

The Influence of Leadership Style, Work Motivation, and Work Discipline on Employee Performance at PT Mega Buana Karya Sukses

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<p>Article Information:</p>	<p>Abstract</p>
<p>Keywords: <i>Leadership Style</i> <i>Work Motivation</i> <i>Work Discipline</i> <i>Employee Performance</i></p>	<p><i>The primary goal of this study is to determine how different types of leadership, employee motivation, and workplace discipline affect productivity at PT Mega Buana Karya Sukses. A total of 38 employees participated as respondents in this survey. A saturation sampling strategy was employed in this investigation. Quantitative methods based on a causal model were used in the investigation. This study employed SPSS 26 to conduct its statistical analysis, which included multiple linear regression. Employee performance was positively affected by leadership style, job motivation, and work discipline, according to the research.</i></p>
<p>Article History: Received : October, 10 2024 Revised : November, 15 2024 Accepted : December, 25 2024</p>	
<p>Cite This Article: Azahra, S. A., & Widigdo, A. M. N. (2025). The influence of leadership style, work motivation, and work discipline on employee performance at PT Mega Buana Karya Sukses. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(1), 43-52. doi: http://dx.doi.org/10.22441/indikator.v9i1.30796</p>	

INTRODUCTION

As industrialization and technology advances, competition for market share in the business world is becoming increasingly tight. To help the company in achieve its goals, human resources who have competence in their fields and have good performance are needed. People are a company's most valuable asset since their level of effort and dedication determines how successful the business is (Darmawati et al., 2013).

According to Kasmir (2016), there are a number of elements that could affect an employee's productivity on the job. Knowledge, leadership, leadership style, organizational culture, job happiness, work environment, loyalty, dedication, discipline, and virtuosity are all part of this. So are skills and virtuosity.

PT Mega Buana Karya Sukses is one of the construction services companies that has been built since 2010 and has contributed to Indonesia's development and has completed various commissioned projects, ranging from surveys and fields investigations, technical planning, construction supervision to operations, maintenance and evaluation of post-construction performance and benefits. In 2020-2021, PT Mega Buana Karya Sukses experienced a decline in employee performance which was marked by delays in completing project work that did not meet the predetermined targets

Table 1. PT Mega Buana Karya Sukses Project Data for 2020-2021

No.	Projects	Project Specifications	Achievement (Target)	Achievement (Real)
1.	Renovation Villa 'Masara' Bali, Canggü.	10x20m2	4 Month	4 Month 17 Day
2.	MEP Work PDAM Tirta Asasta Depok	20x30m2 (4 Floors)	6 Month	7 Month
3.	Home Industry Development in Pesanggrahan, South Jakarta	22x33m2 (2 Floors)	8 Month	8 Month
4.	Renovation "Kantor Kementerian Agama RI Direktorat Penyelenggaraan Haji & Umrah"	17x24m2 (2 Floors)	2 Month	2 Month 14 Day

According to the findings of a preliminary study that included 15 participants, leadership style, work motivation, and work discipline are the three most important variables that shape the performance of PT Mega Buana Karya Sukses's employees.

Previous studies have demonstrated that strong leadership, intrinsic motivation, and job discipline positively affect performance (Mistina, 2018; Razak, Sarpan & Ramlan, 2018). Meanwhile, according to Tamarindang, Manneke & Pandowo (2017) and Wijaya (2018) shows that performance is unaffected by leadership style and job motivation but, job discipline has an impact on performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Performance

Priansa (2017) employees' performance is a reflection of the work they have created. A proper evaluation of the things that happen may be done by keeping track of these outcomes to see how well they measure up to the performance goals. Meanwhile, Edison (2016) performance is the outcome of a process that is used as a reference and measured within a certain period of time against previously established provisions or contracts. Wirawan (2015) the factors that influence performance are intrinsic factors namely individual personality and extrinsic factors, namely leadership, system, team, situational and conflict.

The Impact of Leadership Style on Performance

Aquinas (2011) leadership entails directing a group toward the accomplishment of collective objectives. Leadership is shown as a process in which the leader chooses and achieves specified goals by ordering or influencing the work of others. Leadership style, according to Geier (2016), is a set of behavioral norms employed by an individual to influence the actions of others, particularly those under their supervision. In 2018, Hasibuan There are three main approaches to leadership, and they are authoritarian, participative, and delegative.

Research conducted by AsrarulHaq & Kuchinke (2016), Aunga & Masare (2017), Siswanto & Hamid (2017), Efendi (2020) and Febryandoko & Widigdo (2021) shows that leadership style affect performance. The wording of the hypothesis is:

H1: "Leadership style had a positive impact on performance".

The Impact of Work Motivation on Performance

Robin (2015) a person's level of passion, strategy, and tenacity in pursuit of a goal are all products of their motivation. At the same time, according to Siagian (2015), motivation is a mental state that may inspire, activate, or move people, and that can serve as a channel for the attitudes, behaviors, and activities that are consistently linked to reaching one's objectives. Efforts to satisfy a person's wants in order to boost motivation must take into account the following: the need for power, the need for affiliation, and the need for success (Robbins and Judge, 2015).

Research conducted by Susmiati & Herawati (2017), Rismayandi (2018), Mistina (2018), Suprpto & Widigdo (2021) and Zulkarnain & Pogo (2021) demonstrates that intrinsic motivation at work affects output. The wording of the hypothesis is:

H2: "Work motivation had a positive impact on performance".

The Impact of Work Discipline on Performance

Hasibuan (2018) workplace discipline is the degree to which an employee is cognizant of and able to adhere to all applicable workplace policies and social standards. The company's objectives will be difficult to attain in the absence of strong staff discipline. Work discipline, according to Sinambel (2018), is the ability to stick to a schedule, work continuously and diligently, and follow regulations without straying from them.

Research conducted by Susilo & Manalu (2017), Razak, Sarpan & Ramlan (2018), Ekhsan (2019), Ichsan, et al (2020) and Aldawiyah & Suprpto (2022) shows that work discipline affect performance. The wording of the hypothesis is:

H3: "Work discipline had a positive impact on performance".

RESEARCH METHOD

The causal quantitative technique is employed in this study. Using a saturation sampling technique, this research drew 38 respondents from the population of 38 employees of PT Mega Buana Karya Sukses. The research tool, meantime, was a questionnaire that utilized a likert scale ranging from 1 to 5. Using SPSS 26 software, the data is processed to determine if there are correlations between other variables. Multiple linear regression analysis is the data analytic approach utilized to evaluate the hypothetical in this research.

RESULT AND DISCUSSION

Table 2. Test Results of Validity

Variables	Item	Rcount	Rtable	Details
Leadership Style X1	LS1	0,818	0,320	Valid
	LS2	0,888	0,320	
	LS3	0,920	0,320	
Work Motivation X2	WM1	0,760	0,320	Valid
	WM2	0,755	0,320	
	WM3	0,716	0,320	
	WM4	0,831	0,320	
	WM5	0,812	0,320	
	WM6	0,825	0,320	
Work Discipline X3	WD1	0,830	0,320	Valid
	WD2	0,830	0,320	
	WD3	0,657	0,320	
	WD4	0,583	0,320	
	WD5	0,751	0,320	
	WD6	0,802	0,320	
	WD7	0,802	0,320	
	WD8	0,820	0,320	
	WD9	0,828	0,320	
Employee Performance Y	EP	0,852	0,320	Valid
	EP	0,829	0,320	
	EP	0,837	0,320	
	EP	0,742	0,320	
	EP	0,834	0,320	
	EP	0,780	0,320	
	EP	0,713	0,320	
	EP	0,800	0,320	
	EP	0,799	0,320	
	EP	0,731	0,320	

Source: Data Processing Results, SPSS 26 (2023)

The outcome of the validity test showed a correlation coefficient value of > 0.334 . Thus, all variables are proven valid.

Table 3. Test Results of Reliability

Variables	Cronbach's Alpha	Details
Leadership Style	0,844	Reliabel
Work Motivation	0,872	
Work Discipline	0,913	
Employee Performance	0,933	

Source: Data Processing Results, SPSS26 (2023)

The results for all variables are legitimate. Since 60 is more than 0, the Cronbach's Alpha value is significant. Thus, every variable may be trusted.

Table 4. Test Results of Normality
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		38
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	4.00230976
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.055
Test Statistic		.094
Asymp. Sig. (2-tailed)		.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.
- Source: Data Processing Results, SPSS26 (2023)

The AsympSig (2-tailed) Unstandardized Residual Regression value was 0.220, which is more than 0.05, as derived from the Kolmogorov-Smirnov test findings. As a result, we know for sure that the data used in this study have a normal distribution.

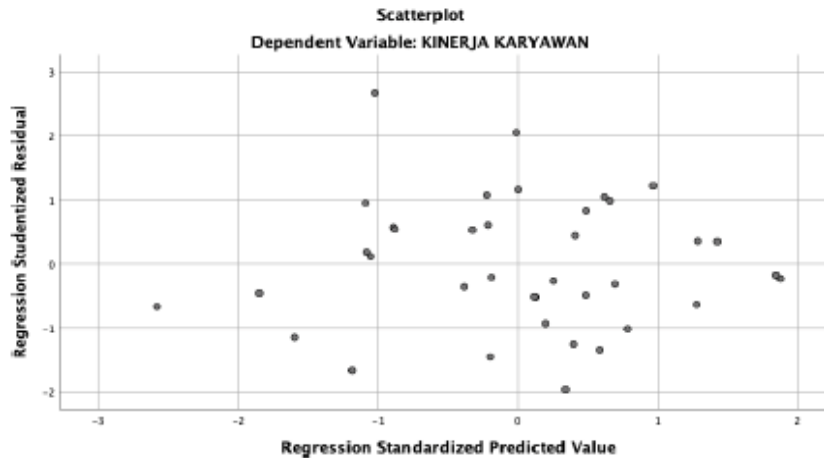
Table 5. Test Results of Multicollinearity

Model	Collinearity Test	
	Tolerance	VIF
Leadership Style	.493	2.027
Work Motivation	.449	2.227
Work Discipline	.671	1.491

Source: Data Processing Results, SPSS26 (2023)

Each variable has a tolerance value more than 0.10 and a VIF value less than 10, as shown by the data provided above. As a result, multicollinearity is not present.

Figure 1. Test Results of Heteroscedasticity



Source: Data Processing Results, SPSS26 (2023)

Figure 1 shows that the residual values form a random pattern around the 0 point and the dots are scattered. Thus, it can be said that there's no heteroscedasticity.

Table 6. Test Results of Multiple Linear Regression

Model	Unstandardized Coefficients		Std. Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.437	3.389		1.014	.318
Leadership Style	1.368	.319	.582	4.291	.000
Work Motivation	.797	.193	.509	4.134	.000
Work Discipline	.706	.113	.631	6.268	.000

Source: Data Processing Results, SPSS26 (2023)

Sourced on the results above, it can described as:

$$Y = 3.437 + 1.368X_1 + 0.797X_2 + 0.706X_3$$

Table 7. Test Results of R²

Model Summary				
Model	R	R square	Adjusted R Square	Std. The error of the Estimate
	.877	.769	.748	4.175

Source: Data Processing Results, SPSS26 (2023)

A reported RSquare value of 0.769% (or 76.6%) is the result of the data processing. In other words, the dependent variable is impacted by the independent factors to the tune of 76.6 percent at the same time.

T Test (Partial)

The data for the multiple linear analysis test came from the SPSS results table. So, it's safe to say that:

1. "The leadership style variable's t-value was 4.291, indicating a significant value of 0.000 ($0.000 < 0.005$), according to the results of the significance test. This means that the variables relating to leadership style significantly and positively affected performance".
2. "The results of the significance test reveal that the value of the work incentive variable was 0.000, which is less than 0.005, with a t-value of 4.134. This means that factors related to intrinsic motivation at work significantly and positively affected output".
3. "According to the results of the significance test, the work discipline variable had a t-value of 6.268, which is significantly less than 0.005. What this means is that work discipline factors significantly and positively affected performance".

Table 8. Test Results of F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1968.185	3	656.062	37.636	.000 ^b
	Residual	592.684	34	17.432		
	Total	2560.868	37			

Source: Data Processing Results, SPSS 26 (2023)

With a sig value of 0.000 and an Fcount value of $37.636 > 2.87$, the F test yields the following answer. Therefore, the leadership style, work motivation, and work discipline variables all have a substantial effect on the performance variable all at once.

DISCUSSION

The outcome shows that "leadership style variables have a positive and significant The results demonstrate that variables pertaining to leadership style significantly and positively affect performance. Meaning that leadership styles have an impact on performance, both good and negative. Leaders show this by giving staff a voice and encouraging them to share their thoughts and ideas. This makes workers feel appreciated, which in turn motivates them to do better. This study's findings are supported by other studies that found no significant relationship between leadership style and performance (Tamarindang et al., 2017; Haryanto, 2017; Wijaya, B. O. (2018); Rompas et al., 2018; Aritonang & Hermaningsih, 2020)".

The results demonstrated that work motivation factors significantly and positively affect performance. Therefore, the more intrinsic motivation an organization can provide its workers, the better their output will be. Employees who consistently demonstrate excellent work habits in the hopes of being held in high esteem by their peers lend credence to this. This demonstrates that workers have the intrinsic motivation to advance, grow, and strive for success in the workplace. Previous "studies have shown that work motivation has a favorable and substantial impact on performance. Hendri & Setiawan (2017), Ekhsan, M. (2019), Susanto (2019), Asmawiyah et al (2020), and Suprpto & Widigdo (2021) all support this idea".

"Work discipline was shown to have a strongly favorable effect on performance, according to the results".

This indicates that workers' productivity is directly proportional to the level of discipline they exhibit on the job. This is backed by the employees' diligent attempts to follow every regulation of the organization. Timeliness in arriving and departing, wearing business attire, following standard operating procedures (SOPs) at work, and taking ownership of assigned responsibilities are all part of this. Work discipline has a good and substantial effect on performance, as shown in previous studies by Felicia (2018), Razak et al (2018), Akhmadi et al (2019), Andrew et al (2020), also Wahyuningsih & Syakina (2021).

CONCLUSION

The leadership style of PT Mega Buana Karya Sukses significantly and positively affected employee performance. The results demonstrate that PT Mega Buana Karya Sukses's leadership style directly correlates to the level of performance achieved by the company's personnel. Optimal and statistically significant effects of intrinsic motivation on work output were observed. This provides more evidence that the intrinsic motivation of PT Mega Buana Karya Sukses's workers contributes to their increased productivity. Discipline in the workplace significantly and favorably affected output. The results show that the more disciplined PT Mega Buana Karya Sukses workers are, the better they do.

Recommendations that can be conveyed sourced on the outcome of the study are the need for leaders to improve employee performance by involving employees more in decision-making, rewarding and punishing workers in a proportionate manner based on their performance and instituting employee recognition programs in which executives express gratitude to workers to make them feel valued and inspired to do a good job. The next suggestion to researchers is to research other variables outside the research variable with the same company object or other company objects in the same industry.

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