
Work Discipline -> Employee Performance	0.403	0.425	0.098	4.112	0.000
Work Discipline -> Employee Motivation	0.403	0.409	0.120	3.342	0.001
Leadership Style-> Employee Performance	0.349	0.353	0.094	3.695	0.000
Leadership Style -> Work Motivation	0.516	0.490	0.128	4.040	0.000
Work motivation -> Employee Performance	0.273	0.244	0.128	2.137	0.011

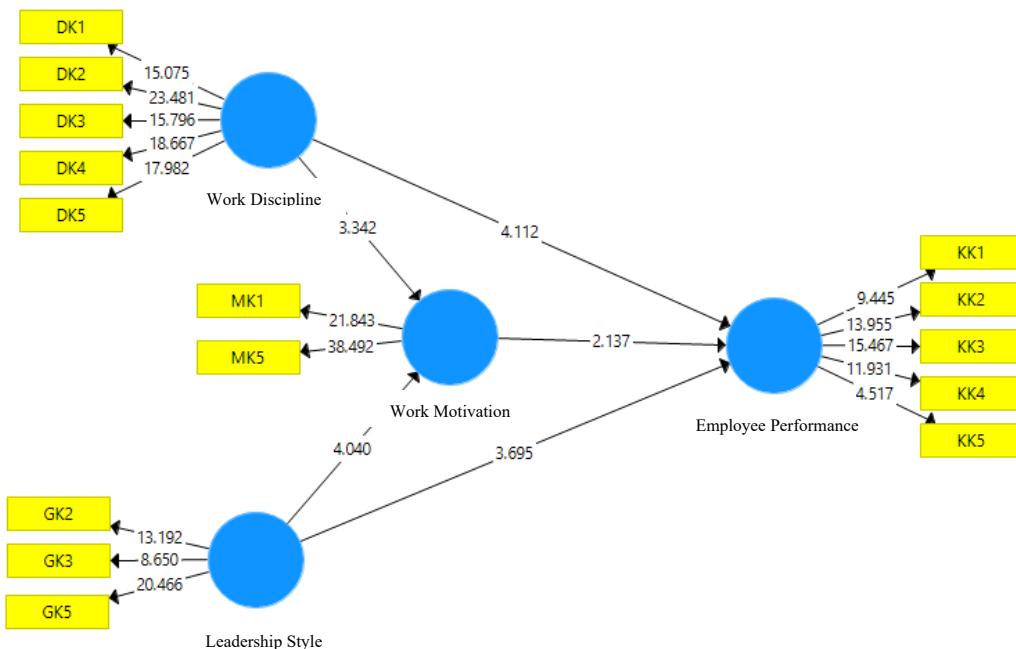


Figure 5. Bootstrapping test results

#### 4.3 Discussion of Research Results

After conducting an analysis using the Partial Least Squares (PLS) method, the calculation results are detailed in this section. The primary objective of this study was to determine the extent to which leadership style, work discipline, and employee motivation influence performance. A hypothesis test was conducted to determine the effect of one variable on another.

##### 4.3.1 Influence Work Discipline on Employee Performance

The t-statistic value is higher than the t-table ( $4.112 > 1.96$ ), and the original sample value of 0.403 indicates that work discipline has a positive impact on employee performance. Thus, it is reasonable to

conclude that work discipline has a positive and significant effect on employee performance in this study, because the first hypothesis ( $H_1$ ) is accepted. According to the findings of this study, employee performance is influenced by the level of work discipline. Work discipline is important for every company; therefore, many initiatives aim to make employees more disciplined so that they can meet or exceed performance targets.

Using the Talenta app to track employee arrival and departure times and imposing penalties for tardiness are examples of workplace regulations that have been proven to improve discipline. This can also improve the performance of employees. Previous research by Rofik (2022) also showed that work discipline has a positive and substantial impact on employee performance (a t-value of 4.525 and a significance level of 0.000); therefore, this finding aligns with that. Furthermore, the t-value of 6.280 and a significance level of 0.000 indicate that work discipline has a substantial impact on employee performance, consistent with the research conducted at PT Sucofindo Jambi Branch by (Herdianty et al., 2024).

#### *4.3.2 The Influence of Work Discipline on Work Motivation*

The analysis of the relationship between work discipline and motivation shows a t-statistic value greater than the t-table value ( $3.342 > 1.96$ ) and an initial sample value of 0.403. Therefore, we adopted the second hypothesis ( $H_2$ ). The results of the study indicate that work discipline significantly influences work motivation for the better in this study. This conclusion is in accordance with previous research by Herdianty et al. (2024) and the current study by Rofik (2022), both of which found that work discipline has a beneficial influence on employee work motivation at PT Sucofindo Jambi Branch. The t-count value of 2.81 and a significance value of 0.01 illustrate the positive and substantial impact of workplace discipline on employee motivation, in accordance with the findings of this study.

#### *4.3.3 The Influence of Leadership Style on Employee Performance*

The original sample value of 0.349 and the t-statistic value of 3.695, which is greater than the t-table of 1.96, indicate that Leadership Style influences Employee Performance, in accordance with the research results. Thus, we can adopt the third hypothesis ( $H_3$ ). Based on the research results, leadership style significantly influences employee performance for the betterment. In other words, it has been proven that strong leadership can improve employee performance. Consistent with previous studies by Adi et al. (2021) and Oktora et al. (2021), which showed that situational leadership style significantly increases employee productivity, this study confirms that leadership significantly influences employee performance.

#### *4.3.4 The Influence of Leadership Style on Work Motivation*

The original sample value of 0.516 and the t-statistic value of 4.040, which is greater than the t-table of 1.96, indicate that Leadership Style influences Work Motivation, in accordance with the research results. Thus, we can conclude that ( $H_4$ ) is valid. In other words, the results of this study indicate that leadership style significantly influences employee motivation to perform well. Employees are more motivated to perform well if the leadership style is successful. This conclusion is consistent with previous research that found that an effective leadership style can increase employee motivation to work, as shown by Adi et al. (2021), and with research that found that situational leadership style has a beneficial impact on employee desire to work, as stated by (Oktora et al., 2021).

#### *4.3.5 The Influence of Work Motivation on Employee Performance*

According to the analysis, work motivation has a positive impact on employee performance. The original sample value was 0.273, and the t-statistic was greater than the t-table value ( $2.137 > 1.96$ ). This leads us to adopt the fifth hypothesis ( $H_5$ ): This study concludes that work motivation significantly and positively influences employee performance. This finding supports the idea that highly motivated workers are more productive. Key performance indicators (KPIs) are used to monitor employee performance at PT. Kalimutu Mitra Perkasa. Each employee receives a bonus depending on the success of their key performance indicators (KPIs).

This approach has been shown to increase the motivation of workers. Employees are motivated to deliver better results using this compensation scheme. There is congruence between the conclusions of this study and those of the previous research. A study conducted at PT ISS Indonesia Mall Matahari Daan Mogot in 2020 examined the effects of transformational leadership style and employee motivation on performance. The results of this study confirm the findings of Iqbal, Badawi Saluy, and Hamdani (2021). Previously, work motivation has had a positive effect on employee performance. The t-value of 3.165 and significance level of 0.001 indicate that work motivation has a positive and substantial effect on employee performance.

## 5. Conclusions

### 5.1 Conclusion

This study concludes that work discipline and leadership style have a significant influence on employee performance at PT. Kalimutu Mitra Perkasa. Employees with high work discipline tend to demonstrate better performance, supporting the theory that strong discipline increases productivity and efficiency. Leadership style, particularly democratic or participative approaches, also positively affects employee performance by enhancing work motivation. Furthermore, work motivation serves as a significant mediating variable: motivated employees exhibit higher work discipline, which in turn improves performance. Therefore, organizations should pay attention to employee motivation through appropriate rewards and recognition to encourage optimal performance.

### 5.2 Research Limitations

The limitations of this study include its limited scope within a single company, PT. Kalimutu Mitra Perkasa, which may not reflect conditions in other companies. Furthermore, this study only considered work discipline and leadership style, without considering other potentially influential variables, such as the work environment and employee well-being. Therefore, further studies covering more companies and other relevant variables are recommended to obtain a more comprehensive picture of the influence of work discipline and leadership style on employee performance.

### 5.3 Suggestions and Directions for Future Research

Based on the findings of this study, several suggestions and directions for future research can be proposed. Organizations, such as PT. Kalimutu Mitra Perkasa, should continue to focus on enhancing work discipline and adopting effective leadership styles, particularly democratic or participative approaches, to improve employee performance. Future research could explore additional factors that influence employee motivation and performance, such as organizational culture, communication, or training programs, to gain a more comprehensive understanding. Moreover, longitudinal studies are recommended to examine the long-term effects of work discipline, leadership style, and motivation on employee performance. Researchers may also consider expanding the sample to multiple companies or industries to improve the generalizability of the findings and investigate whether similar relationships exist in different organizational contexts.

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