



THE INFLUENCE OF DISCIPLINE, LEADERSHIP AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. BPR JERO ANOM TABANAN

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ABSTRACT

This research aims to test and analyze the influence of work discipline, leadership style and work motivation on employee performance. This research was conducted at PT. BPR Jero Anom Tabanan, with a research sample of 34 respondents, was taken using saturated sampling techniques. All data obtained from the questionnaire distribution is suitable for use, then analyzed using multiple linear regression and hypothesis testing (t-test and f-test). The research results show that (1) Work discipline, leadership style and work motivation positively and significantly affect employee performance at PT. BPR Jero Anom Tabanan (2) Work discipline positively and significantly affects employee performance at PT. BPR Jero Anom Tabanan. This means that the more work discipline increases, the more employee performance at PT increases. BPR Jero Anom Tabanan (3) Leadership style positively and significantly affects employee performance at PT. BPR Jero Anom Tabanan. This means that the better the leadership style, the greater the employee performance at PT. BPR Jero Anom Tabanan. (4) Work motivation positively and significantly affects employee performance at PT. BPR Jero Anom Tabanan. This means that the more work motivation increases, the more employee performance at PT will increase. BPR Jero Anom Tabanan.

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

INTRODUCTION

Employees have a vital role in a company's success, but they can also cause various problems because each individual's needs, expectations and social background are different. Therefore, companies need to improve the quality of human resources to face the challenges of the globalization era. Humans are the most critical element in an organization. Every organization expects employees to carry out their duties efficiently and effectively. This ensures that organizations can continue increasing their market competitiveness (Ali, 2021).

Employee performance is one factor determining the success of an organization's goals. Besides machines or other tools, employees are directly in contact with their jobs to provide productivity per the expected desires. For this reason, employee performance must always be paid attention to by correcting bad habits or habits that are less supportive of achieving performance. With less than optimal employee performance, the organization's goals still need to be achieved because the level of employee performance is still low (Liyas, 2019).

This research was conducted at PT. BPR Jero Anom Tabanan is a People's Credit Agency (BPR) located in Tabanan Regency. Founded in 1991, this Company plays a strategic role as a local microfinance and banking institution, supporting the regional economy and providing financial



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services to the local community. Even though it has an important role, this Company faces various challenges and problems in the internal and external environment.

One factor related to performance is discipline. The higher an employee's work discipline, the higher his sense of responsibility for the tasks assigned to him, and the higher his performance and work achievements will be (Nopitasari, 2019).

Apart from work discipline, leadership style also influences employee performance. Leadership style is a pattern of behavior and strategies that leaders like and often apply. It involves uniting organizational goals with individual or employee goals to achieve goals or targets that have become a shared commitment (Assa, 2023). Ihsan's (2021) research shows that the authentic leadership style at PT Polychemie Asia Pacific Permai significantly influences employee performance because having a good and correct leadership position will positively impact employee performance.

The phenomenon of the leadership style variable highlights the role of leaders in shaping employee performance. Research conducted by Ihsan (2021) shows that an authentic and democratic leadership style contributes positively to employee performance at PT. Polychemie Asia Pacific Permai and research by Nopitasari (2019) at PT Pangansari Utama Food Industry, East Jakarta, illustrate that leaders who lead well can positively impact employee motivation and performance.

Apart from leadership style, work motivation also influences employee performance. Motivation is necessary for activities because it increases enthusiasm and produces work or something from the activity with the best results. Motivation is a series of attitudes and values that influence individuals to achieve specific things by individual goals (Assa, 2023).

The phenomenon of work motivation as a variable that influences employee performance reflects an understanding of the importance of motivation in increasing employee enthusiasm and results. This aligns with research conducted by Nurhuda (2019) at Anwar Medika Hospital in Sidoarjo and supported by research by Nurjaya (2021) at PT. Hazara Cipta Pesona, which shows that a high level of work motivation is positively correlated with employee performance, illustrates that motivation is the key to achieving good results in work activities.

The phenomena in each variable in the background of this research reflect the relationship between these aspects and employee performance in various companies, including PT. BPR Jero Anom Tabanan. By understanding the phenomena in each of these variables, the management of BPR Jero Anom Tabanan can consider strategies to improve work discipline, implement an effective leadership style, and motivate employees to improve their performance and overcome the decline in assets.

Work Discipline. Haibuan in Nurjaya (2021) states that work discipline must be instilled in every employee. Employee awareness is required to comply with applicable regulations. Mangkunegara in Nopitasari (2018) defines work discipline as a tool that managers use to communicate with their employees so that they are willing to change behavior to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

Leadership Style. Thoha in Fahmi (2021) explains that leadership style is a behavioral norm that a person uses when trying to influence other people's behavior. According to Sutanjar and Saryono (2019:322), leadership is a leader's way of directing, encouraging and managing all elements within a group or organization to achieve a desired organizational goal and produce maximum employee performance.

Work motivation. Wukir (Sudiardhita et al., 2018) explain that work motivation can be defined as a process that explains a person's intensity, direction and persistence in trying to achieve their



goals and has a motive to fulfill needs, desires, encouragement or impulses. According to Siagian in Nurjaya (2021), "work motivation is the driving force that results in a member of an organization being willing to exert their abilities.

Employee performance influences how much employees contribute to the Company (Nurjaya, 2021). Performance can also be a means for an agency to measure its employees' abilities (Rompas, 2018).

METHODS

The location of this research is at PT. BPR Jero Anom Tabanan, which is located on Jl. Dr. Ir. Soekarno, Dauh Peken, District. Tabanan, Tabanan Regency, Bali 82113. The population to be studied is all employees of PT. BPR Jero Anom Tabanan, totaling 34 people. Thus, the method for determining the research sample uses a saturated sample or the entire population is used as the research sample, namely 34 people. The type of data in this study is quantitative data. According to the source, the data used in this study are primary and secondary. The data analysis technique used to solve the problem in this research is multiple linear regression analysis.

RESULT AND DISCUSSION

Validity testing is used to measure whether a questionnaire is valid or not. The minimum requirement to be considered a valid instrument item is a validity index value of ≥ 0.3 . The level of validity shows the extent to which the data collected does not deviate from the description of the variable in question. The results of the validity test of this research are shown in Table 1.

Table 1. Validity Test Results

No	Variable	Instrument	Pearson Correlation	Information
1	Work Discipline (X1)	X1.1	0.735	Valid
		X1.2	0.846	Valid
		X1.3	0.833	Valid
		X1.4	0.792	Valid
		X1.5	0.833	Valid
2	Leadership Style (X2)	X2.1	0.861	Valid
		X2.2	0.842	Valid
		X2.3	0.877	Valid
		X2.4	0.733	Valid
3	Work motivation (X3)	X3.1	0.898	Valid
		X3.2	0.947	Valid
		X3.3	0.960	Valid
		X3.4	0.877	Valid
		X3.5	0.941	Valid
4	Employee performance (Y)	Y1.1	0.893	Valid
		Y1.2	0.915	Valid
		Y1.3	0.878	Valid
		Y1.4	0.905	Valid
		Y1.5	0.909	Valid
		Y1.6	0.931	Valid

Source: Processed data (2024)



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It can be concluded from the table above that all research variable instruments have met the validity test requirements, where the total Pearson Correlation score value for each instrument is above 0.30 and has a significance value of less than 5% (0.05), so the instrument suitable to be used as a measuring tool for these variables.

The normality test results show Kolmogorov-Smirnov of $0.200 > 0.05$, meaning the residual data is usually distributed. The multicollinearity test results are if there are no independent variables whose tolerance value is less than 0.10 and no independent variables whose VIF value is greater than 10. The heteroscedasticity test results are if each model has a significance value greater than 0.05.

Table 1 below shows the regression analysis results using the Statistical Program of Social Science (SPSS) version 26.0.

Table 2. Results of Multiple Linear Regression Analysis

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.337	1.317		1.015	.318
	Work Discipline	.414	.136	.297	3.042	.005
	Leadership Style	.441	.150	.295	2.938	.006
	Work motivation	.470	.117	.435	4.011	.000

a. Dependent Variable: Employee Performance

Source: Processed data (2024)

From the results of the multiple linear regression analysis in Table 2 above, the regression equation can be prepared as follows: $Y = 0,297X1 + 0,295X2 + 0,435X3$

$X1 = +0.297$ indicates that work discipline has a positive effect on employee performance. If work discipline increases, employee performance will increase.

$X2 = +0.295$ indicates that leadership style positively affects employee performance; if the leadership style is good, then employee performance will increase.

$X3 = +0.435$ indicates that work motivation positively affects employee performance. If work motivation increases, employee performance will increase.

Discussion.

Based on the F test (simultaneously), $F_{count} (87.425) > F_{table} (2.91)$ is obtained with the significance value of F being $0.000 < 0.05$, so H_0 is rejected. This means that the variables work discipline (X_1), leadership style (X_2) and work motivation (X_3) simultaneously have a significant effect on employee performance (Y) at PT. BPR Jero Anom Tabanan, with an R^2 value = 88.7%, which means that 88.7% of employee performance at PT. BPR Jero Anom Tabanan is influenced by work discipline variables (X_1), leadership style (X_2) and work motivation variables (X_3), while the remaining 11.3% is influenced by other variables not examined in this research. Of course, organizational goals will only be achieved if the performance of its members or employees is optimal. Performance can be interpreted as the result of the work of an employee/worker and is also a series of organizational processes as a whole. The work results that have been explained must be proven absolutely or concretely, and it can be known to what extent the results can be measured by comparing the introductory provisions that have been established (Rompas, 2018). Employees



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with a high level of discipline tend to be more punctual, adhere to work procedures, and have strong responsibility for the assigned tasks. Employees can optimize their working time with good discipline and avoid absenteeism or tardiness that negatively impacts productivity. This research aligns with Rosalina (2020) and Liyas (2019), who state that work discipline, leadership style and motivation significantly affect employee performance.

The Influence of Work Discipline on Employee Performance. Obtained count (3.042) > ttable (1.697) with a significance level of $0.005 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that the work discipline variable has a significant positive effect on employee performance at PT. BPR Jero Anom Tabanan. The regression coefficient β_1 (work discipline variable) is 0.414, indicating that the better the work discipline, the greater the employee performance at PT. BPR Jero Anom Tabanan. Discipline influences responsibility in completing assigned tasks. So, if discipline is fulfilled, it will lead to satisfaction and good results in the organization (Liyas, 2019). Employees with a high level of discipline tend to be more punctual, adhere to work procedures, and have strong responsibility for the assigned tasks. Employees can optimize their working time with good discipline and avoid absenteeism or tardiness that negatively impacts productivity. The results of this research are in line with research conducted by Nunu Nurjaya (2021), Fahmi (2021), and Liyas (2019), which states that work discipline has a positive and significant effect on employee performance.

The Influence of Leadership Style on Employee Performance. Obtained count (2.938) > table (1.697) with a significance level of $0.006 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that the leadership style variable has a significant positive effect on employee performance at PT. BPR Jero Anom Tabanan. The regression coefficient β_2 (leadership style variable) is 0.441, indicating that the better the leadership style, the greater the employee performance at PT. BPR Jero Anom Tabanan. Leadership style is a pattern of behavior and strategies that leaders like and often apply by uniting organizational goals with individual or employee goals to achieve goals or targets that have become a shared commitment (Assa, 2023). An effective leadership style also plays a vital role in shaping employee performance. Leaders who can provide clear direction, empower employees, and be an excellent example for the team will encourage better work morale and collaboration. A leadership style that is democratic and supports employee participation can motivate them to contribute with creative ideas and innovative solutions. The results of this research align with research conducted by Ihsan (2021) and Nopitasari (2019), stating that leadership style has a positive and significant effect on employee performance.

The Influence of Work Motivation on Employee Performance. Obtained count (4.011) > table (1.697) with a significance level of $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that the work motivation variable has a significant positive effect on employee performance at PT. BPR Jero Anom Tabanan. The regression coefficient β_3 (work motivation variable) is 0.470, indicating that the more work motivation increases, the more employee performance at PT increases. BPR Jero Anom Tabanan. A person's motivation to carry out activities is essential because when a person has the motivation to carry out activities, it will increase enthusiasm and produce work/something from the activity with the best results. Motivation is a series of attitudes and values that influence individuals to achieve specific things by individual goals (Assa, 2023). Motivated employees will be enthusiastic about achieving work targets and getting the best results. The results of this research align with research conducted by Nurhuda (2019) and Nurjaya (2021), which state that work motivation has a positive and significant effect on employee performance.



CONCLUSION

1. Work discipline, leadership style and work motivation positively and significantly affect employee performance at PT. BPR Jero Anom Tabanan.
2. Work discipline has a positive and significant effect on employee performance at PT. BPR Jero Anom Tabanan. This means that the more work discipline increases, the more employee performance at PT increases. BPR Jero Anom Tabanan.
3. Leadership style has a positive and significant effect on employee performance at PT. BPR Jero Anom Tabanan. This means that the better the leadership style, the greater the employee performance at PT. BPR Jero Anom Tabanan.
4. Work motivation has a positive and significant effect on employee performance at PT. BPR Jero Anom Tabanan. This means that the more work motivation increases, the more employee performance at PT will increase. BPR Jero Anom Tabanan

Suggestion.

1. Work discipline at PT. BPR Jero Anom Tabanan is quite good, but there is a statement on the work discipline variable with the lowest average score: "My presence every day is according to the time determined by the Company." Therefore, the leadership of PT. BPR Jero Anom Tabanan provides strict sanctions in the form of warning letters for employees who do not comply with the Company's time regulations.
2. The overall leadership style at PT. BPR Jero Anom Tabanan is quite good. However, the statement on the leadership style variable with the lowest average score is, "Leaders delegate authority to employees." Therefore, PT. BPR Jero Anom Tabanan delegates authority to employees deemed capable and accomplished to improve employee skills.
3. Work motivation at PT. BPR Jero Anom Tabanan, as a whole, is quite good. However, the statement on the work motivation variable with the lowest average score is "I am always praised for my good work." Therefore, the leadership of PT. BPR Jero Anom Tabanan rewards or praises employees who can achieve maximum results.
4. Employee performance at PT. BPR Jero Anom Tabanan, as a whole, is quite good. However, there is a statement on the employee performance variable with the lowest average score: "The level of work volume I produce is in line with the company's targets." Therefore, PT. BPR Jero Anom Tabanan provides sufficient bonuses to employees who can complete work targets to increase employee morale.

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