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The Effect of Leadership, Motivation, and Work Discipline on Employee Performance at PT. ABCD at Jakarta

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Abstract: This study aims to examine the influence of leadership, motivation, and work discipline on employee performance. The sample used was a saturated sample or population of 33 people where all employees working at PT. ABCD, North Jakarta, was used as a respondent. This study uses regression analysis with the help of IBM SPSS Statistics Version 26 as a tool used for data processing and analysis that has statistical analysis capabilities and a data management system with a graphing environment. The results of this study show that leadership has a positive and significant effect on performance with a percentage of 60.1% and a regression value of 0.479, motivation has a positive and significant effect on performance with a percentage of 59.5% and a regression value of 0.385, work discipline has a positive and significant effect on performance with a percentage of 67.2% and a regression value of 0.591. And the results of the f-test or simultaneous test showed that leadership, motivation and work discipline had a positive and significant effect simultaneously on performance with a Fcal value of 24.339 greater than Ftable 2.93 and a propriety value of 0.000 smaller than a significant value of 0.05.

Keywords: Leadership, Motivation, Work Discipline, Performance

INTRODUCTION

Indonesia's quality human resources are indispensable in the current era of development, especially in the face of an increasingly global and competitive life scenario. This unfavorable position is due to the lack of strong Human Resources (HR) capabilities and the ability to compete with other countries, especially in making life improvements. Although these developments pose difficulties for today's young generation, known as the millennial generation, many people still do not realize it. Moreover, millennials face unique difficulties in the current Digital Revolution (Tugiah & Jamilus, 2022).

The most important resource in achieving organizational progress and national development of a nation is human resources (HR). a country's human resources are a real asset, when compared to other production variables, the majority of industrialized countries in the world pay great attention to this HR component because it is a valuable asset. Thus, the key to socio-economic

and political development and the achievement of organizational goals cannot be denied is the development of human resources as the motor driving national growth and development. Three changes have occurred in HR management over the past fifty years: personnel management, human resource management, and human resource management (HCM). (Siregar, 2020)

Human resources are one of the most important factors to determine the success of the organization, by making human resources in accordance with the required standards, namely providing leadership, motivation and good work discipline, it will make a resource that is in accordance with what is needed. Through careful Human Resources planning, the work productivity of the existing workforce can be improved. This can be realized through adjustments. Such as increased leadership, motivation and good work discipline, so that each employee can produce something that is directly related to the interests of the organization. (Sony Eko Adisaputro, 2020)

In the current era, every organization is required to carry out the dynamics of change. Therefore, every organization is required to be able to improve performance. One strategy is to have good human resources and be able to carry out tasks as well as possible. Human resources are the most valuable, unique, purest, and difficult to estimate assets of an organization/agency. The role and function of human resources cannot be replaced by other resources because human resources are vital organizational assets. In achieving its goals, an organization needs human resources as system managers. For this system to function, of course, its management must pay attention to several important aspects such as leadership, motivation, performance, and other aspects (Tugiah & Jamilus, 2022).

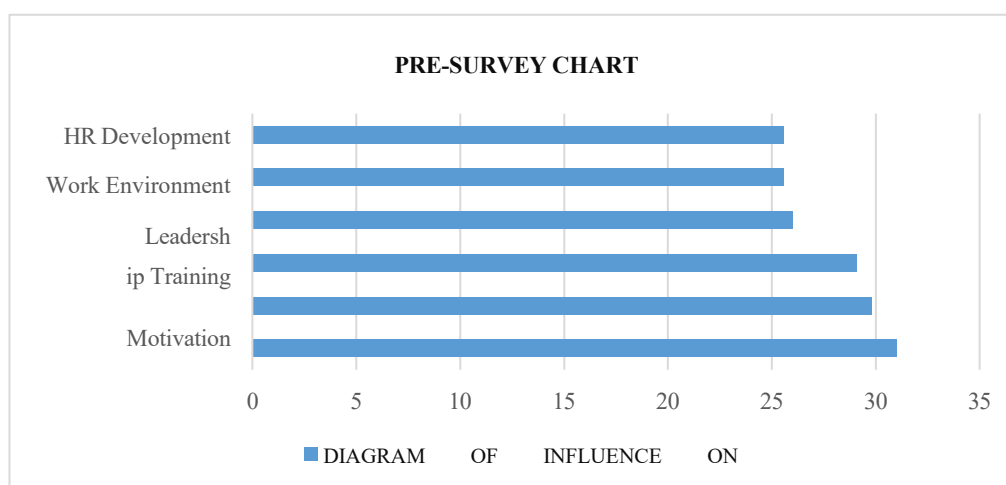


Figure 1. Diagram of Pre-Survey Results

The diagram above shows that there are three highest indicators that have a big influence on performance, the first highest indicator is work discipline with a score of 31.0 and the second highest indicator is motivation with a score of 29.8 then the third highest indicator is leadership with a score of 29.2, while the influence of the other three indicators, namely training, work environment and HR development, both have an influence on performance but are less dominant and not greater than work discipline, motivation and leadership. The diagram is obtained from the results of a Pre-survey conducted to employees at PT. ABCD in November 2024.

PT. ABCD needs human resources who have strong performance to support employee performance in achieving goals and helping the company achieve its goals. the achievement of PT. ABCD employee performance is presented below:

Table 1. Recapitulation of KPI (Key Performance Indicator) Employees of PT. ABCD Year 2022-2024

NO	ELEMENT S ASSESSED	YEAR 2022		YEAR 2023		YEAR 2024	
		TARGET	REALIZATIO	TARGET	REALIZATIO	TARGET	REALIZATIO
		N		N		N	
1	<i>Attitude</i>	100%	98%	100%	92%	100%	96%
2	<i>Capability</i>	100%	91%	100%	83%	100%	80%
3	<i>Knowledge</i>	100%	88%	100%	76%	100%	72%
4	<i>Loyalty</i>	100%	73%	100%	68%	100%	59%
5	<i>Presentation</i>	100%	84%	100%	79%	100%	71%
Average		100%	87%	100%	80%	100%	76%

 Source: *Key Performance Indicators* PT. ABCD

Table 1. above shows that PT. ABCD for the period 2022-2024 as a whole has five elements of work assessment. The average realization of the specified target has decreased by 87% in 2022, 80% in 2023, and 76% in 2024.

One of the elements that affect performance is work discipline (Kristianti et al., 2021). According to him, work discipline is a concept that urges employees to behave consistently and behave in accordance with established guidelines.

This requires a more in-depth examination of PT. ABCD. The following table displays the Work Discipline table based on available data:

Table 2. PT. ABCD Employee Attendance Timeliness 2022-2024

NO	MONTHS	YEAR 2022		YEAR 2023		YEAR 2024	
		TARGET	REALIZATIO	TARGET	REALIZATIO	TARGET	REALIZATION
		N		N		N	
1	January	100%	90%	100%	92%	100%	87%
2	February	100%	87%	100%	89%	100%	85%
3	March	100%	87%	100%	85%	100%	83%
4	April	100%	70%	100%	87%	100%	84%
5	May	100%	89%	100%	91%	100%	86%
6	June	100%	85%	100%	94%	100%	79%
7	July	100%	70%	100%	90%	100%	76%
8	August	100%	87%	100%	83%	100%	81%
9	September	100%	79%	100%	79%	100%	83%
10	October	100%	80%	100%	80%	100%	86%
11	November	100%	67%	100%	88%	100%	85%
12	December	100%	90%	100%	94%	100%	89%
Average		100%	82%	100%	88%	100%	84%

Source: PT. ABCD

Based on table 1.2 above, work discipline is still inconsistent, as seen from the ups and downs in the average realization of the targets set, namely 82% in 2022, 88% in 2023, and 84% in 2024. Therefore, employee work discipline can be said to be below standard. Employee performance and work discipline have a relationship as evidenced by the things mentioned above. (Nurjaya, 2021) believes that motivation is what drives people to use their skills to achieve company goals.

This means that more research is needed on the motivation of PT. ABCD employees. The following table displays the Motivation table based on the available data:

Table 3. Motivation Data of PT.ABCD Year 2022-2024

Year 2022				
No.	Types of Motivation	Employees	Realized	Percentage
1	Supervision	49	47	95%

2	Salary	49	49	100%
3	Work Environment	49	49	100%
4	Status	49	18	36%
Average		49	40,75	83%
Year 2023				
No.	Types of Motivation	Employees	Realized	Percentage
1	Supervision	46	40	87%
2	Salary	46	46	100%
3	Work Environment	46	46	100%
4	Status	46	9	19%
Average		46	35,25	77%
Year 2024				
No.	Types of Motivation	Employees	Realized	Percentage
1	Supervision	44	39	88%
2	Salary	44	44	100%
3	Work Environment	44	44	100%
4	Status	44	26	59%
Average		44	38,25	87%

Source: PT.ABCD

Table 3 above shows that motivation at PT. ABCD is below standard. This can be seen from the ups and downs of the average achievement of predetermined goals, namely 83% in 2022, 77% in 2023, and 87% in 2024. It can be concluded that employee performance is influenced by motivation.

Leadership according to (Efendi, 2020) is the capacity to persuade followers to work together to achieve organizational goals.

Table 4. Leadership Data of PT. ABCD 2022-2024

Year 2022				
Indicator	Description	Target	Realization	Results
Recruitment	New employee performance in 3 months	72 days	72 days	100%
Training & Development	Difference in productivity levels before and after training	14 days	14 days	100%
Performance & Career Management	Employees follow career coaching program (%)	100%	85%	85%
Employee retention & Productivity	Employees who left within a certain period of time (%)	5%	4%	4%
Average				72%
Year 2023				
Indicator	Description	Target	Realization	Results
Recruitment	New employee performance in 3 months	72 days	72 days	100%
Training & Development	Difference in productivity levels before and after training	14 days	14 days	100%
Performance & Career Management	Employees follow career coaching program (%)	100%	80%	80%
Employee retention & Productivity	Employees who left within a certain period of time (%)	5%	3%	3%
Average				71%
Year 2024				
Indicator	Description	Target	Realization	Results

<i>Recruitment</i>	New employee performance in 3 months	72 days	72 days	100%
<i>Training & Development</i>	Difference in productivity levels before and after training	14 days	14 days	100%
<i>Performance & Career Management</i>	Employees follow career coaching program (%)	100%	90%	90%
<i>Employee retention & Productivity</i>	Employees who left within a certain period of time (%)	5%	6%	6%
Average				74%

Source: PT. ABCD

The average realization of the specified target increased by 72% in 2022, decreased by 71% in 2023, and then increased by 74% in 2024, this shows that leadership at PT. ABCD is not optimal according to the data results in table 1.4 above. It can be concluded that leadership has an influence on employee performance, but it is still not optimal.

Based on the description and analysis of the significance of work discipline, motivation, and leadership on employee performance, the authors are interested in conducting additional research on the topic. The findings of this research are published in a scientific work in the form of a thesis entitled "**The Effect of Leadership, Motivation, and Work Discipline on Employee Performance Case Study at PT. ABCD**".

Problem Formulation

Based on the background of the problems that have been discussed in this thesis, especially on leadership, motivation, work discipline, and performance, the following problem formulation is made:

1. Does leadership have a positive and significant effect on the performance of PT. ABCD employees?
2. Does motivation have a positive and significant effect on the performance of employees of PT. ABCD?
3. Does Work Discipline have a positive and significant effect on Employee Performance of PT. ABCD?
4. Do Leadership, Motivation and Work Discipline simultaneously have a positive and significant effect on the performance of employees of PT. ABCD?

METHOD

This research is quantitative research. Quantitative research is a method for testing certain theories by examining the relationship between variables, namely Leadership, Motivation and Work Discipline on employee performance. These variables are measured (usually with research instruments) so that data consisting of numbers can be analyzed based on statistical procedures. Quantitative research can also be interpreted as a research method based on the philosophy of *positivism*, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses.

The research uses descriptive and verification analysis which aims to test whether there is an influence of Leadership, Motivation and Work Discipline on employee performance, as well as testing the hypothesis whether the hypothesis is accepted or rejected. The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

The population of this study were 36 people at PT. ABCD. Sampling in this study was 33 people, obtained using the slovin formula. The types and sources of data in this study are divided into two, namely primary data and secondary data. In this study the authors determined the data by distributing questionnaires and interviews directly to respondents who were actually

employees at PT. ABCD. To obtain data and information as reference material in this study, the data collection method used is a questionnaire. In simple terms, a questionnaire is a method of collecting data by the author asking questions online to someone (informant or respondent). The analysis tool uses IBM SPSS Statistics Version 26.

The tests carried out are validity, reliability, classical assumptions, normality, multicollinearity, heteroscedasticity, auto correlation, t test, f test, r-square and hypothesis testing.

RESULT AND DISCUSSION

Results

1. Validity Test

If the correlation coefficient value of the statement item being tested is greater than r-critical 0.344. Then it can be concluded that the statement item is a valid *construct*. The results of the questionnaire validity test for the variables studied are presented in the following:

Table 5. Result of Validity Test of Leadership Variable (X₁)

No.	Validity Results	Validity Standard	Description
1	0,766	0,344	VALID
2	0,844	0,344	VALID
3	0,832	0,344	VALID
4	0,795	0,344	VALID
5	0,724	0,344	VALID
6	0,734	0,344	VALID
7	0,666	0,344	VALID

Source: Results of questionnaire data processed using SPSS

Based on the results of calculating the validity of the data using the SPSS 26 application, it is found that the leadership variable at PT. ABCD has met the criteria or can be called valid because the validity result score exceeds 0.344. The result of r count is greater than r table.

Table 6. Results of the Motivation Variable Validity Test (X₂)

No.	Validity Results	Validity Standard	Description
1	0,727	0,344	Valid
2	0,755	0,344	Valid
3	0,556	0,344	Valid
4	0,690	0,344	Valid
5	0,703	0,344	Valid
6	0,763	0,344	Valid
7	0,740	0,344	Valid
8	0,469	0,344	Valid

Based on the results of calculating the validity of the data using the SPSS 26 application, it is found that the motivation variable at PT. ABCD has met the criteria or can be called valid because the validity result score exceeds 0.344. The result of r count is greater than r table.

Table 7. Result of Validity Test of Work Discipline Variable (X₃)

No.	Validity Results	Validity Standard	Description
1	0,661	0,344	VALID
2	0,547	0,344	VALID
3	0,502	0,344	VALID
4	0,587	0,344	VALID
5	0,595	0,344	VALID
6	0,559	0,344	VALID
7	0,602	0,344	VALID
8	0,600	0,344	VALID

Source: Results of questionnaire data processed using SPSS

Based on the results of calculating the validity of the data using the SPSS 26 application, it is found that the work discipline variable at PT. ABCD has met the criteria or can be called valid because the validity result score exceeds 0.344. The result of r count is greater than r table.

Table 8. Results of the Validity Test of the Performance Variable (Y)

NO	VALIDITY RESULTS	VALIDITY STANDARD	DESCRIPTION
1	0,765	0,344	VALID
2	0,631	0,344	VALID
3	0,771	0,344	VALID
4	0,768	0,344	VALID
5	0,651	0,344	VALID
6	0,758	0,344	VALID
7	0,729	0,344	VALID
8	0,566	0,344	VALID
9	0,678	0,344	VALID
10	0,599	0,344	VALID

Source: Results of questionnaire data processed using SPSS

Based on the results of calculating the validity of the data using the SPSS 26 application, it is found that the performance variable at PT. ABCD has met the criteria or can be called valid because the validity result score exceeds 0.344. The result of r count is greater than r table.

2. Reliability Test

Table 9: Reliability Test Results

Variables	Cronbach's Alpha	r-Table	N of items	Description
Leadership	0,889	0,600	8	Reliable
Motivation	0,832	0,600	8	Reliable
Work Discipline	0,714	0,600	8	Reliable
Performance	0,876	0,600	10	Reliable

Source: Results of Questionnaire Data processed Using SPSS

Based on the table above, it is known that the Cronbach's Alpha of each variable is greater than the r-table, it can be concluded that the reliability of the Leadership, Motivation, Work Discipline and Performance variable instruments is declared reliable because the value is in the category > 0.60 to 1.00.

3. Normality Test

A. P-Plot Graph

It is said to be a normal distribution if the data or points spread around the diagonal line and follow the direction of the diagonal line. Conversely, the data is said to be not normally distributed, if the data or points spread far from the line or do not follow the diagonal.

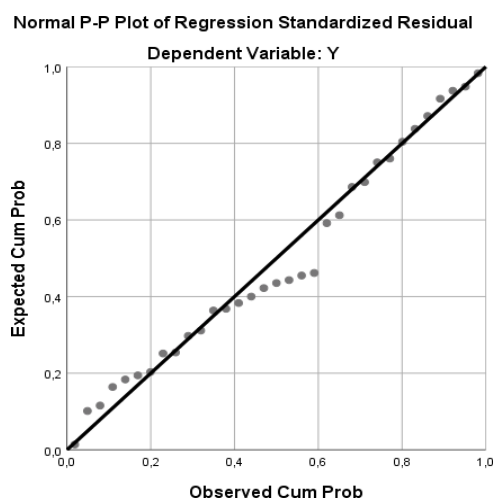


Figure 1. P-Plot Diagram

Based on the P-Plot graph above, it can be seen that the distribution is close to the diagonal line of the graph and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality.

B. Kolmogorov-Smirnov

Kolmogorov-Smirnov Table 10.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		33
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,50391842
Most Extreme Differences	Absolute	,146
	Positive	,146
	Negative	-,061
Test Statistic		,146
Asymp. Sig. (2-tailed)		,070 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on table 10 Kolmogorov Smirnov above, it can be seen that the value of *asymp. sig. (2-tailed)* of 0.070 is greater than 0.05, so it can be said that the data has a normal distribution.

4. Multicollinearity Test

Multicollinearity test in research aims to determine whether the regression model found a correlation (relationship) between independent variables or independent variables. A good regression model should not have a correlation between the independent variables or there are no symptoms of multicollinearity. The decision-making basis of the multicollinearity test is as follows: 1) If the Tolerance Value > 0.10 and VIF < 10 = No Multicollinearity occurs; 2) If the Tolerance Value < 0.10 and VIF > 10 = Multicollinearity occurs.

Table 11: Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		

LEADERSHIP	,876	1,142
MOTIVATION	,611	1,638
WORK DISCIPLINE	,615	1,626
a. Dependent Variable: PERFORMANCE		

Source: Questionnaire data processed using SPSS

Based on table 11, it is known that the Tolerance value of the leadership, motivation and work discipline variables is greater than 0.10 and the VIF value of the leadership variable (X1) is 1.142, the VIF value of motivation (X2) is 1.638, and the VIF value of work discipline (X3) is 1.628 smaller than the VIF value <10 , it can be concluded that there is no multicollinearity.

5. Heteroscedasticity Test

A. Glejser Test

The Glejser test is performed by regressing the independent variable on the *absolute* value of its residuals on the dependent variable. The criteria used to state whether heteroscedasticity occurs or not among observational data can be explained using the significance coefficient. The significance coefficient should be compared with the previously set significance level (5%). If the significance coefficient is greater than the set significance level, it can be concluded that there is no heteroscedasticity (homoscedasticity). If the significance coefficient is smaller than the set significance level, it can be concluded that heteroscedasticity occurs.

Table 12. Heteroscedasticity Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	,183	2,436		,075
	LEADERSHIP	-,062	,061	-,193	-1,020
	MOTIVATION	,087	,098	,202	,892
	DISIPLINKERJA	,079	,119	,150	,664

a. Dependent Variable: ABS RES

Source: Questionnaire data processed using SPSS

Based on Table 12, it is known that the *Sig.* Glejser value of leadership (X1) is $0.316 > 0.05$, then the *Sig.* value. Glejser value of motivation (X2) is $0.380 > 0.05$, and the *Sig.* value. Glejser value of work discipline (X3) is $0.512 > 0.05$ It is known that the entire *Sig.* Glejser value of each independent variable above 0.05, it is concluded that heteroscedasticity does not occur.

B. Scatterplot Graph Test

To visually determine whether heterosity exists, examine the scatterplot graph that shows whether heterosity occurs. Heterosities are indicated by certain patterns, such as dots that widen and then narrow to form a wavy pattern. The results of the Scatterplot Graph test are shown in the following figure:

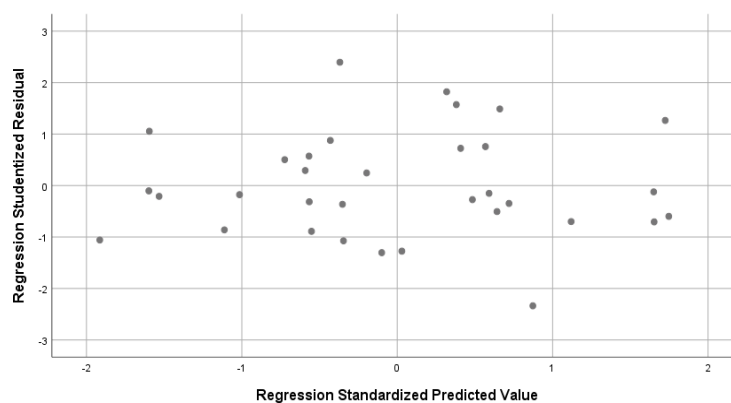


Figure 2. Scatterplot Graph

As can be observed from Figure 2, the scatterplot graph does not have a clear structure as the points are randomly scattered above and below zero. Thus, it can be said that this model does not contain heteroscedasticity

6. Autocorrelation Test

The autocorrelation test in this study uses the Durbin-Watson test. The following are the results based on the Durbin-Watson test:

Table 13. Autocorrelation Test Results

Table 15: Autocorrelation Test Results					
Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,846a	,716	,686	3,68070	2,309
a. Predictors: (Constant), WORK DISCIPLINE, LEADERSHIP, MOTIVATION					
b. Dependent Variable: PERFORMANCE					

Source: Questionnaire data processed using SPSS

- 1) If $DU < DW < 4 - DU$ then the null hypothesis is rejected, meaning there is autocorrelation.
- 2) If $DU < DW < 4 - DU$ then the null hypothesis is accepted, meaning there is no autocorrelation.

The results of the Durbin Watson Auto Correlation Test are as follows: Based on Table 13. states that the statistical value of the Durbin-Watson test is smaller than DU and smaller than $4 - DU$ with the results of $1.6511 < 2.309 < 2.3489$, the non-autocorrelation assumption is met. In other words, there are no autocorrelation symptoms.

7. Multiple Linear Regression Analysis

The use of multiple linear regression analysis is intended to determine the effect of independent variables commonly referred to as X , namely leadership variables (X_1), motivation variables (X_2) and work discipline (X_3) on the dependent variable commonly referred to as Y , namely Performance (Y). The table below is the result of multiple linear regression analysis as follows:

Table 14. Multiple Linear Regression Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	4,668	4,375		-1,067
	LEADERSHIP	,479	,109	,464	4,390
	MOTIVATION	,385	,176	,277	2,185
	WORK DISCIPLINE	,591	,213	,349	2,768
a. Dependent Variable: PERFORMANCE					

Source: Questionnaire Data Processed Using SPSS

Based on table 14, it shows that the multiple linear regression equation is obtained as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

$$Y = 4.668 + 0.479X_1 + 0.385X_2 + 0.591X_3 + e$$

Based on this equation, it can be interpreted as follows:

- 1) It is known that the regression coefficient value of the leadership variable (X1) is 0.479, which is positive. This means that when leadership (X1) increases by 1 unit, performance (Y) tends to increase by 0.479.
- 2) It is known that the regression coefficient value of the motivation variable (X2) is 0.385, which is positive. This means that when motivation (X2) increases by 1 unit, performance (Y) tends to increase by 0.385.
- 3) It is known that the regression coefficient value of the work discipline variable (X3) is 0.591, which is positive. This means that when work discipline (X3) increases by 1 unit, performance (Y) tends to increase by 0.591.

8. Hypothesis Testing

Hypothesis testing consists of Test t (Partial) and Test f (Simultaneous) which aims to determine whether or not there is an influence of leadership, motivation and work discipline on employee performance at PT. ABCD.

A) Partial Test (T Test)

To determine the significance of the partial influence of leadership, motivation and work discipline variables on performance, statistical testing is needed. So to test it, the following statistical hypothesis is used:

Table 15. Partial Test (T Test)

Table 13: Partial Test (t-Test)						
Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4,668	4,375		1,067	,295
	LEADERSHIP	,479	,109	,464	4,390	,000
	MOTIVATION	,385	,176	,277	2,185	,037
	WORK DISCIPLINE	,591	,213	,349	2,768	,010
a. Dependent Variable: PERFORMANCE						

a. Dependent Variable: PERFORMANCE

Source: Questionnaire data processed using SPSS

$$T_{table} = t(a/2; n - k)$$

$$= t(0,05/2; 33 - 4)$$

$$= t(0,025; 29)$$

$$= 2,045$$

Below are the results of the calculations in the Partial Test table, namely:

- 1) Testing leadership against performance from table 4.18 obtained the value of Thitung for the leadership variable (X1) of 4.390 with a significant 0.000, then it will be compared with the value of Ttabel of 2.045, the results obtained Thitung greater than Ttabel (4.390 > 2.045) and a significant level of 0.000 < 0.05 then Ho is rejected and Hi is accepted, so it can be concluded that there is a partial influence on leadership on performance.

- 2) Testing motivation on performance from table 4.18 obtained the value of Thitung for the motivation variable (X2) of 2.185 with a significant 0.037, then it will be compared with the value of Ttabel of 2.045, the results obtained Thitung greater than Ttabel (2.185 > 2.045) and a significant level of 0.037 < 0.05 then Ho is rejected and Hi is accepted, so it can be concluded that there is a partial influence on motivation on performance.
- 3) Testing work discipline on performance from table 4.18 obtained the value of Thitung for the work discipline variable (X3) of 2.768 with a significant 0.010, then it will be compared with the value of Ttabel of 2.045, the results obtained Thitung greater than Ttabel (2.768 > 2.045) and a significant level of 0.010 < 0.05 then Ho is rejected and Hi is accepted, so it can be concluded that there is a partial influence on work discipline on performance.
- 4) The effect of leadership on performance
 - a) Ho: $\rho_{yx1} = 0$ means that leadership has no effect on the performance of PT.ABCD employees.
 - b) Hi: $\rho_{yx1} \neq 0$ means leadership affects the performance of PT.ABCD employees.
- 5) The effect of motivation on performance
 - a) Ho: $\rho_{yx2} = 0$ means that motivation has no effect on the performance of employees of PT. ABCD.
 - b) Hi: $\rho_{yx2} \neq 0$ means that motivation affects the performance of employees of PT. ABCD.
- 6) The effect of work discipline on performance
 - a) Ho: $\rho_{yx3} = 0$ means that work discipline has no effect on the performance of PT. ABCD employees.
 - b) Hi: $\rho_{yx3} \neq 0$ means that work discipline affects the performance of PT.ABCD employees.

B) Simultaneous Test (F Test)

This F test is used simultaneously to test how much influence leadership, motivation and work discipline have on performance using the following statistical hypothesis:

Table 16. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	989,182	3	329,727	24,339	,000b
	Residuals	392,878	29	13,548		
	Total	1382,061	32			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), WORK DISCIPLINE, LEADERSHIP, MOTIVATION						

Source: Questionnaire data processed using SPSS

F-table: F (k-1 ; n-k)

F = (4-1; 33-4)

F = (3 ; 29)

F = 2.93

From the table above, it can be seen that Fcount is 24.339 greater than Ftable 2.93. This means that Ho is rejected and Hi is accepted. In addition, it can also be seen from the comparison of the probability of 0.000, the value is smaller than the significant value of 0.05 (0.000 < 0.05), meaning that Ho is rejected and Hi is accepted. So it can be concluded that the variables of leadership, motivation and work discipline simultaneously have a significant effect on performance.

- 1) $H_0: \rho_{yx1} = \rho_{yx2} = \rho_{yx3} = 0$ means that there is no influence between leadership, motivation and work discipline on performance.
- 2) $H_1: \rho_{yx1} = \rho_{yx2} = \rho_{yx3} = 0$ means that there is an influence between leadership, motivation and work discipline on performance.

9. Coefficient of Determination

The Coefficient of Determination is the coefficient used to determine the magnitude of the contribution of independent variables to changes in related variables. After being tested and proven that leadership, motivation and work discipline affect performance. The calculation of Determination will calculate how much influence the variables of leadership, motivation and work discipline have on performance, the table below is the result of the calculation of the coefficient of Determination as follows:

Table 17. Results of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,846a	,716	,686	3,68070
a. Predictors: (Constant), WORK DISCIPLINE, LEADERSHIP, MOTIVATION				
b. Dependent Variable: PERFORMANCE				

Source: Questionnaire data processed using SPSS

To find out how much the simultaneous influence of the independent variables, namely leadership, motivation and work discipline on the performance variable can be seen from the amount of *adjusted R Square* on the summary model, here is how to calculate the coefficient of determination using the formula:

$$K_d = \text{Adjusted } R \text{ Square} \times 100\%$$

Then,

:

$$K_d = 0.686 \times 100\%$$

$$K_d = 68.6\%$$

The coefficient of determination shows the influence between leadership, motivation and work discipline variables on employee performance at PT. ABCD obtained is 68.6% with a high category.

Discussion

1. Effect of Leadership on Performance

Based on the results of research and data processing that has been carried out on the leadership variable (X1) has an influence on performance (Y) with a regression coefficient of 0.479. This means that leadership is an independent or independent variable which, if increased, will increase performance. Thus the hypothesis in this study can be proven that leadership affects performance at PT. ABCD.

Descriptively, the leadership variable is in the medium category with a percentage of 60.1%, however, there are still weak aspects, namely regarding the lack of support from the leadership to its employees in carrying out work.

It can be concluded that leadership roles can make employees more motivated and more confident in completing work.

2. Effect of Motivation on Performance

Based on the results of research and data processing that has been carried out on the motivation variable (X1) has an influence on performance (Y) with a regression coefficient of

0.385. This means that motivation is an independent or independent variable which, if increased, will increase performance. Thus the hypothesis in this study can be proven that motivation affects performance at PT. ABCD.

Descriptively, the motivation variable is in the medium category with a percentage of 59.5%, however, there are still weak aspects, namely regarding the bonuses obtained by employees that are not in accordance with the work achieved by employees.

It can be concluded that motivation can make employees more motivated and more totality in completing work.

3. Effect of Work Discipline on Performance

Based on the results of research and data processing that has been carried out on the work discipline variable (X3) has an influence on performance (Y) with a regression coefficient of 0.591. This means that work discipline is an independent or independent variable which, if increased, will increase performance. Thus the hypothesis in this study can be proven that work discipline affects performance at PT. ABCD.

Descriptively, the motivation variable is in the medium category with a percentage of 67.2%, however, there are still weak aspects, namely regarding working hours that are still inconsistent with frequent extensions or overtime.

It can be concluded that work discipline can make employees more obedient and compliant with the rules and policies imposed by the company.

CONCLUSION

Based on the results of data analysis and discussion of research on, "**The Effect of Leadership, Motivation and Work Discipline on Employee Performance**". Then there are important points that can be used as conclusions, including the following:

1. The results showed that leadership has a positive and significant effect partially on employee performance at PT. ABCD. This is evidenced by the regression coefficient value of 0.479.
2. The results showed that motivation has a positive and significant effect partially, on employee performance at PT. ABCD. This is evidenced by the regression coefficient value of 0.385.
3. The results showed that work discipline has a positive and significant effect partially on employee performance at PT. ABCD. This is evidenced by the regression coefficient value of 0.591.
4. The results of the Simultaneous Test (Test f) show that the variables of leadership, motivation and work discipline have a significant positive effect simultaneously on performance with a calculated F value of 24.339 greater than the F table 2.93, then the probability value of 0.000 is smaller than the significant value of 0.05.

Based on the results of data analysis and discussion of research on, "**The Effect of Leadership, Motivation and Work Discipline on Employee Performance**". Then there are important points that can be used as suggestions from researchers for companies and academics, including the following: 1) Based on the results of the research distribution on the leadership variable (X1) of 8 statement items with a percentage of 60.1% in the moderate category, it is known that the first lowest value of 52.1% is in the 4th item with the statement "My leader provides support to employees in doing work". Therefore, the researchers suggest that leaders can pay more attention to their employees in providing support and opportunities in carrying out work, this certainly greatly affects the performance of these employees; 2) Based on the results of the research distribution on the motivation variable (X2), there are 8 statement items with a percentage of 59.5% in the moderate category, it is known that the first lowest value of 50.9% is in the 2nd item with the statement "The bonus I received was in accordance with my

achievements". Therefore, the researchers suggest that the company hold a *crew of the month* every month in order to provide opportunities for competent employees to get bonuses for the work that has been achieved; 3) Based on the results of the research distribution on the work discipline variable (X3) as many as 8 statement items with a percentage of 67.2% in the moderate category, it is known that the first lowest value of 50.3% is found in the 2nd item with the statement "I always go home according to the provisions of the working hours at the place of work".

I work". Therefore, suggestions from researchers that companies and leaders can maximize job completion time and assign tasks to employees to avoid long overtime hours; 4) Based on the results of the research distribution on the Performance variable (Y) of 10 question items, a percentage of 63.3% in the moderate category, it is known that the lowest value of 50.3% is found in the 1st statement item with the statement "I can complete a large amount of work". Therefore, the researchers suggest that companies and leaders can emphasize quantity standards continuously and provide special training in order to create good work results according to the standards and targets set by the company.

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