

The influence of leadership style, work motivation, work discipline on employee performance at Perumda Pasar Jaya Central Jakarta

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Abstract:

This study was conducted in order to analyze the Influence of Leadership Style, Work Motivation, and Work Discipline on Employee Performance at Perumda Pasar Jaya Central Jakarta. The sample in this study was 120 respondents based on the Yamane formula. The data used in this study came from primary data assisted by questionnaires that had been distributed to 120 respondents. Related to data analysis, this study uses inferential analysis with multiple linear regression. It is known that the results obtained in this study are that Leadership Style has a good impact on employee performance, work motivation has a good impact on employee performance, and work discipline has a good impact on employee performance. Therefore, Perumda Pasar Jaya Central Jakarta should have a better impact so that it can continue to maintain stability.

Keywords: Leadership Style, Work Motivation, Work Discipline, and Employee Performance

INTRODUCTION

The development of the current era requires institutions or institutions to work more efficiently and effectively. Currently, the supporting factor for success for a business entity or institution is not only in large capital or sophisticated technology. To pass an optimal contribution, business entities must pay attention to factors that play an important role, namely Human Resources. In addition to factors that also play an important role, human resources are classified as key in supporting factors for the success of business entities or institutions. Therefore, it must be protected and managed, which is finally able to buy contributions to business entities or institutions. Excellent implementation of advanced techniques and methods, the success of business entities is difficult to realize if they do not pay attention to human resources appropriately and optimally. Viewed from the importance as human resources, of course, it is necessary so that the goals of the business entity can be achieved, every business entity or institution must pay attention to and regulate the existence of its employees to improve work efficiency." (Mangkunegara, 2011) Defined as the quality and amount of work achieved by an employee as long as he carries out all his work in line with the tasks given.

In order to achieve good quality work, support from the performance of its employees is needed. As told (Prawiro, 2008). "Performance or in English is performace, in other words, the results of work that can be achieved by individuals or groups of individuals in an institution in accordance with their respective authorities and responsibilities in order to legally achieve the objectives of the institution concerned in line with laws and regulations without violating the law, as well as morals and ethics."

In a business entity or institution, not only performance needs to be considered but the role of leadership in implementing leadership style also greatly affects the performance of these employees. Leadership style is the style or way of leadership shown by a leader in influencing his followers (Mukhtar & UA, 2020). Meanwhile, another view states that leadership style is a pattern of behavior (words and actions) of a leader that is perceived by others (Fitriani, 2015).

The role of the leader is very large in success in achieving goals. But it is undeniable that subordinates have a role that is no less important, because these subordinates will carry out and implement the ideas of the leader contained in every decision. Whether or not subordinates carry out their duties depends on the leader himself. How a leader buys influence and motivation to influence his subordinates to take various actions as expected. Therefore, leaders really need to pay attention and buy work motivation in the process of work activities.

Work motivation is a factor that should not be ignored in the world of work. According to (Siagian, 2014) In organizational life, including career life in organizations, aspects of work motivation must receive serious attention from leaders who collaborate directly with subordinates at work every day. After paying attention to how leaders apply leadership styles and work motivation in agencies to improve employee performance, it is also necessary to pay attention to how leaders implement work discipline. Work discipline can also be said to be an effort to improve employee performance in a company. Discipline can improve employee performance.

Work discipline is essentially to raise awareness for the perpetrators to carry out the tasks that have been given, where learning does not arise by itself, but must be formed through formal and non-formal education, and the motivation that exists in each employee must be developed properly. Thus, the higher the work discipline of each employee supported by skills, wages, or decent salaries, it will affect the activities of the agency itself (Harlie, 2012).

Based on the description above, it can be concluded how important leadership style, work motivation, and work discipline are to the performance of its employees. Thus, the success achieved by business entities is certainly greatly influenced by the work of their employees. Knowing the success or failure of each employee at work can be seen if institutions and agencies are able to implement and maximize employee performance appraisal systems. Human resources are classified as the main key because in all activities of business entities, humans themselves are planners, actors, and performers of achieving the goals of business entities. Based on data obtained by the author from HRD Perumda Pasar Jaya Central Jakarta for the last 3 years in 2020-2022, it is listed in Table 1 below:

Table 1. Performance Appraisal of Perumda Pasar Jaya Employees Central Jakarta

No.	Assessment Aspect	Target	Employee		
			2020	2021	2022
			Percentage	Percentage	Percentage
1.	Quality of Work	100%	90%	91%	90%
2.	Working Quantity	100%	92%	90%	88%
3.	Work Efficiency	100%	93%	92%	89%
4.	Effectiveness	100%	89%	88%	90%
	Average	100%	91%	90,25%	89,25%

From Table 1. It was obtained from the performance appraisal data that from 2020 to 2022 had decreased and did not reach the 100% employee performance target. Thus, based on the background of the problems mentioned above, the author is interested in conducting further studies with the title, "The Influence of Leadership Style, Work Motivation, and Work Discipline on Employee Performance at Perumda Pasar Jaya Central Jakarta".

RESEARCH METHODS

The type of study conducted by researchers in this study is quantitative with a focus on various phenomena that have relevant characteristics in individual lives, which are referred to as variables. This study used a survey method conducted by distributing questionnaires or questionnaires to employees working at Perumda Pasar Jaya, Central Jakarta. This method is described earlier to collect data according to research needs. The population in this study consisted of employees working in Perumda Pasar Jaya Central Jakarta, which amounted to 172 people. The sampling technique in this study uses a formula from Tarol Yamane quoted from (Unaradjan & Dollet, 2019). The population in the study included all respondents, namely employees of Perumda Pasar Jaya Central Jakarta totaling 172 people.

Tarol Yamanel Formula : $n = \frac{N}{N \cdot d^2 + 1}$

$$N \cdot d^2 + 1$$

Where: n = Number of Samples

N = Total Polpulation

d2 = Defined precision (5%)

Account:

$$n = \frac{172}{172 \cdot (0.05)^2 + 1} = 120,27$$

Rounded to 120

Based on the results of the calculations previously described, the number of samples to be used in this study is 120 respondents. Data collection methods in this study were carried out through observation, documentation studies, interviews, and questionnaires. The source of this study data is primary data consisting of answers from questionnaires regarding Leadership Style, Work Motivation, Work Discipline, and Employee Performance. The type of data used in this study is quantitative data. The data analysis technique used in this study is quantitative analysis.

RESULTS AND DISCUSSION

Test Instruments

1. Test Validity

The validity test is useful for testing questionnaires distributed to respondents and is carried out by comparing the value of r Calculate with r Table using degrees of freedom (df) = n-2 with alpha 0.05. If the Calculate r value is greater than the table r value, then the statement item or indicator described earlier is said to be valid.

Table 2. Validity Test

Variable	Statement	r	r Table	Information
		Calculate		
Style Leadership (X1)	Statement 1	0,750	0,1793	Valid
	Statement 2	0,819	0,1793	Valid
	Revelation 3	0,823	0,1793	Valid
	Revelation 4	0,749	0,1793	Valid
Variable	Statement	r	r Table	Information
		Calculate		
Kelrja Moltivation (X2)	Statement 1	0,593	0,1793	Valid
	Statement 2	0,752	0,1793	Valid
	Revelation 3	0,781	0,1793	Valid
	Revelation 4	0,715	0,1793	Valid
Variable	Statement	r	r Table	Information
		Calculate		
Kelrja Discipline (X3)	Statement 1	0,857	0,1793	Valid
	Statement 2	0,863	0,1793	Valid
	Revelation 3	0,847	0,1793	Valid
	Revelation 4	0,826	0,1793	Valid
Variable	Statement	r Hittung	r Table	Information
Kinelrja Employee (Y)	Statement 1	0,835	0,1793	Valid
	Statement 2	0,825	0,1793	Valid
	Revelation 3	0,733	0,1793	Valid
	Revelation 4	0,811	0,1793	Valid

Based on the calculation results in Table 2, it turns out that all items of the questionnaire statement submitted have a greater Total Correlation value. When compared with the table r value in the sample of N = 118, which is 0.1793. This means that all statement items on the questionnaire for the variables Leadership Style (X1), Work Motivation (X2), Work Discipline (X3), and Employee Performance variables (Y) are considered valid.

2. Reliability Test

Reliability tests are used to test the consistency of data over a period of time, in order to find out how reliable the measurements used. Reliability tests are used to determine the consistency of measuring instruments that use scales or numbers (questionnaires). The variables described earlier can be said to be reliable if the Cronbach Alpha Coefficient has a value greater than 0.6. A reliable variable means that the variables described earlier are good enough to reveal accurate and reliable data. The reliability test results can be seen in Table 3 below:

Table 3. Reliability Test

No.	Variable	Reliability	r Table	Information
1.	Leadership Style	0,791	0,6	Reliable
2.	Kelrja Moltivation	0,647	0,6	Reliable
3.	Kelrja Discipline	0,869	0,6	Reliable
4.	Kinelrja Employees	0,814	0,6	Reliable

Based on Table 3 above, it can be concluded that all statement values or indicators on the questionnaire used to measure all variables in this study are rated good. This is because all variables have a Cronbach Alpha Coefficient greater than 0.6, namely Leadership Style (X1) of 0.791, Work Motivation (X2) of 0.647, Work Discipline (X3) of 0.869, and Employee Performance (Y) of 0.814. That is, all variable values can be considered reliable or have met the reliability requirements.

Classical Assumption Test

1. Normality Test

The normality test is used to determine whether the independent variable and the dependent variable have a normal distribution or not in the regression model. The normality test can be performed using the Kolmogorov-Smirnov One-Sample Test. If the significance > 0.05, then the data has a normal distribution. However, if the significance < 0.05, then the data has no normal distribution. The normality test results can be found in the following table:

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		120
Normal Parameters, b	Melan	.0000000
	Std. Deviation	1.42068411
Most Extreme Differences	Absolute	.058
	Positive	.058
	Negative	-.057
Test Statistics		.058
Asymp. Sig. (2-tailed)		0.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on table 4 above, it can be seen that the value of Asymp Sig. (2-tailed) is 0.200. This shows that the relationship model of the dependent variable and the independent variable in this study is not normally distributed because the significance is 0.200 > 0.05.

2. Multicollinearity Test

The multicollinearity test is useful to see if in the regression model there is a correlation between independent variables. This can be measured by the value of Tolerance Value and the value of Variance Inflation Factor (VIF). If the VIF value < 10 or if the Tolerance Value > 0.1 , then multicollinearity does not occur. Good regression models do not have perfect or near-perfect correlations between variables (multicollinearity). The results of the multicollinearity test can be seen in the following table:

Table 5. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1.	(Constant)		
	Leadership Style	0.299	3.349
	Work Motivation	0.267	3.743
	Work Discipline	0.387	2.586

a. Dependent Variable: Employee Performance

Based on table 5 (Coefficients) it can be seen that the Variance Inflation Factor (VIF) of each independent variable has the following values:

- a) VIF value for Leadership Style variable (X1) of $3.349 < 10$ and Tolerance value of $0.299 > 0.10$.
- b) VIF value for Work Motivation variable (X2) of $3.743 < 10$ and Tolerance value of $0.267 > 0.10$.
- c) The VIF value for the Work Discipline variable (X3) is $2.586 < 10$ and the Tolerance value is $0.387 > 0.10$.

Thus, it can be concluded that the regression equation model does not experience multicollinearity.

3. Heteroscedasticity Test

Table 6. Heteroscedasticity Test

Coefficients ^a					
Model	Unstandardized		Standardized		
	Coefficients	Std. Error	Beta	t	Sig.
1 (Constant)	2.896	.593		4.887	.000
Style Leadership	-.018	.062	-.047	-.288	.774

Kelrja Moltivation	-.087	.069	-.217	-1.256	.212
Kelrja Discipline	-.010	.050	-.029	-.199	.842

a. Delpelndelnt Variablel: Abs

Based on the table of heteroscedasticity test results above, which was conducted using the Glejser Test, it can be said that the sig number of the variables studied is Leadership Style (X1) sig of 0.774, Work Motivation (X2) sig of 0.212, and Work Discipline (X3) sig of 0.842. So it can be concluded that the results of the heteroscedasticity test in this study stated that heteroscedasticity did not occur because all independent variables had a significance value of > 0.05.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to see the influence of the independent variable on the dependent variable. In this case the model that has been described earlier to see how much Leadership Style (X1), Work Motivation (X2), and Work Discipline (X3) to Employee Performance (Y). And the results of multiple linear regression analysis can be seen in the following table 7:

Table 7. Multiple Linear Regression Test

Coefficientsa					
Model	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.600	.954		3.775	.000
Style Leadership	.225	.099	0.237	2.263	.025
Kelrja Moltivation	.315	.112	0.312	2.817	.006
Kelrja Discipline	.267	.080	0.306	3.320	.001

a. Delpelndelnt Variablel: Kinelrja Employee

Based on the table above, it can be seen that multiple linear regression coefficients have the following regression equation:

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$$Y = 0.237 X_1 + 0.312 X_2 + 0.306 X_3$$

Information:

Y = Employee Performance

X1 = Leadership Style

X2 = Work Motivation

X3 = Work Discipline

Based on the coefficient table described earlier, the regression equation is produced as follows:

$$Y = 0.237X_1 + 0.312X_2 + 0.306*X_3$$

1. The Leadership Style variable (X1) of 0.237 means that every increase in 1 score in the Leadership Style variable will cause an increase in the level of Employee Performance by 0.237, Ceteris Paribus.
2. The Work Motivation variable (X2) of 0.312 means that every increase in 1 score in the Work Motivation variable will cause an increase in the level of Employee Performance by 0.312, Ceteris Paribus.
3. The Work Discipline variable (X3) of 0.306 means that every increase of 1 score in the Work Discipline variable will cause an increase in the level of Employee Performance by 0.306, Ceteris Paribus.

Hypothesis Test (Test t)

The hypothesis test is a useful test in seeing whether there is an influence on the variables of Leadership Style, Work Motivation, and Work Discipline on the variables of Employee Performance. The effect described earlier can be estimated using the significance value and t count. If t Count is at a significance of < 0.05, then H0 is rejected which means that the proposed hypothesis is acceptable. And the results of the hypothesis test (t test) can be seen in the following table:

Table 5. Hypothesis Test Results (t)

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1 (Constant)	3.600	.954			3.775	.000
Style Leadership	.225	.099	.237		2.263	.025
Kerja Motivation	.315	.112	.312		2.817	.006

Kelrja Discipline	.267	.080	.306	3.320	.001
a. Delpelndelnt Variabel: Kinelrja Employee					

Based on the results of the t test in the table above, the following conclusions can be drawn:

1. Testing the hypothesis of the Leadership Style (X1) variable on Employee Performance showed a calculated t value of 2.263 > t table of 1.9804 with a confidence significance level of 0.025 < 0.05 or 5%. This can be interpreted that Leadership Style has a significant and positive influence on Employee Performance in Perumda Pasar Jaya, Central Jakarta.
2. Testing the hypothesis of the variable Work Motivation (X2) on Employee Performance showed a calculated t value of 2.817 > t table of 1.9804 with a significance level of 0.006 < 0.05 or 5%. This can be interpreted that Work Motivation has a significant and positive influence on Employee Performance in Perumda Pasar Jaya, Central Jakarta.
3. Testing the hypothesis of the Work Discipline variable (X3) on Employee Performance showed a calculated t value of 3.320 > t table of 1.9804 with a significance level of 0.001 < 0.05 or 5%. This can be interpreted that Work Discipline has a significant and positive influence on Employee Performance in Perumda Pasar Jaya, Central Jakarta.

Discussion

1. The Influence of Leadership Style on Employee Performance

Leadership style as a narrative of the influence of leadership style on employee performance in every organization or agency engaged in any field is absolutely necessary. There is no effective performance if you ignore how to lead an organization or agency. Leadership style is a pattern of behavior that is designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized.

According to (Moleong, 2012) Leadership style is a form of persuasion, an art of managing and fostering the qualities of certain people, usually through human relations and appropriate motivation, so that without fear forbid to cooperate and understand to achieve everything that is the goal of the organization.

Based on the results of the study carried out, leadership style variables have a positive and significant influence on the performance of Perumda Pasar Jaya Central Jakarta employees. The leadership style variable (X1) with a value of 0.225 which means if the leadership style increases by 0.225 or 22.5% assuming another independent variable fixed value. In the t test showing the results that the value of the table t-> (2.263 > 1.9804) and a significant value of 0.025 < 0.05, it can be concluded that leadership style shows a good and real influence on employee performance.

Leadership style can improve employee performance at work, because information obtained through leadership style will help employees to better understand the obligations and tasks assigned to them. It can be concluded that leadership style buys influence on employee performance at Perumda Pasar Jaya Central Jakarta. Supported by studies conducted by (Cay, 2018) shows that leadership style has a positive and significant influence either partially or simultaneously on teacher performance in Al Azhar Bsd.

2. The Effect of Work Motivation on Employee Performance

Motivation is the set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible but contain the power to drive individuals to act in achieving goals. The drive consists of two components, namely: the

direction of behavior (work to achieve goals) and behavioral strength (how strong the individual's effort is in working) (Rivai, 2015).

Based on the results of the study conducted, the variable of Work Motivation has a positive and significant influence on the Performance of Perumda Pasar Jaya Central Jakarta Employees. Work Motivation Variable (X2) with a value of 0.315 which means if Work Motivation increases by 0.315 or 31.5% assuming another independent variable remains. The t test shows the results that the value of the table $> t$ ($2.817 > 1.9804$) and a significant value of $0.006 < 0.05$, so it can be concluded that Work Motivation positively and significantly affects Employee Performance at Perumda Pasar Jaya Central Jakarta.

Thus, Work Motivation has an influence on employee performance. This is supported by a review of studies conducted by (Susanto, 2018) which examines that Work Motivation has a positive and significant influence partially or simultaneously on performance. Therefore, it is very important for Perumda Pasar Jaya to pay attention to various factors that can affect employee motivation in order to avoid suboptimal employee performance and can improve employee performance at Perumda Pasar Jaya.

3. The Effect of Work Discipline on Employee Performance

Work discipline is essentially to raise awareness for workers to perform the tasks that have been charged, where the formation does not arise by itself, but must be formed through formal and non-formal education, and the motivation that exists in each employee must be developed properly. Thus, the higher the work discipline of each employee supported by skills, wages, or decent salaries, it will affect the activities of the agency itself (Harlie, 2012). As told (Nitismito, 1992) Work Discipline is everything around workers that can form an influence on him in carrying out the duties assigned to him.

Based on the results of the study carried out, the Work Discipline variable studied the good and real influence on the Performance of Perumda Pasar Jaya Central Jakarta Employees. Work Discipline Variable (X3) with a value of 0.267, which means if Work Discipline increases by 0.267 or 26.7% assuming other independent variables remain. The t test shows the results that the $>$ value of the table t ($3.320 > 1.9804$) and the significant value of $0.001 < 0.05$. Thus, it can be concluded that Work Discipline studies the good and real influence on Employee Performance at Perumda Pasar Jaya Central Jakarta. With the realization of good Work Discipline will ensure the productivity and smoothness of employees in completing the obligations given, which will ultimately have an impact on improving employee performance. This is supported by the results of a study (Ihsan et al., 2018) which proves that Work Discipline studies the good and real influence on employee performance at Perumda Pasar Jaya Umum Kaliwatels (RSUK) Jember.

CONCLUSION

Based on the results of the study on the Influence of Leadership Style, Work Motivation, and Work Discipline on employee performance in the Pasar Jaya Regional Government of Central Jakarta, several conclusions can be drawn as follows: 1) Based on the results of the hypothesis test, it can be seen that Leadership Style has a positive and significant influence on Employee Performance in the Central Jakarta Pasar Jaya Regional Government. 2) The results of the hypothesis test also show that Work Motivation has a positive and significant influence on Employee Performance in the Pasar Jaya Regional Government of Central Jakarta. 3) Meanwhile, based on the results of the hypothesis test, Work Discipline is also proven to have a positive and significant influence on Employee Performance in the Pasar Jaya Regional Government of Central Jakarta.

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