

The Influence of Leadship Style, Discipline and Evironment on Employee Performance at PT Giri Palma Moderated by Motivation

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<p>Article Information:</p> <hr/> <p>Keywords: Keyword 1: Leadership Style Keyword 2: Discipline Keyword 3: Environment Keyword 4: Motivation Keyword 5: Employee Performance</p> <p>Article History: Received : Mei 10, 2025 Revised : June 30, 2025 Accepted : July 09, 2025</p> <p>Cite This Article: Samporno, S., & Riyanto, S. (2025). The Influence of Leadship Style, Discipline and Evironment on Employee Performance at PT Giri Palma Moderated by Motivation. <i>Indikator: Jurnal Ilmiah Manajemen & Bisnis</i>, 9(3), 75-87 doi:https://doi.org/10.22441/indikator.v9i3.34039</p>	<p>Abstract</p> <hr/> <p><i>This study investigates the influence of leadership style, work discipline, and work environment on employee performance, with work motivation examined as a moderating variable, in the context of PT Karya Giri Palma, one of the prominent furniture companies in Malang, Indonesia.. The study employed a quantitative approach and involved 110 employees, selected from a total population of 150 using a simple random sampling technique based on the Slovin formula. The analysis was conducted using Partial Least Squares (PLS) with the SmartPLS 4.0 software. The results show that work discipline significantly influences employee performance, whereas leadership style and work environment do not have a statistically significant effect. Additionally, work motivation does not moderate the relationships between the independent variables and employee performance. These findings underscore the critical importance of work discipline in enhancing employee outcomes and offer practical insights for improving human resource strategies in similar manufacturing contexts. The study also contributes to the literature by clarifying the limited moderating role of motivation in performance-related models.</i></p>
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INTRODUCTION

A nation's economic growth is increasingly dependent on trade, and one of the most promising sectors within trade and industry is the furniture industry. In Indonesia, the furniture industry plays a vital role in driving economic growth by enhancing export value and creating employment opportunities. PT. Karya Giri Palma, as a key player in this sector, faces significant challenges in improving employee performance. The quality of employee performance is a critical determinant of a company's success in this competitive industry. For PT. Karya Giri Palma-Malang, employee performance is essential for achieving organizational targets, increasing productivity, and maintaining competitiveness in a highly dynamic market. Companies are continually innovating and diversifying their offerings to differentiate themselves and capture consumer attention. However, employee performance is influenced by a combination of internal and external factors, including leadership style, workplace discipline, work environment, and work motivation. A decline in performance across several divisions between 2022 and 2023 has highlighted issues related to internal factors such as leadership style, workplace discipline, and work environment. Preliminary surveys suggest that these four factors significantly influence employee performance, with work motivation serving as a key benchmark that can affect employees' effectiveness in their roles. Work motivation is regarded as a critical variable with the potential to moderate the relationship between these factors and employee performance, making it a focal point for improving overall organizational outcomes.

One of the factors that affects the effectiveness of employees at work is the leadership style applied by the company in leading employees. A leader who has the ability to provide clear direction, meet employee needs, and create a safe, comfortable and peaceful work environment can make optimal improvement in employee performance. On the other hand, ineffective

leadership has the potential to hinder the communication process, reduce work motivation, and ultimately contribute to a decrease in productivity. In addition to leadership style, work discipline is also a crucial factor. Work discipline reflects the responsibility, timeliness, and commitment of employees to their duties and responsibilities. Employees who have good work discipline tend to be able to complete tasks effectively and efficiently. This can support the achievement of the company's ideals that have been designed.

The work environment, encompassing both physical and psychological dimensions, plays a pivotal role in shaping employee performance. A supportive environment, characterized by adequate facilities, a harmonious atmosphere, and positive interpersonal interactions among employees, can enhance comfort and boost productivity. Conversely, an unsupportive or less conducive work environment may diminish morale and adversely affect the quality of work output. However, the relationship between these factors is not always straightforward, as moderating variables, such as work motivation, can either strengthen or weaken the influence of leadership style, workplace discipline, and work environment on employee performance. Work motivation represents an intrinsic drive that determines the level of effort employees exert to achieve organizational goals. Employees with high levels of motivation are typically more driven and demonstrate a strong commitment to their tasks, even in the face of challenges. On the other hand, low work motivation can hinder the attainment of optimal performance, even when external conditions are favorable.

Based on the description that has been explained, it supports the conduct of in-depth research to find out and understand the influence of leadership style, work discipline, and work environment on employee performance, as well as the role of work motivation as a moderation factor. This study generally formulates the problem of whether leadership style, work discipline and work environment affect the performance of employees of PT. Giri Palma's work and whether work motivation moderates leadership style, work discipline and work environment for employees of PT. Karya Giri Palma-Malang.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance

Regarding business organizations, it can be said that employee performance in a company is a benchmark in assessing productivity and work effectiveness in a company. Referring to this, of course, it is important to conduct an assessment or evaluation of employee performance which includes the quantity, quality, time, and financing needed to complete the work (Riniwati, 2016). Some expert opinions on the definition of performance, especially employee performance, are presented as follows.

Based on the definition put forward by Suryani (2020), employee performance can be understood as quality and quantity as the achievement of work tasks that have been completed by employees individually or in groups. Suryani (2020) also emphasizes that performance is the accumulation of the final results that have been completed by employees when carrying out tasks and responsibilities as part of the organization. Meanwhile, Mangkunegara (2017) defines performance as the achievement of work results, both quantitative and qualitative, obtained by employees when carrying out what has been agreed by the company to the employee.

Referring to some of these concepts, it can be concluded that performance is a form of evaluation of the contribution of individuals in doing work in accordance with responsibilities and tasks to achieve organizational goals. In this study, the concept of performance used refers to the theory put forward by (Robbins & Judge, 2016), which defines employee performance as the level of achievement of tasks and trust to complete the work given by the organization. Performance is not only measured based on quantitative aspects, such as the number of tasks

completed, but also qualitative aspects, which include the quality of work, effectiveness, and the contribution of employees to the achievement of organizational goals.

Leadership Style

Leadership can be interpreted as a leader's way or style in inspiring and setting an example to move others (Shihab, 2016). A person's style in leading has its own characteristics and of course has different impact outputs. In non-profit organizations or public organizations, several types of leadership styles are familiar to hear, including authoritarian, democratic, and transformationist. In (Soegoto, 2017) work on leadership, a supportive leadership style is described as a leader who pays attention to the well-being of team members and creates a work environment that is supportive, positive, and conducive to growth. Soegoto identified several key dimensions and indicators that illustrate a supportive leadership style, which aims to improve team members' job satisfaction, performance, and motivation.

H1 = leadership style has a positive and significant effect on employee performance.

Discipline

The importance of understanding self-discipline or self-discipline, which refers to the ability of employees to control and regulate their own behavior without having to rely on strict supervision from superiors. This self-discipline is often associated with a level of personal responsibility and a sense of belonging to their work, making employees more likely to obey without coercion (Robbins & Judge, 2016). Work discipline can be influenced by several factors, including: (1) Organizational Culture: A positive and supportive culture tends to produce more disciplined employees because they feel tied to the organization's values; (2) Leadership Style: Leadership that sets an example of discipline and acts fairly can motivate employees to act similarly; (3) Motivation and Reward: Employees who are given appreciation for their discipline and hard work are more likely to maintain such behavior.; (4) Supervision and Evaluation System: The existence of a structured evaluation system encourages employees to continue to comply with performance standards. Measurement for employee discipline is generally related to aspects of compliance with rules, punctuality, quality of work results, and individual responsibility (Robbins & Judge, 2016).

H2 = Work Discipline has a positive and significant effect on Employee Performance.

Environment

Environment is literally defined as a dimension that becomes the area of the workers. If interpreted broadly, the work environment concerns everything that surrounds workers, whether it has a form or does not have a form (Winata, 2022). In connection with the work environment that is always attached to workers, the effectiveness of achieving organizational goals also moves in proportion to the condition of the work environment. Like two swords, the work environment can be an aspect that ensures the sustainability of an organization or an aspect that is the starting point for a decrease in overall organizational productivity.

Several experts have offered valuable perspectives on the concept of the work environment. Sunyoto, (2015) describes the work environment as "one of the critical elements surrounding workers as they carry out their tasks in a designated location." This environment plays a pivotal role in influencing employee activities and productivity. Sedarmayanti, (2017) elaborates that the work environment encompasses all factors related to work activities, including the tools and materials utilized, the conditions of the workplace, and the organization of work, whether conducted individually or in groups.

Mangkunegara, (2017) defines the work environment as "everything that impacts an employee's performance and satisfaction, including physical, psychological, and regulatory

aspects.” Similarly, Robbins & Judge, (2016) characterizes the work environment as “a scope that includes both physical and non-physical conditions surrounding workers.”

From these definitions, it can be inferred that the work environment refers to a framework comprising both physical and non-physical elements. These elements collectively influence the psychological state of workers as they perform their duties, ultimately affecting their performance and overall satisfaction.

H3 = Work Environment has a positive and significant effect on employee performance.

Motivation

Work motivation is a critical factor that drives individuals to perform their duties with dedication and achieve optimal performance. Afandi, (2018) defines work motivation as an internal drive within individuals, stemming from inspiration, enthusiasm, and a strong desire to engage in activities with seriousness and commitment. Suryani, (2020) describes work motivation as a force that stimulates enthusiasm, enabling individuals to work effectively and harmoniously while striving to attain satisfaction in their roles. Supporting this view Rizqi, (2019) emphasizes that work motivation serves as a catalyst that encourages organizational members to willingly and wholeheartedly dedicate their efforts toward achieving organizational objectives.

Drawing from these perspectives, it can be concluded that work motivation is a psychological factor that influences the level of seriousness and commitment individuals bring to their work. This motivation not only enhances productivity but also ensures that employees work efficiently, purposefully, and in alignment with the organization’s vision and mission.

Referring to various theories on work motivation, it can be summarized that work motivation is an intrinsic and extrinsic drive that influences an individual’s work activities in pursuit of organizational goals. In this study, the researcher adopts (Robbins & Judge, 2016) theory of work motivation, which posits that the relationship between motivation and work lies in motivation’s unique contribution to behavior. Specifically, motivation serves to arouse, direct, and sustain an individual’s activities in the workplace.

Based on the phenomenon of the problem and an in-depth literature review, empirical evidence produces conflicting findings relating to the effect of leadership style, work discipline and work environment on employee performance moderated by work motivation. Therefore, the hypothesis to be tested in this research is as follows:

H4 = work motivation is able to moderate the effect of leadership style on employee performance.

H5 = Work motivation is able to moderate the effect of work discipline on employee performance.

H6 = work motivation is able to moderate the influence of the work environment on employee performance.

RESEARCH METHOD

Table 1. Research indicators for variable X1

Dimensions	Item	Indicator
Attracting subordinates' interest	GK1	Providing challenges
	GK2	Developing subordinates' skills
	GK3	Balancing tasks and subordinates' abilities
Showing friendly nature	GK4	Behaving kindly, politely, and openly
	GK5	Professional
	GK6	Not authoritarian

Dimensions	Item	Indicator
Caring about subordinates' conflicts	GK7	Quick response to conflicts
	GK8	Becoming a mediator when conflicts occur
Giving opportunities to express opinions	GK9	Open to suggestions and input
	GK10	Appreciating every opinion
	GK11	Equality of opinion.

Source: research, 2025

Table 2. Research indicators for variable X₂

Dimensions	Item	Indicator
Attendance and punctuality	DK1	Be there on time
	DK2	Absence Rate
	DK3	Completing work on schedule
Compliance with Rules and Procedures	DK4	Adherence to work ethics
	DK5	Use rest time appropriately
	DK6	Behave according to safety procedures
Productivity and Quality of Work	DK7	Low work error rate
Responsibility and Independence in Completing Tasks	DK8	Complete work without supervision
	DK9	Work independently
Initiative in Following Rules	DK10	Initiative to enforce the rules
	DK11	Proactive in work

Source: research, 2025

Table 3. Research indicators for variable X₃

Dimensions	Item	Indicator
Healthy work environment	LK1	Good air quality and ventilation
	LK2	environmental Hygiene
	LK3	Health Facilities
Work environment safety	LK4	Personal protective equipment
	LK5	Safety training program
Work situation	LK6	Good communication with fellow colleagues.
	LK7	Level of collaboration and support between teams.
Work load	LK8	Balance between tasks and individual capacity
	LK9	Duration of working time

Source: research, 2025

Table 4. Research indicators for variable Y

Dimensions	Item	Indicator
Productivity	KP1	The amount of output produced
Quality and accuracy	KP2	Quality of work
	KP3	Product standardization
Achieved goals	KP4	Achievement of goals

<i>Dimensions</i>	<i>Item</i>	<i>Indicator</i>
Reliability and punctuality	KP5	Complete organizational targets
	KP6	Employee ability to complete work
	KP7	Timely completion of work
Adaptability	KP8	Adaptation to the environment
	KP9	Adaptation to technology
Communication and cooperation	KP11	Team, co-worker and superior communication skills

Source: research, 2025

Table 5. Research indicators for variable Z

Dimensions	Item	Indocator
Award	MK1	Appreciation takes the form of incentives based on performance achievements
	MK2	Praise from leadership
	MK3	Department promotion
Social relations	MK4	Interaction
	MK5	Positive social environment
Economic necessity	MK6	Competitive salary
	MK7	Employment benefits
	MK8	Facilities supporting economic prosperity
Self-actualization	MK9	Opportunity to develop yourself
	MK10	Feeling meaning in work
	MK11	Hard worker.
	MK12	Smart worker.

Source: research, 2025

Data were obtained through direct surveys with respondents. This study uses quantitative data with a Likert scale of 1-5, with research variables consisting of leadership style, work discipline, work environment, work motivation and employee performance. This research was conducted to employees of PT Karya Giri Palma - Malang is one of the many furniture companies in Malang. The number of respondents in this study were 110 employees from a population of 150 employees using a simple random sampling method through Slovin calculation. The analysis used is Partial Least Square using SMART PLS Ver.4.0 software.

RESULTS AND DISCUSSION

Convergent Validity

Table 6. Loading Factor

VARIABLE	DK	GK	KP	LK	MK	MK x DK	MK x GK	MK x LK
DK1	0.803							
DK2	0.796							
DK3	0.803							
DK4	0.822							
DK5	0.836							
DK6	0.759							

VARIABLE	DK	GK	KP	LK	MK	MK x DK	MK x GK	MK x LK
DK7	0.746							
DK8	0.800							
DK9	0.775							
DK10	0.885							
GK1		0.823						
GK2		0.828						
GK3		0.766						
GK4		0.761						
GK5		0.815						
GK6		0.712						
GK7		0.804						
GK8		0.756						
GK9		0.831						
GK10		0.761						
GK11		0.819						
KP1			0.798					
KP2			0.872					
KP3			0.886					
KP4			0.836					
KP5			0.834					
KP6			0.824					
KP7			0.729					
KP8			0.832					
KP9			0.815					
KP10			0.820					
LK1				0.769				
LK2				0.793				
LK3				0.764				
LK4				0.775				
LK5				0.834				
LK6				0.744				
LK7				0.738				
LK8				0.815				
LK9				0.789				
MK1					0.840			
MK2					0.824			
MK3					0.842			
MK4					0.827			
MK5					0.850			
MK6					0.872			
MK7					0.822			
MK8					0.828			
MK9					0.819			
MK10					0.851			
MK11					0.856			

VARIABLE	DK	GK	KP	LK	MK	MK x DK	MK x GK	MK x LK
MK12					0.780			
MK x DK						1.000		
MK x LK								1.000
MK x GK							1.000	

Source: research, 2025

The correlation between component values and construct values or based on loading factors can be used as an evaluation of convergent validity (Sanny et al., 2020). Indicators are declared valid or convergent validity requirements are met, if they have a high correlation and are indicated by a loading factor coefficient value of more than ($>$) 0.50.

Diskriminan Validity

Table 7. Fornell larcker criterion

	DK	GK	KP	LK	MK
DK	0.803				
GK	0.702	0.790			
KP	0.801	0.560	0.826		
LK	0.537	0.482	0.464	0.780	
MK	0.836	0.614	0.804	0.575	0.835

Source: research, 2025

In table 7 there is a Fornell larcker criterion value of Work Discipline (DK) of 0.803, Leadership Style (GK) of 0.790, Performance (KP) of 0.826, Work Environment (LK) of 0.780, Work Motivation (MK) of 0.835. Based on the table above, each indicator has an AVE value greater than the correlation value of other constructs and meets the discriminant validity criteria.

Realibility Test

Table 8. Reliabilitas

	Cronbach's alpha	Composite reliability (rho_c)
Work Discipline (DK)	0.939	0.948
Leadership (GK)	0.940	0.948
Employee Performance (KP)	0.948	0.955
Work Environment (LK)	0.920	0.933
Work Motivation (MK)	0.960	0.965

Source: research, 2025

The results of the reliability test analysis in the table above show that all variables have a composite reliability value $>$ 0.70 so that it can be interpreted that all variables are reliable. Then, all variables have a Cronbach's alpa value $>$ 0.70 so that it can be interpreted that all these variables are reliable.

R-Square

Tabel 9. R – Square

	R-square	R-square adjusted
Employee Performance (KP)	0.727	0.708

Source: research, 2025

Based on table 4.13, the R-Square adjusted model of 0.727 means that the ability of the dependent variable to explain variable Y is 72.7% (moderate), so it is said that the ability of the Leadership Style Variable, work discipline and work environment is 70.8% while the remaining 29.2% is another independent that has an influence, but is not measured in this study.

Boostrapping

Table 10. Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Style -> Employee Performance	0.036	0.047	0.069	0.519	0.604
Work Discipline -> Employee Performance	0.489	0.492	0.117	4.174	0.000
Work Environment -> Employee Performance	-0.072	-0.068	0.080	0.897	0.370
Work Motivation x Leadership Style -> Employee Performance	-0.146	-0.143	0.078	1.870	0.062
Work Motivation x Work Discipline -> Employee Performance	0.234	0.234	0.074	3.139	0.002
Work Motivation x Work Environment -> Employee Performance	-0.111	-0.112	0.067	1.654	0.098
Work Motivation -> Employee Performance	0.446	0.436	0.122	3.652	0.0

Source: research, 2025

Hypothesis testing is done by assessing the t-statistic value and its probability. Significance is tested through a bootstrapping procedure, with reference to the parameter coefficient values and t-statistic significance levels displayed in the bootstrapping results report. The t-statistic value is considered significant if it is greater than 1.96 at the 95% confidence level. Using a t-test with a p-value ≤ 0.05 (alpha 5%), which indicates significance (Hair et al., 2010).

Based on the path coefficient table, the value of the Leadership Style Variable on Employee Performance with a t statistic of 0.519 and a p value of 0.604 can be explained by the statistical value of $0.519 < t \text{ table Employee Performance } 1.96$ or p value $0.519 > 0.05$ so that H_0 is rejected or H_a is accepted, meaning that the Leadership Style Variable has no significant effect on Employee Performance. This states that the application of leadership styles that have not met employee expectations and needs. There is a factor that is quite a concern, namely the authoritarian leadership factor which shows a low assessment according to the results of the outer model. The diversity of leadership techniques that characterize it is hereinafter referred to as leadership style. If the leadership shows a low authoritarian level, then the leadership shows a low boundary between the leader and the employee, which can be interpreted as having a very flexible leadership style. If factors are not considered, then the

influence of leadership on performance tends to weaken (Hersey & Blanchard, 1969). With no boundaries between leaders and employees, the performance system is not conducive. Such as employees who tend to take the work given by the leader lightly.

The Work Discipline Variable on Employee Performance with a t statistic of 4,174 and a p value of 0.000 can be explained by the statistical value of $4,174 > t$ table Employee Performance 1.96 or p value $0.000 < 0.05$ so that H_0 is rejected or H_a is accepted, meaning that the Work Discipline Variable has a significant effect on Employee Performance. In this case, work discipline is an important element in the organization because it reflects how obedient employees are to the rules, procedures, and work ethics set by PT Karya Giri Palma. The importance of understanding self-discipline, which focuses on the quality of employees in controlling and regulating their own behavior without having to rely on strict supervision from superiors. Employees who are proactive in following the rules show commitment to organizational values, which reflects high discipline. To increase the influence of work discipline includes regular training on work ethics and procedures, transparent communication about the consequences of violations, and rewards for employees who demonstrate high levels of discipline (Robbins & Judge, 2016). In addition, an openness-based management approach can create a relationship of trust with employees so that employees are not only disciplined because of rules but also because of a sense of personal responsibility (Budiharjo, 2019). Performance can be seen from the quality and quantity achieved by employees when doing work in accordance with the responsibilities that have been given (Fahmi et al., 2023). This shows that the conditions of the work environment, both physical and non-physical, are not sufficiently supportive to encourage employee productivity. The factors of duration and safety training program have low ratings. If these aspects are not addressed, employees are likely to feel uncomfortable or even distracted, which in turn can reduce their performance. A peaceful work environment has the potential to increase morale, make employees contribute more and be encouraged to give their best performance (Yuliana et al., 2024). If the company creates a good work environment that is supportive, comfortable, and positive, then employees will feel more motivated and become more involved in their work (Putri & Warganegara, 2024). A good work environment can include physical, social, and cultural aspects that support employee well-being (Setiyani et al., 2019). Performance is not only seen from the quantitative aspect (number of tasks completed), but also from the qualitative aspect (such as quality of work, effectiveness, and contribution to organizational goals).

The Work Motivation variable moderates the relationship between Work Discipline and Employee Performance with a t statistic of 1.870 and a p value of 0.062, it can be explained that the statistical value of $1.870 > t$ table Employee Performance 1.96 or p value $0.062 < 0.05$ so that H_0 is rejected or H_a is accepted, meaning that the Work Discipline variable has no significant effect on Employee Performance. This shows that the working environment, both physical and non-physical, is not supportive enough to encourage employee productivity. The factors of duration and safety training programs have low ratings. These aspects are considered not to have qualified standards in the existing field conditions at PT Karya Giri Palma. If these aspects are not considered, employees are likely to feel uncomfortable or even distracted, which in turn can reduce their performance. To strengthen the positive impact of the work environment on employee performance, companies can conduct regular reviews of work facilities and ensure the availability of adequate tools and resources (Robbins & Judge, 2016). A peaceful work environment has the potential to increase morale, make employees contribute more and be encouraged to give their best performance (Yuliana et al., 2024). The influence of the work environment can be improved by conducting periodic evaluations of work facilities and ensuring that employees have adequate access to the tools and resources needed. A good work

environment can increase motivation so that employees are more motivated to work optimally (Budiharjo, 2019). If the company creates a good work environment that is supportive, comfortable, and positive, then employees will feel more motivated and become more involved in their work (Putri & Warganegara, 2024). A good work environment can include physical, social, and cultural aspects that support employee well-being (Setiyani et al., 2019).

Work motivation variables moderate the relationship between Work Discipline and Employee Performance with a t statistic of 3.139 and a p value of 0.002, it can be explained that the statistical value is $3.139 > t$ table Employee Performance 1.96 or p value $0.002 < 0.05$ so that H_0 is rejected or H_a is accepted, meaning that the Work Discipline Variable has a significant effect on Employee Performance. High work motivation encourages employees to work harder, develop themselves and achieve organizational targets. This indicates that work practices within PT Karya Giri Palma, although work motivation has a direct influence on performance, it strengthens the relationship between leadership style and performance. Factors that influence motivation include rewards for performance, opportunities for growth, recognition of contributions, and support from superiors and coworkers. When these needs are met, employees tend to be more motivated to give their best at work (Robbins & Judge, 2016). The combination of intrinsic and extrinsic motivation can increase employee productivity and commitment (Wilton, 2022). In practice, motivated employees are more likely to be maximized in doing work. So, to increase employee engagement, companies need to focus on creating a good work environment which in turn will increase employee motivation (Setiyani et al., 2019). If employees' basic needs (such as rewards, recognition, and development opportunities) are well met, then work motivation may no longer be a critical factor moderating the relationship between leadership style and performance.

The motivation variable moderates the relationship between Work Environment and Employee Performance with a t statistic of 1.654 and a p value of 0.098, it can be explained that the statistical value of $1.654 > t$ table Employee Performance 1.96 or p value $0.098 < 0.05$ so that H_0 is rejected or H_a is accepted, meaning that the Work Discipline Variable has a significant effect on Employee Performance. This indicates that work motivation has a direct influence on performance, it strengthens the relationship between work discipline and performance. The influencing factor is the synergy between the implementation of work discipline and the provision of motivation by management. This is influenced by the salary category which is quite competitive, so that it is able to compete with others. The way to increase this moderating effect is to integrate motivation programs into work discipline enforcement efforts. For example, organizations can give special awards to employees who show consistently high discipline. Thus, motivation and work discipline can go hand in hand to encourage optimal performance (Robbins & Judge, 2016).

The Work Motivation variable on Employee Performance with a t statistic of 3,652 and a p value of 0.000 can be explained by the statistical value of $3,652 > t$ table Employee Performance 1.96 or p value $0.000 < 0.05$ so that H_0 is rejected or H_a is accepted, meaning that the Work Discipline Variable has a significant effect on Employee Performance. Many factors make this insignificant. Various positive and negative responses such as low levels of collaboration and support between teams that affect the timeliness of completing work. The solution to strengthen the moderating effect of motivation is to pay attention to employee needs and expectations through surveys or open discussions. This needs to be considered by leaders to pay more attention to employees by means of open discussions, companies can identify what employees need and expect which allows employees to talk more personally about the work challenges they face. Leaders also need to be more responsive to employee needs by providing

relevant motivation and supporting individual development (Wilton, 2022). Active employee involvement needs to be encouraged to provide job satisfaction and motivation according to employee expectations so that work passion is high and performance achievement can be optimized (Riyanto et al., 2021). Positive relationships between coworkers and superiors increase collaboration and team support and an organizational climate that supports creativity and innovation can increase productivity.

Conclusion

Leadership style has no effect on the performance of employees of PT Karya Giri Palma. Work Discipline Affects the Performance of Employees of PT Karya Giri Palma. Work Environment Has No Effect on Employee Performance of PT Karya Giri Palma. Work Motivation Does Not Moderate the Effect of Leadership Style on Employee Performance of PT Karya Giri Palma. Work Motivation Is Able to Moderate the Effect of Work Discipline on Employee Performance of PT Karya Giri Palma. Work Motivation Does Not Moderate the Effect of Work Environment on Employee Performance of PT Karya Giri Palma. The results of this study provide recommendations to the management of PT Karya Giri Palma to be able to provide leadership training that focuses on developing interpersonal skills, communication, decision making, and employee empowerment. companies are advised to increase consistency in rule enforcement and provide rewards for employees who show high discipline. Although the work environment has no significant effect on employee performance, companies still need to conduct periodic evaluations of the physical and non-physical conditions of the workplace. develop a reward system that is more fair and relevant to employee needs. Career development opportunities, recognition of contributions, and non-material rewards such as verbal appreciation can also increase work motivation. companies are also advised to integrate motivation programs into work discipline policies. In addition, companies need to increase the level of collaboration and support among employees. Open discussions or surveys can be used to understand employees' needs regarding the work environment.

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