The Effect of Leadership Style and Wor Discipline on Employee Performance with Work Motivation as an Intervening Variable

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ARTICLE INFO	ABSTRACT
	PURPOSE - Human resources are a factor that influences the performance and reputation of the company. Human resources in a company need to be managed professionally to create a balance between employee needs and the demands and capabilities of the company. This balance is the main key for the company to be able to develop productively and fairly. The purpose of this study is to determine whether there is an influence of leadership style and work discipline on employee performance with work motivation as an intervening variable. **METHODOLOGY -** This type of research is explanatory research. The population in this study were employees of PT. Perkebunan Nusantara IV Regional I Medan as many as 124 people and the research sample was the total population of 124 respondents. The data needed using a questionnaire with a Likert scale which was then analyzed using path analysis. **FINDING -** The results showed that : 1) Leadership style and work discipline affect employee performance. The better the leadership style of a leader, the better employee performance. Likewise, the higher the work discipline of an employee, the better the employee's performance. These two variables support each other in creating high employee performance, 2) Work motivation affects employee performance. The higher the employee's work motivation, the higher the employee's performance, 3) Work discipline has no effect on work motivation, 4) Work motivation has no effect on employee performance, 5) Leadership style and work discipline have no direct effect on employee performance through work motivation.

INTRODUCTION

Employee performance is a very important aspect for HR management and is defined by various researchers in the literature (Triansyah, F., Hejin, W., & Stefania, 2023). High employee performance not only increases work productivity and efficiency but can affect the success and

competitiveness of an organization (Utami, 2022). By understanding the factors that influence employee performance, companies can develop effective HR management strategies to improve employee performance and productivity (Brudno & Arlazarov, 2023).

In an era of increasingly competitive global competition, human resources (HR) have a strategic role as the main driver in achieving company goals. By implementing HR management strategies that focus on learning and development, organizations can create an environment conducive to improved employee performance and motivation. In the context of global competition, organizations must face rapidly changing market dynamics. An HR management strategy that is adaptive and responsive to change is an important key to maintaining organizational competitiveness (Beuren; dos Santos & Theiss, 2022).

In addition, the challenges faced by PTPN IV, such as climate change, commodity price fluctuations, and global competition, require the company to strengthen competitiveness through increased HR capacity. HR adaptability in the face of digital transformation and the implementation of sustainability practices is one of the key factors for the company's success in the modern era (World Economic Forum, 2023).

PTPN IV works in the field of oil palm, rubber, and tea plantations. PTPN IV has several regions, one of which is Regional 1 Medan, which manages several plantations in North Sumatra. PTPN IV, one of the major companies, which plays an important role in the national economy, especially in the plantation sector, serves the management, processing, and marketing of plantation products. As stipulated in the Regulation of the Minister of State-Owned Enterprises Number: PER01/MBU/2011 on the Implementation of Corporate Governance, Perkebunan Nusantara is committed to implementing good governance.

The role of PTPN IV is very strategic in supporting food security and the national economy, especially through the production of superior commodities such as oil palm, rubber, and tea. As a State-Owned Enterprise (BUMN), PTPN IV is not only responsible for generating profits, but also has a social role in empowering communities around the plantation. Through partnership and environmental development programs, the company is committed to creating a positive impact on the welfare of the community around its operational areas (Kementrian BUMN, 2021). In carrying out its role, PTPN IV faces various complex challenges. Fluctuations in global commodity prices are one of the main challenges affecting the company's performance, given that most plantation products are export-oriented. In addition, climate change and extreme weather put its own pressure on land productivity and crop quality (BPS, 2022). The company is also faced with demands to implement environmentally friendly sustainable agricultural practices, along with increasing global awareness of the importance of environmental sustainability. On the other hand, increasingly fierce competition with private plantation companies requires PTPN IV to continue to innovate and improve its operational efficiency (World Bank, 2023).

PT Perkebunan Nusantara IV Regional I, located at Jl. Sei Batang Hari No.2 Medan, North Sumatra, is one of 14 State-Owned Enterprises (SOEs) engaged in plantation, processing, and marketing of plantation products. The company was established under Government Regulation of the Republic of Indonesia No.8 of 1996 as part of the restructuring of plantation SOEs. Over time, PT Perkebunan Nusantara IV Regional I continues to carry out business development, including the management of palm oil-based industrial estates in Sei Mangkei. The company has served as the parent holding company of state-owned plantations since 2014, which further strengthens the company's position in facing challenges in the plantation sector. Employee

performance is a crucial aspect in the success of PT Perkebunan Nusantara IV Regional I Medan. Toendan (2022) states that employee performance is an accumulation of positive behavior of each employee which ultimately creates an excellent work culture and is oriented towards overall organizational performance.

Based on initial observations at PT Perkebunan Nusantara IV Regional I Medan, several problems were found related to employee performance such as not achieving predetermined production targets, delays in completing tasks, and lack of initiative in work development. This condition certainly has an impact on the overall productivity of the company. Factors that affect employee performance include leadership style. An effective leadership style can help create a disciplined work environment where employees understand the expectations and standards that must be met (Permana, 2019). In general, leadership style is an ability that can move the struggle towards better or success or is also understood as a process of influencing and setting an example by a leader to his subordinates in order to achieve organizational goals (Harsono; Fajarianto & Afriani, 2024). At PT Perkebunan Nusantara IV Regional I Medan, there are indications of problems related to leadership style, such as lack of communication between leaders and subordinates, decision making that sometimes does not involve input from subordinates, and lack of appreciation for employee achievements. This has led to a decrease in employee motivation, which in turn affects their performance.

In addition to leadership style, work discipline also plays an important role in determining employee performance. That work discipline refers to the attitude of individuals who act professionally, carry out tasks with full responsibility, give respect, appreciate and comply with applicable regulations. However, in the observation of the preliminary survey, it is known that PT Perkebunan Nusantara IV Regional I Medan still found some problems related to employee discipline such as late attendance, non-compliance with standard work procedures, and ineffective use of working time. This condition certainly needs serious attention considering that work discipline is the foundation of work productivity.

Based on the above matters, the author is interested in conducting further research related to the problem of leadership style and work discipline at PT Perkebunan Nusantara IV Regional I Medan. Therefore, this research will be conducted with the title "The Influence of Leadership Style and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable".

LITERATURE REVIEW
Leadership Style

Candra (2024) states that leadership style is defined as the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of their organization. Indicators of leadership style according to Sembiring F and Sitanggang D (2022) are as follows:

1. Implementation of tasks, namely leaders ordering subordinates to carry out tasks and making all work-related decisions.
2. Providing support, namely the leader provides support by paying attention to the working conditions of his subordinates and creating a comfortable working situation for his subordinates.

3. Prioritizing results over process is where leaders set goals and give orders after discussing them with their subordinates. Subordinates can make their own decisions about how to carry out tasks.

4. Giving instructions is the leader giving instructions to subordinates to complete their work. Leaders give subordinates various flexibilities to carry out their tasks within the established procedures.

5. Justice is a leader who treats every employee fairly without discriminating against employees. While the indicators of leadership style according to Puspitasari (2022) consist of: directive, supportive, participatory and achievement.

Work Discipline

Rarung etl (2021) suggest that a leader is someone who has certain skills that can influence his followers to work together towards achieving predetermined goals, while Rivai quoted by Rarung etl (2021) states that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, the opinion of Aminah etl (2024) suggests that discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization, and indicators of work discipline are as follows:

1. Comply with all company regulations
2. Effective use of time
3. Responsibility in work and tasks.
4. Absenteeism rate.

Work Motivation

Saputra & Fernos (2023) define motivation as an inherent drive that encourages a person to act in a certain way. Meanwhile, Tripathi & Ghosh (2017) suggest that motivation refers to a collection of beliefs and values that encourage individuals to engage in activities aimed at achieving their goals. Indicators of work motivation are classified by Sunyoto & Wagiman (2023) as follows:

1. Physiological needs
2. Security needs
3. Social needs
4. Appreciation needs
5. Self-actualization needs

Sunyoto & Wagiman (2023) state that the factors that influence work motivation are salary, working conditions, job security, working conditions, quality of technical supervision, status, company procedures, quality of technical supervision, quality of interpersonal relationships between coworkers, with managers and subordinate staff.

Employee Performance

Rarung etl (2021) state that employee performance is the result of performance in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Setiawan, 2019) that employee performance indicators are as follows:

1. Accuracy of task completion is the management of time at work and also the accuracy of employees in completing work.
2. Conformity of working hours is the willingness of employees to comply with company regulations relating to punctuality in entering / leaving work and the number of attendances.
3. The attendance rate can be seen from the number of employee absences in a company during a certain period.
4. Cooperation between employees is the ability of employees to work together with others in completing a specified task so as to achieve the maximum usability and results.

Based on the description above, the conceptual framework in this study looks as shown in the figure below:
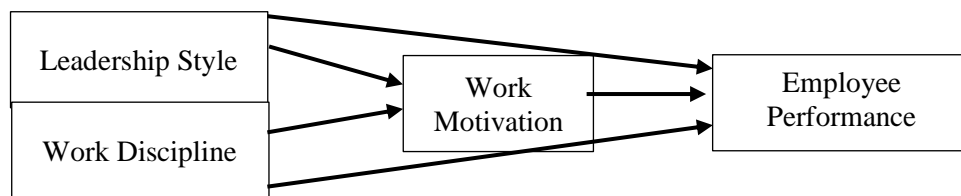

Figure 1. Conceptual Framework

METHODOLOGY

This research is quantitative research because the data obtained and analyzed are numbers (Sugiyono, 2017). The population in this study were all employees of PT Perkebunan Nusantara IV Regional I Medan as many as 124 people and the research sample was the total population of 124 respondents. The data analysis technique used in this study uses SEM-PLS. SEM is a combination of two separate statistical methods, namely factor analysis developed in psychology and psychometrics and simultaneous equation models (Ghozali & Latan, 2019). SEM combines two techniques: factor analysis and path analysis. Factor analysis is a mathematical method that determines a new variable from several variables based on their correlations. A new variable consisting of several variables is called a latent variable. Path analysis represents the correlation coefficient in the form of an arrow (Haryono, 2016). The path analysis method using SEM-PLS is as follows:

Measurement Model (Outer Model)
Evaluation of the measurement model or measurement model is carried out to assess the validity and reliability of the model. The research measurement model in PLS-SEM is an outer model consisting of a set of relationships between indicators and latent variables (Harahap, 2019).

a. Convergent Validity Test
According to (Radomir, 2023), to assess convergent validity, the loading factor value must be more than 0.70. However, according to Tabelessy & Pattiruhu, (2024), the reflective indicator loading factor can be considered a good measure for latent variables if it is above 0.50 (reflective indicator loading factor> 0.50), so the decision that can be taken for the outer loadings acceptance limit is between 0.60. Furthermore, the analysis continued by looking at

the average variance extracted (AVE) value to test convergent validity with a cut off value above 0.50.

b. Discriminant Validity Test

Since there is no problem with convergent validity, the next step to be tested is issues related to discriminant validity for each construct with the correlation value between constructs in the model (Haryono, 2016). This method is often called the Fornell Larcker Criterion and Cross Loadings.

c. Reliability Test

The reliability of each latent construct is assessed using Cronbach's alpha and composite reliability values, however, in addition to using Cronbach's alpha and composite reliability, the rho_A value can be considered to ensure the reliability of PLS construction scores, as defined in (Haryono, 2016). Cronbach's alpha and composite reliability are higher than 0.70 (Budiarsi, 2020) while the rho_A value should be 0.70 or greater which indicates its composite reliability.

2. **Structural Model Test (Inner Model**

After the estimated model meets the outer model criteria, the next step is to test the structural model (inner model). According to Haryono (2016) evaluating the structural model (inner model) aims to predict the relationship between latent variables. Haryono, (2016) in Budiarsi (2020) suggests looking at the coefficient of determination (R2) and predictive relevance (Q2) to assess the structural (inner model).

a. Evaluation of Coefficient of Determination Testing

In assessing the model with PLS, it starts by looking at the R-Square (R2) for each endogenous latent variable. The coefficient of determination R-square (R2) shows how much the exsogenous variable explains the endogenous variable. The R-Square (R2) value is zero to one. If the R-Square (R2) value is closer to one, the independent variables provide all the information needed to predict variations in endogenous variables. Conversely, the smaller the R-Square (R2) value, the more limited the ability of the independent variables to explain variations in endogenous variables. The R-Square (R2) value has a weakness, namely that the Rsquare (R2) value will increase every time there is an addition of one exsogenous variable even though the exogenous variable has no significant effect on the endogenous variable (Haryono, 2016).

b. Evaluation of Q Square Testing

Predictive relevance (Q2) for structural models measures how well the observed value is generated. According to Haryono (2016) if the Q^2 value is greater than zero for a particular endogenous latent variable, it indicates that the PLS path model has predictive relevance for that construct.

c. Model Fit Evaluation

Evaluation of the fit model in this study was carried out using two testing models including the standarized root mean square residual (SRMR) and normal fit index (NFI) proposed by Hu and Bentler (1998) in (Haryono, 2016) that the model will be considered to have a good fit if the standarized root mean square residual (SRMR) value is below 1.00. Another fit index is the normed fit index (NFI) with the calculation of the Chi2 value. The Chisquare value is then compared with the benchmark given in the context of Goodness of Fit. Referring to Bentler and Bonett (1980) in (Haryono, 2016), the acceptable fit value when using Chi-square as a measurement is greater than 0.9 (Chi2> 0.9).

Hypothesis Testing

After evaluating the Outer Model and Inner Model, then conduct hypothesis testing. Hypothesis can be interpreted as a temporary answer to the formulation of research problems. According to Sugiyono (2017) the truth of the hypothesis must be proven through the data collected. A hypothesis can be accepted or rejected statistically can be calculated through the bootstrap resampling method. To test the direct effect of independent variables on the dependent variable, it can be seen from p-values <0.05 or t-statistics <1.96 (Haryono, 2016).

RESEARCH RESULTS

Outer Model Testing

Convergent Validity is needed to determine the validity of each relationship between indicators and their latent variables. The results of convergent validity are obtained from measurements with reflexive indicators which are assessed based on the correlation between item scores and latent variable scores estimated using the SmartPLS program. The loading value has a high level of validity if it is greater than 0.60. The results of the convergent validity test can be seen in the following table and figure:

Table 1. Convergent Validity Test Results Outer Loadings

	X1	X2	Y	Z
X1.1	0.910			
X1.2	0.892			
X1.5	0.701			
X1.6	0.665			
X2.1		0.902		
X2.10		0.940		
X2.2		0.938		
X2.3		0.629		
X2.4		0.673		
X2.9		0.940		
Y1			0.905	
Y10			0.893	
Y2			0.920	
Y3			0.655	
Y4			0.672	
Y9			0.903	
Z1				0.611
Z10				0.833
Z4				0.626
Z9				0.867

Source: Output by SmartPLS

Model Reability Test

This test is used to measure stable or constant measurement results, and is reliable / reliable. Indicated by a person's answer to a question is consistent or stable from several tests,

through the internal consistency method through the composite reliability feature and Cronbach's Alpha coefficient. Ghozali & Latan (2019) suggest that the value used to obtain reliability consists of Cronbach's Alpha and Composite Reliability must exceed 0.50 for confirmatory research and a value of 0.60 - 0.70 is still acceptable for exploratory research. The results of the model reliability test can be seen in the following table:

Table 2. Test Composite Reliability, Cronbach Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Result
X1	0.812	0.858	0.874	Reliabel
X2	0.916	0.933	0.937	Reliabel
Y	0.908	0.929	0.930	Reliabel
Z	0.723	0.762	0.828	Reliabel

Source: Output by SmartPLS

Ghozali & Latan (2019) suggest that a good Cronbach's alpha score is> 0.5. From the results obtained, it can be concluded that all the constructs of this study have become fit measuring instruments, and have good reliability.

Average Variance Extracted (AVE) Test

AVE test to show how much variance the manifest variable diversity has in the latent construct, the standard number 0.5 means that good convergent validity can also be interpreted as an average above the indicator variant 0.70 The figure of 0.50 or above is the standard value of the AVE variable (Ghozali, & Latan, 2019). The results of research data processing show that all variables have good validity constructs.

Table 3. Average Variance Extracted (AVE) Results

	Average Variance Extracted (AVE)	Result
X1	0.639	Fulfilled
X2	0.718	Fulfilled
Y	0.693	Fulfilled
Z	0.553	Fulfilled

Source: Output by SmartPLS

Ghozali & Latan (2019) suggest that the variable AVE score> 0.5 means that the convergent validity requirements have been met, in other words, the construct can describe 50% or more of the item variation. It can be seen from the table above that the AVE is above 0.5. For this reason, it can be said that all the variables of this study have internal consistency reliability.

Testing the Inner Model (Structural Model)

This analysis is to determine the percentage of endogenous construct variability that may be explained by exogenous construct variability. This analysis is also to determine the goodness of the structural equation model. The higher the R-square value, the greater the exogenous variable can explain the endogenous variable so that the better the structural equation. The output value of the R Square value can be seen in the following table:

Table 4. R-Square (R^2) Analysis Results

	R-square	Adjusted R-square
Work Motivation (Z)	0,088	0,073
Employee Performance (Y)	0,689	0,681

Source: Output by SmartPLS

The work motivation variable (Z) shows an R-square value of 0.088, which means that 8.8% of the variance in the work motivation variable can be explained by the independent variables that influence it in this model. Furthermore, the employee performance variable (Y) shows an R-square value of 0.689, which means that 68.9% of the variance in the employee performance variable can be explained by the independent variables that influence it in this model.

Hypothesis Test

Direct Influence

In this study, it consists of two independent variables so that to answer whether there is an influence or not between the independent variables on the dependent variable, this study uses the t test and the F test which are described as follows:

Table 5. Hypothesis Test Results Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($|O/STDEV|$)	P Values
X1 -> Y	0.161	0.161	0.067	2.403	0.017
X1 -> Z	0.236	0.246	0.100	2.349	0.019
X2 -> Y	0.772	0.774	0.061	12.623	0.000
X2 -> Z	0.111	0.128	0.099	1.121	0.263
Z -> Y	-0.089	-0.080	0.055	1.606	0.109

Source: Output by SmartPLS
.

Indirect Influence

Hypothesis testing of indirect influence relationships in this study was carried out by testing the constructs of exogenous latent variables and intervening variables on the constructs of endogenous latent variables. The results of testing the indirect effect of this study are presented in the following table:

Table 6. Hypothesis Test Results Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($|O/STDEV|$)	P Values
X1 -> Z -> Y	-0.021	-0.020	0.017	1.227	0.221
X2 -> Z -> Y	-0.010	-0.009	0.012	0.853	0.394

Source: Output by SmartPLS
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DISCUSSION

Based on the results of data analysis, it can be seen that leadership style and work discipline partially and simultaneously affect employee performance. The results of this study are in line with research Effendy & Fitria (2020), Fikri dan Lismiatun (2024), Sembiring F and Sitanggang D. (2022) and Hapsari & Nugroho (2024) which also state that leadership style and work discipline partially or simultaneously affect employee performance, but are not in accordance with the results of Octaviani & Muhardi (2022) entitled the influence of leadership style, The results of his research state that leadership style has no partial influence on employee performance but leadership style, work discipline and Islamic work ethic have a simultaneous effect on employee performance. According to Sugito & Mawarny (2024) in their journal, quoting from various studies, it states that performance is interpreted as a result of work that has a strong relationship to organizational strategy, customer satisfaction and has an impact on the economy. According to Sukri (2018) that a leader has a different personality or characteristics so that it has an impact on different leadership styles. This can be seen from the opinion of White & Lippit (1983) cited by Rizaldi (2017) which states that the characteristics of leadership style consist of laissez-faire leadership style, autocratic leadership style and democratic leadership style, and of the three leadership styles the best is the democratic leadership style.

The leadership style applied by a leader is none other than so that the leader can influence his subordinates or members so that they are able to work in accordance with the expected goals or desires of the leader. This leadership style also depends on the character of the leader. A leader must also be able to determine the right leadership style that he uses or applies in the work environment. If a leader is unable to determine the application of his leadership style, it can also affect the performance of his employees in a lower direction. Based on this, it can be understood that leadership style is interpreted as an ability possessed and applied by a leader directly or indirectly so that employees carry out the expected goals or intended desires.

Likewise, work discipline can affect employee performance. An employee who has work discipline will also have high employee performance. An employee who has high work discipline describes the employee as obedient to the rules applied in the company and always applies the procedures set by the company. High work discipline in an employee can be seen, among others, through the level of attendance that has been determined by the company at work, then being able to complete the tasks assigned according to the time set and the most important thing is that the employee is able to maintain the quality of his work. Work discipline reflects the magnitude of an employee's sense of responsibility for the tasks assigned to him. For this reason, without high employee discipline, it will be difficult for a company or organization to achieve its goals. Based on this, this is in accordance with the results of research by Rosalina dan Wati (2020) which state that the higher the discipline of an employee in working for a company or an organization, the better the employee's performance.

From the application of good work discipline, the employee indirectly or indirectly creates a good and orderly and efficient work environment so as to produce optimal employee performance. This is in line with the opinion of (Maulidina & Sularmi, 2024) in their research which states that discipline must be applied in every company to its employees to encourage employees to work hard based on company regulations so as to produce high performance. According to Muslikhun (2023) that employee discipline can be a measure of the success of a company or organization in carrying out its work procedures. The work mechanism can run well if the employee has a disciplined spirit, where this can be seen if an employee is often absent from

work, then the performance of the organization or company will definitely experience obstacles and of course the production process can be disrupted.

In a company or an organization, work discipline can ensure the maintenance of order and smoothness of an employee's work to achieve maximum results so that high work discipline illustrates that there is a sense of employee responsibility for the tasks assigned to these employees. The level of responsibility possessed by an employee encourages work enthusiasm to realize company goals by obeying the rules that apply in the company (Vega & Wahyuningsih, 2023). Employees who have high work discipline, these employees are more focused and have high dedication in carrying out their duties and responsibilities. Employees must value time and employees must work effectively and efficiently. Work discipline reflects the professionalism of employees carrying out their duties so that with high work discipline, employee performance will automatically increase significantly (Ngurawan; Panigoro & Hasiru, 2024).

Likewise, this study also shows that leadership style affects work motivation. Leaders who have a good leadership style will have a positive impact on employee work motivation. Leaders who apply an effective leadership style can create a positive work environment and motivate employees to work harder so that it has an impact on increasing employee work motivation.

Based on the description above, it can be seen through the opinion of (Hapsari & Nugroho, 2024) in their research that the interaction between leadership style and work discipline shows that these two factors complement each other in influencing employee performance. An effective leadership style can strengthen the implementation of work discipline, while good work discipline supports the implementation of a productive leadership style. Leaders who are able to enforce work discipline fairly and consistently, as well as provide support and inspiration to employees, will create a work environment conducive to high employee performance. Employee performance is interpreted as a result of the work achieved by employees in carrying out the duties and responsibilities given to them in quality and quantity in a certain period of time. This employee performance can describe the quality of a company in carrying out its activities so that employee performance can affect the progress of the company. Through high employee performance or through good employee performance can also have a positive impact on the employees themselves. Employee performance can be measured in various ways, including quantitative employee performance and qualitative employee performance.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research that has been done, it can be concluded that leadership style and work discipline affect employee performance. The better the leadership style of a leader, the better employee performance. Likewise, the higher the work discipline of an employee, the better the employee's performance. These two variables support each other in creating high employee performance. Furthermore, work motivation affects employee performance. The higher the employee's work motivation, the higher the employee's performance. The results also state that work discipline has no effect on work motivation, work motivation has no effect on employee performance and leadership style and work discipline have no direct effect on employee performance through work motivation.

From the results of the research that has been done, it is recommended that companies always conduct evaluations related to employee performance so that through these evaluations it can be seen the problems that arise to find the right solution so as to improve employee

performance. Meanwhile, future researchers can add several supporting variables to increase knowledge in the world of higher education and the world of work.

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