



The Effect of Leadership, Work Discipline and Motivation on Employee Performance (Study at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency, East Kalimantan)

Areffudin¹, Sulastini², Maskur³

¹Students of the Postgraduate Study Program Master of Management, Universitas Islam Kalimantan Muhammad Arsyad Al Banjari

^{2,3}Master of Management Postgraduate Study Program, Universitas Islam Kalimantan Muhammad Arsyad Al Banjari

* Corresponding author: areffidinuniska@gmail.com

Abstract

Focus on three issues, namely (1) Whether there is a partial influence of leadership on employee performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency, (2) Is there a partial influence of motivation on employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda), (3) Is there a partial influence of work discipline on employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency and (3) Whether there is an influence of leadership, motivation and discipline together on employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda). Method: This study uses a quantitative approach. The number of samples taken was 48 respondents with a saturated sampling technique. Data collection techniques use questionnaires (questionnaires), while data analysis uses multiple linear regression. The results showed that there was a significant partial influence of leadership on employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda), there is a significant partial influence of motivation on employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda), there is a significant partial influence of work discipline on employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency, and there is a significant





influence simultaneously on leadership, motivation and work discipline on employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency

Keywords: Leadership, Motivation, Work Discipline, Employee Performance

1. INTRODUCTION

The establishment of an organizational unit that manages human resources is intended not as a goal, but as a tool to increase the efficiency, effectiveness and performance of the organization as a whole. This fact becomes even clearer when one remembers that the work unit that manages human resources performs supporting tasks, not the main tasks. Working for an organization by obtaining rewards is also usually based on the belief that by working for an organization, a person will be able to satisfy his various needs, not only in the material sector, such as clothing, food, shelter and other material needs, as well as various other needs that are social, prestige, psychological and intellectual needs.

It is clear that initially the motive for a person entering various organizations is the achievement of goals and the fulfillment of his personal interests. This is normal and is a universal symptom. However, in pursuing a career, one must be willing and willing to make the various types of adjustments necessary for one to be accepted as a respected member of an organization. Thus, the person concerned becomes a member of the organization whose presence is sincerely accepted by other people with whom he will interact, both in the context of carrying out the tasks entrusted to him, which means formal functional relationships, as well as in various relationships that are not directly related to the task. work, which means an informal relationship.

The existence of an office of PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency in carrying out its organizational wheels really needs good and quality Human Resources in managing it to achieve organizational goals effectively and efficiently. Once the importance of this human resource factor, then in order to get the desired human resources it is necessary to have a coaching from a sustainable leader. Because with this coaching method at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency will later be able to realize quality and professional resources equipped with knowledge about high motivation and discipline so that the resulting output can provide satisfaction and not disappoint in accordance with predetermined work standards so that it can complement the needs organization to achieve goals.





Leadership as an indicator of the success of the management process in an organization is one of the determining factors in efforts to improve employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency. In addition, according to (Gate and Fatahan, 2020). This study aims to determine the effect of leadership style on employee performance at CV. Mustika Surya Pratama, North Kalimantan. The research method used is descriptive method, the sample of this study is 30 employees, the data collection technique in this study is by distributing questionnaires. The results of this study indicate that leadership style has a partial or simultaneous effect on employee performance at CV. Mustika Surya Pratama, North Kalimantan

According to (Dewi, 2019). This study aims to determine the effect of work motivation, work environment and leadership on employee performance at CV. Marthani Surakarta. This study used a quantitative data analysis method. The sample for this study was 35 employees, using a census technique with multiple linear regression analysis, and collecting data using a questionnaire. The results of this study indicate that work motivation, work environment and leadership influence partially or simultaneously on the performance of employees at CV. Marthani Surakarta.

According to Mc. Gregor has the view as explained (Asnawi, 2018) which states that: The human resource management model policy is very important in the organization, because if employees are able to be directed and motivated by themselves to do a good job, it will contribute which is very important for the success of the organization. Apart from being caused by motivational factors, the phenomenon of low employee performance is also caused by discipline factors, according to (Supomo & Nurhayati, 2018), explaining discipline is an attitude or behavior of an employee in an organization/agency to always obey, respect, and respect all rules and norms determined by the institution, so that the goals of the organization/agency can be achieved.

Following (Sutrisno, 2014), giving the notion of discipline is a person's behavior in accordance with regulations, existing work procedures, or discipline is an attitude of behavior and actions that are in accordance with organizational regulations both written and unwritten. Confirmed by the statement (Mangkunegara, 2013), discipline is the implementation of management to reinforce organizational guidelines. Many empirical studies have proven that discipline has an effect on employee performance, such as the results of research conducted by (Mailiana, Diana Hayati & Siti Rahayu, 2018), (Roy Irawan





& Handayani, 2018), (Astadi Pangarso, Putri Intan Susanti, 2016), which concludes that discipline has a positive and significant effect on employee performance.

Employee performance has a fairly important role in achieving organizational goals and achieving the individual goals of its employees. The main benefits to be gained from improving employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency will get bigger results in the future with a fixed number of employees. The level of employee performance is influenced by various factors, including the human resources themselves, as well as government policies. The potential of well-performing human resources determines success. To achieve the best performance, it is necessary to have directed human resource management through various policies that can adjust the common interests of employees and the Company.

According to (Mangkunegara, 2013) stated that "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". One of the factors that can drive employee performance is the potential within employees in the form of motivation and discipline possessed by each employee. Employee. At present many problems arise related to employment, especially employee performance, therefore problems related to performance need to find a solution. Employees have a very important role and they are the prime mover for smooth performance.

Based on the description above, attention to human resources which is one of the factors for achieving organizational goals is appropriate at PT. Kukar Sejahtera Dambaan Etam (Perseroda), received treatment, especially providing knowledge, departing from the background of these thoughts the author chose the title in this study "The Influence of Leadership, Motivation and Discipline on Employee Performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency, East Kalimantan

2. LITERATURE REVIEW

2.1 Leadership

According to (Robbins, 2013) a leadership study conducted by the University of Michigan Research and Survey Center at roughly the same time as that conducted in Ohio, had a similar research goal: to look for the behavioral characteristics of leaders that seem to be associated with measures of performance effectiveness. The Michigan group also arrived at two dimensions of leadership behavior which they called employee-oriented and





production-oriented. The employee-oriented leader has been described as emphasizing interpersonal relationships; they take a personal interest in the needs of their subordinates and accept individual differences among members. Production-oriented leaders, on the other hand, tend to emphasize the technical or task aspects of the job – their primary concern is the completion of their group's task, and group members are tools to that end.

Based on the University of Michigan research, there are two types of leadership behavior that we have mentioned above. Rensis Leinkert provides a description of the characteristics of each of these leadership types. In this type of task-oriented leadership characterized by several things such as the leader giving instructions to subordinates, the leader always strictly supervises subordinates, the leader assures subordinates that tasks must be carried out according to their wishes, and the leader places more emphasis on carrying out tasks rather than coaching. and subordinate development.

Contingency theory looks at the situational aspects of leadership (organizational context). Fiedler said that there are 2 types of leadership variables: Leader Orientation and Situation Favorability. Often, we hear two words namely leader and manager where the two words are used interchangeably to designate the role of a person. Therefore, according to (Garvin, 2000) in Entrepreneur 2017, distinguishing between leaders and managers, where managers are more action-oriented. They spend their days acting, delegating, and deciding. Their eyes are on the present, and they measure success by executing skills and effective implementation, consistency and stability are the main goals.

Leadership is an adjective from the word leader. Leadership is also understood as the ability to influence various strategies and goals, influence commitment and obedience to tasks to achieve goals, influence groups to identify, maintain, and develop organizational culture (Usahawan 2017). According to (Lussier and Achua, 2001) in leadership as influence that goes in two directions. Leaders influence followers, just as followers influence leaders. In formal organizations, workers are classified into two categories, namely managers who have subordinates, and what must be done on the one hand, subordinates as followers who carry out what the organization outlines on the other hand. The manager has four main functions, namely as a planner, organizer, director and supervisor

2.2 Work Discipline

According to (Hasibuan, 2015) good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This encourages passion for work,





morale, and the realization of performance. Therefore, every boss always tries to make his subordinates have good discipline. A superior is said to be effective in leadership, if his subordinates are well disciplined. To maintain and improve good discipline is to establish binding work rules and regulations, fulfill the wishes and needs of its employees, determine clear and clear lines of authority and responsibility, establish harmonious working relationships, and create an atmosphere of good working conditions. Discipline is defined if employees always come and go home on time, do all their work well, comply with all company regulations and social norms.

Why is employee discipline necessary rules and punishments. Regulations are very necessary to provide guidance and counseling to employees in creating good discipline, morale, work morale, efficiency and work effectiveness of employees will increase. This will support the achievement of company goals, namely improving employee performance (Hasibuan, (2015)). According to (Siagian, 2017) suggests that employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their performance.

Discipline is the sixth operative function of human resource management. This discipline is the most important operative function of human resource management, because the better the level of employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for corporate organizations to achieve optimal results. According to (Fathoni, 2006) suggests that discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all regulations and is aware of their duties and responsibilities. Willingness to take action with discipline is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not. Discipline can be interpreted when employees always come and go home on time, do all their work well, comply with all company regulations and applicable social norms.

According to (Hasibuan 2015) discipline is a person's awareness and willingness to comply with all applicable social rules and norms. Meanwhile (Siagian, 2017) states that discipline is a management action to encourage members of the organization to fulfill the demands of these various provisions. From the description of the definition stated above, it can be concluded that work discipline is an activity of management that functions as a form





of employee control in carrying out regular government organizational standards in order to achieve the objectives

2.3 Motivation

Motivation is basically the process of trying to influence someone to do something the organization wants. According to Martoyo (2013), motivation is the work done by a manager in providing inspiration, enthusiasm and encouragement to other people, in this case his employees, to take actions. Giving this encouragement aims to activate people or employees so that they are enthusiastic and can achieve the desired results from these people. Meanwhile, according to (Sondang, 2013) motivation is defined as a feeling of encouragement to do something in achieving a good goal, in a company that motivation can bring employees to do the maximum possible in carrying out their duties because they believe that with the success of the organization achieving goals and various goals, the personal interests of the members of the organization will also be maintained.

According to (Mangkunegoro, 2013) motivation is divided into two, namely positive motivation as a process of trying to influence other people to carry out something desired by giving the possibility of getting a prize, and negative motivation as a process of influencing other people to do something desired by use force that creates fear. According to Maslow in (Luthans, 2017), states the hierarchy of needs to encourage work motivation are physiological needs, security needs, social needs, ego needs, and self-actualization

2.4 Employee Performance

Performance according to (Sedarmayanti, 2015) is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. According to (Wibowo, 2015) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Performance can also be said as a result achieved from work. Performance is about what to do and how to do it.

Within the framework of performance-based management, each individual is responsible for performance. According to (Grote, 1997) in (Mahmudi, 2015) states that there are five main responsibilities that must be fulfilled by every individual in the





organization to achieve the desired performance results. The individual's responsibilities are Providing commitment to achieving goals, asking for feedback on the performance he has done, communicating openly and regularly with his manager, obtaining performance data and sharing that data with other parties and preparing to evaluate the performance he has done achieved

How an organization achieves success is largely determined by the manager/leader. If managers do a good job, the organization may achieve its goals. However, if on the contrary the manager is unable to carry out his duties, the organization will fail to achieve its goals. Likewise, if an organization within a country achieves its goals, the country as a whole gain's prosperity. The issue of how well managers do their jobs, or managerial performance, can be a matter of debate. Performance management is a measure of how efficient and effective a manager is, how well the manager considers and achieves the right goals

3. RESEARCH METHOD

This research is a survey research, namely by taking a sample from a population and using a questionnaire as the main data collection tool. , Discipline and Motivation on Employee Performance. In this study, the population is employees at PT. Kukar Sejahtera Dambaan Etam (Perseroda)Kutai Kertanegara Regency, so the research population was taken based on the final number of employees of 48 people. Because the population in this study is relatively small, it is necessary to determine the sample to facilitate the implementation of the research, time, cost and considered representative of the population. According to Arikunto (2005: 120) samples can be taken as many as 48 of the total population or saturated samples. Based on this opinion, the number of samples in this study were taken as many as 48 employees, not including the leadership.

In this study, researchers used data collection techniques by means of a questionnaire (questionnaire). The questionnaire used by researchers as a research instrument, the method used is a closed questionnaire. Analysis of the hypothesis testing data was carried out using the T test, F test, and the coefficient of determination (R²) using SPSS software

4. RESULT AND DISCUSSION

The regression model that has fulfilled the classical assumptions is then tested by testing the regression equation partially (t test). The t test aims to see partially whether there is a significant effect of the independent variables on the dependent variable



1. Partial Regression Test (t test)

This test was conducted to find out that the variables Leadership, Motivation and Work Discipline have an influence on employee performance by comparing the value of t count with t table with a significance of 95% ($\alpha = 0.05$). If $t \text{ count} > t \text{ table}$ then H_0 is rejected and vice versa if $t \text{ count} < t \text{ table}$ then H_0 is accepted. The results of the t test can be seen in Table 1 below.

Table 1. T test results arithmetic

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Information
		B	Std. Error	Beta			
1	(Constant)	0,642	1,264		0,508	0,614	
	Leadership	0,809	0,062	0,827	13,001	0,000	Significant
	Motivation	0,357	0,063	0,361	5,669	0,000	Significant
	Work Discipline	0,370	0,057	0,368	6,516	0,000	Significant

Dependent Variable: employee performance

Source: Primary data processed (2023)

Based on the calculation results, the significance value of t is obtained for the independent variables, namely:

- a) The leadership has a t-value of 13.001, while a t-table of 1.67722 with a significance of 0.000. Because the value of $t \text{ count} > t \text{ table}$ ($13.001 > 1.67722$) or $\text{sig } t < 5\%$ ($0.000 < 0.05$), then H_0 is rejected and H_1 is accepted, meaning that there is a partially significant effect of the Leadership on Employee Performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda).
- b) The motivational has a t-value of 5.669 while a t-table of 1.67722 with a significance of 0.000. Because the value of $t \text{ count} > t \text{ table}$ ($5.669 > 1.67722$) or $\text{sig } t < 5\%$ ($0.000 < 0.05$), then H_0 is rejected and H_2 is accepted, meaning that there is a partially significant effect of the variable Motivation on Employee Performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda)
- c) Work Discipline has a t-value is of 6.516 while t table is 1.67722 with a significance of 0.000. Because the value of $t \text{ count} > t \text{ table}$ ($6.516 > 1.67722$) or $\text{sig } t < 5\%$ (0.000)



< 0.05), then H0 is rejected and H3 is accepted, meaning that there is a partially significant effect of Work Discipline on Employee Performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda)

2. Simultaneous Regression Test (Test F)

This test was conducted to find out all the independent variables Leadership, Motivation (and Work Discipline have an influence on Employee Performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda). This test was carried out by the F test, with a significance level of 95% ($\alpha=0.05$). The results of the F test can be seen in Table 2. below

Table 2. Count F test results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	222,410	3	74,137	132,655	.000 ^b
Residual	24,590	44	0,559		
Total	247,000	47			

Dependent Variable: Employee Performance

Predictors: work discipline, leadership, motivation

Source: Primary data processed (2023)

Based on the calculation results obtained a significance value of F (0.000) < α significance (0.05), that is (0.000 < 0.05) or by comparing F count with F table with an F table value of 2.82. Where from the calculation results obtained the value of F count > F table (132.665 > 2.82). Based on these calculations, the decision is that H₀ is rejected and H₄ is accepted, which means that statistically it can be proven that all independent variables consisting of Leadership, Motivation and Work Discipline simultaneously affect Employee Performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda).

3. The coefficient of determination (R²)

Koefisien determinasi (R²) pada intinya mengukur seberapa jauh kemampuan model dalam menerangkan variasi variabel independen. Nilai koefisien determinasi adalah antara nol dan satu (Ghozali, 2006:83). Nilai koefisien determinasi dapat dilihat pada Tabel 3. berikut:



Table 3. Determination coefficient value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.949 ^a	0,900	0,894	0,748	0,900	132,655	3	44	0,000

Dependent Variable: Employee Performance, Leadership, Motivation

Source: Primary data processed (2023)

Based on the results of calculations using the SPSS 25.00 program in Table 5.15 it can be seen that the coefficient of determination (Adjusted R Square) obtained is 0.894. This means that 89.4% of employee performance can be explained by the variables Leadership, Motivation and Work Discipline, while the remaining 10.6% of employee performance is influenced by other variables which were not examined in this study.

After carrying out the test results, the discussion is as follows:

1. The Influence of Leadership on Employee Performance

Based on the research results, leadership influences employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) because it has a significance probability value that is less than 0.05. Based on questionnaire data from each indicator per item related to leadership at the PT. Kukar Sejahtera Dambaan Etam (Perseroda), the majority of employees stated that the leadership was good.

The majority of employees at PT. Kukar Sejahtera Dambaan Etam (Perseroda) stated that leaders have the ability to make strategies, have the ability to make good decisions, have a level of confidence and enthusiasm, have appropriate formal education, have the ability to communicate well and be assertive about the decisions taken. Leadership style is a way that leaders use in interacting with their subordinates. Meanwhile, other opinions state that leadership style is a pattern of behavior (words and actions) of a leader that is felt by others. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals. The firmer the leadership style of a leader, the higher the performance of employees.





Leadership is needed to provide direction for the efforts of all workers in achieving organizational goals. Without leaders or guidance, the relationship between organizational goals may become tenuous. Therefore, leadership is needed if an organization wants to be successful. What's more, good workers always want to know how they can contribute to achieving organizational goals, and at least passionate workers need leadership as a basis for external motivation to keep their goals in harmony with organizational goals. In addition, an organization can run well because it is influenced by the relationships that occur in it, both relationships with fellow employees and with their leaders. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision and goals of an organization. Leadership style on performance, it can be concluded that leadership style has a significant influence on employee performance.

According to Fahmi (2016: 122), Leadership is a science that examines comprehensively how to direct, influence, and supervise other people to carry out tasks according to planned orders. Meanwhile, according to Effendi (2014: 183) "Leadership is an influencing activity with the ability to convince others to direct the process of achieving predetermined organizational goals". In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve the goals that have been set.

Successful leaders are leaders who are able to manage or manage the organization effectively and are able to carry out effective leadership as well. For that the leader must really be able to carry out its function as a leader. The function of a leader in an organization often has different specifications from other fields of work or organizations. This difference is caused by several things, including: type of organization, social situation in the organization, the number of members of the Ghiselli & Brown group (Sutrisno 2016: 219). In carrying out its functions, the leader has certain tasks, namely making sure that the group can achieve its goals well, in productive cooperation, and in whatever circumstances the group faces.

2. The Effect of Motivation on Employee Performance

Based on the research results, motivation influences employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) because it has a significance probability value that is less than 0.05. Based on questionnaire data from each indicator per item related to





motivation at the PT. Kukar Sejahtera Dambaan Etam (Perseroda), the majority of employees stated that motivation was quite high.

The majority of employees at PT. Kukar Sejahtera Dambaan Etam (Perseroda) states that employee motivation is high, this is due to getting a decent salary, benefits, good communication and relationships outside the office, supportive policies, career opportunities for employees, and transparency of office information to all employees. Motivation is giving an individual encouragement to act that causes the person to behave in a certain way that leads to a goal. Giving motivation is one of the goals so that employees who are motivated can work in accordance with the work guidelines and responsibilities given so that the company's goals can be achieved properly. In addition, it also contains elements of efforts, namely efforts that are of quality and are directed and consistent with the goals of the organization to be achieved. A person's motivation points a certain direction to him in taking the necessary steps to ensure that he reaches his goal. Meanwhile, being motivated means wanting something based on one's own desires or being driven by whatever is there to achieve success. Internal factors include achievement, recognition/award, responsibility, obtaining progress and development at work. External factors include salary/wages, relations between workers, technical supervision, working conditions, office policies, and work processes in the office.

According to Wibowo (2014) work motivation is the desire to act. Everyone can be motivated by several different strengths. Work motivation is the result of a collection of internal and external forces that cause work to choose the appropriate course of action and use certain behaviors. Meanwhile, according to Hamzah Uno (2012) provides a definition of work motivation as a strength within a person that influences the direction, intensity and persistence of a person's voluntary behavior to do work. Work motivation is motivation that occurs in work situations and environments that exist in an organization or institution. The success and failure of education is often associated with the work motivation of teachers. Basically, humans always want good things, so that the driving force or driving force that motivates their work enthusiasm depends on the expectations that will be obtained in the future. If these expectations come true then someone will tend to increase their work motivation.

There are so many factors that can affect the motivation that is in a person. Therefore, it is very difficult to determine one by one specifically the factors that influence a person's motivation. However, in general, basically every individual or most of the individuals who





work in companies have almost the same motivation why they have to work in companies. Thus, management can determine in general the outline of motivation that influences employees to be able to work and carry out their duties to achieve the goals to be achieved. Employees who motivate themselves are strong, they will be more enthusiastic in carrying out every task they are responsible for. Meanwhile, employees who have less motivation within themselves, this causes a lack of enthusiasm in carrying out and completing every task that is their responsibility.

3. The Effect of Discipline on Employee Performance

Based on the results of research on work discipline affecting employee performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda) because it has a significance probability value that is less than 0.05. Based on questionnaire data from each indicator per item related to work discipline at the PT. Kukar Sejahtera Dambaan Etam (Perseroda), the majority of employees stated that work discipline was high.

The majority of employees at PT. Kukar Sejahtera Dambaan Etam (Perseroda) states that work discipline has been well implemented, this has proven that employees are always present at work, are able to complete work assignments given carefully, always comply with work according to work guidelines, always comply in carrying out assignments, and have compatibility with other employees in carrying out joint work. Discipline is the attitude, behavior and actions that are in accordance with company regulations, both written and unwritten. The regulations in question include absenteeism, slow entry, and early return of employees. So, this is an employee disciplinary attitude that needs to be addressed properly by the management. Many define discipline when employees always come and go home on time. That opinion is only one demanded by the organization. Therefore, discipline can be interpreted as behavior that is written or not written (Hasibuan, 2019).

(Hasibuan, 2019), discipline is one's awareness and willingness to comply with all company regulations and applicable social norms. Meanwhile, according to Latainer in (Sutrisno, 2019) defines discipline as a force that develops within the employee's body and causes employees to adjust voluntarily to decisions, regulations, and high values from work and behavior. Work discipline can be defined as an attitude of respect, respect, obedience and adherence to applicable regulations, both written and unwritten and able to carry them out and not shy away from accepting sanctions if he violates the duties and authority given to him. Discipline is the desire and awareness to comply with organizational rules and social





norms. Therefore, discipline is an important means to achieve goals, then the development of discipline is a very important part of management. Any management in its implementation requires the discipline of all members of the organization. Discipline is also said to be a means to train and educate people against regulations so that there is compliance and so that they can run in an orderly and orderly manner within the organization. Discipline is also said to be a means of communicating with employees so that employees want to do what is recommended by superiors and in accordance with established company regulations.

The main aim of discipline is to maximize results by avoiding wastage of time and energy. In addition, discipline tries to prevent damage to or loss of property, machinery, tools and work equipment caused by carelessness, jesting or theft. Discipline tries to overcome errors and omissions caused by inattention, incompetence and tardiness. Discipline tries to start work that is slow or ends work too early due to delays or benefits. Discipline also seeks to overcome disagreements between employees and prevent disobedience caused by misunderstandings and misinterpretations.

4. The Influence of Leadership, Motivation, and Work Discipline on Employee Performance

Based on the results of leadership research, work motivation and discipline affect employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda) because it has a significance probability value that is less than 0.05. The importance of leadership is an important factor because it is the leader who will move and direct employees in achieving goals and at the same time is a task that is not easy, besides motivational leadership also plays an important role in improving performance in an organization or company, Leadership and Motivation, work discipline as well is one of the factors that influence performance, work discipline is needed because what is the company's goals will be difficult to achieve if there is no discipline in work.

This leadership style basically emphasizes respecting individual goals so that later individuals will have confidence that actual performance will exceed their performance expectations. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals (Waridin and Bambang Guritno, 2005). (Suranta, 2002) and (Tampubolon, 2007) state that leadership factors also influence employee performance. This means that the better the way a leader leads, the more it will affect employee performance. So, it can be concluded that there is a relationship between leadership style and employee performance.





Work motivation is the most important main energy for employees because motivation greatly influences employee morale at work, the spirit of establishing good relations with stakeholders, enthusiasm for carrying out work, and even the employee's own personal enthusiasm in improving his personal life. Work motivation is very influential in employee performance; therefore, the company must provide motivation to its employees because if the company does not motivate its employees, it will not get the goals to be achieved and will cause work results to be not optimal at work. The role of work motivation on employee performance can increase employee morale where employees will work optimally and like their work environment. A motivation is very important to achieve these goals because the existence of motivation possessed by employees can make these employees work well and can make employees use more energy and mind in realizing the goals of the Company. If this motivational need is met, there will be a sense of satisfaction and fluency towards improving employee performance so that employees do not experience a decline in work.

Work discipline is a step taken by workers towards their duties and obligations to complete within the allotted time and comply with the regulations that have been made by the company and the social norms that apply in accordance with these provisions. Implementation of work discipline based on awareness will create a harmonious condition between desires and reality. Work discipline is very influential in employee performance; therefore, companies must create harmonious working conditions between desires and reality. To create these harmonious working conditions, harmony must first be realized between the obligations and rights of employees. So, it can be concluded that discipline is an attitude of loyalty and obedience of a person or group of people to rules, both written and unwritten, which are reflected in the form of behavior and actions. Good discipline from employees will show how a company can maintain and maintain the loyalty and quality of its employees.

5. CONCLUSION

Based on the results and discussion above, the authors can draw the following conclusions:

1. Leadership has a significant effect on employee performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda). This means that the better the level of leadership that is





carried out, the higher the employee performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda).

2. Motivation has a significant effect on employee performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda). This means that the higher the level of employee motivation, the higher the employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda).
3. Work Discipline has a significant effect on Employee Performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda). This means that the higher the level of employee work discipline, the higher the employee performance at the PT. Kukar Sejahtera Dambaan Etam (Perseroda)
4. Leadership, Motivation and Work Discipline together have a significant effect on Employee Performance at the Office of PT. Kukar Sejahtera Dambaan Etam (Perseroda). This means that the better the leadership, motivation and work discipline of the employees, the higher the employee performance at PT. Kukar Sejahtera Dambaan Etam (Perseroda).

Based on the results of the conclusions that have been described, as for suggestions that the author can give, among others

1. Leaders must pay special attention to employees and be more responsible for the work and position they hold.
2. To PT. Kukar Sejahtera Dambaan Etam (Perseroda) should provide more motivation, both internal and external to employees so that employee contributions to the organization are maximized, so that employees will feel that they are maximizing their efforts in order to achieve common goals.
3. Office of PT. Kukar Sejahtera Dambaan Etam (Perseroda) must apply even stricter discipline related to employee awareness of their duties.
4. Office of PT. Kukar Sejahtera Dambaan Etam (Perseroda), especially leaders, should be able to make their employees more responsible for the tasks assigned to these employees so that the performance of the employees is in accordance with what is expected by the organization.
5. For further research, especially those related to leadership, motivation, and work discipline, it is expected to improve the results of this study by adding research subjects and other variables that can influence employee performance. Thus, further research can be more varied and varied, so that the conclusions obtained can be broader





REFERENCES

- Arikunto, S. 2005. Research Procedure One Practice Approach. Rineka Cipta. Jakarta
- Budi W. 2000. Analysis of Corporate Culture and Its Influence on Employee Performance at PT. Barutama Kudus Temple. Master of Management Program Thesis, University of Muhammadiyah Malang.
- My point of view. 2011. Hypothesis Testing: Multiple Linear Regression, T Test, F Test and R Square Test, Blogspot.com.
- Ermaya S. 2008. Government Leaders and Leadership, Jakarta, PT.Gramedia Pustaka.
- Ghozali, I., 2006. Application of Multivariate Analysis with the SPSS program. Diponegoro University Publishing Agency.
- Irawan, P., 1999, Logic and Research Procedures, College of Administrative Sciences - Institute of State Administration, Jakarta
- Kotter, J.P and Heskett, James L, 1992, Corporate and Performance, The Free Press, New York
- Gibson, J.L, John M.I, James H.Donnely. 2008. Organization, Behavior, Structure, Process, Eighth Edition, Jakarta, Bina Aksara
- Sugiyono. 2013. Research Methods. Publisher CV. Alfabeta, Bandung.
- Handoko, T. H. 2011. Personnel Management and Human Resources, Yogyakarta, BPFE.
- Hasiban, M. 2003. Human Resource Management, Jakarta, Bumi Aksara.
- Hasibuan, M, SP. 2010. Human Resource Management. PT. Mount Agung Shop, Jakarta.
- Lane, J E, 2008, The Public Sectors, Concept, Model And Approaches, London, Sage Publications.
- Luthans, F. 2008. Organizational Behavior, Tenth Edition, Translated by Vivin Andhika Yowono, Arie Prabawati, and Winong Rosari, Andi. Yogyakarta.
- Mahmudi. 2007. Public Sector Performance Management, YKPN College of Management, Yogyakarta.
- Mangkunegara, A. P, 2013. Organizational Behavior and Culture. PT Refika Aditama. Bandung.
- Robbins, S. P. 2013. Organizational Behavior, Concepts, Controversies, Applications. Prehallindo, Jakarta.
- Robbins, S.P and Timothy A. Judge. 2007. Organizational Behavior, Translated by Diana Angelica. Salemba Four. Jakarta.





- Sedarmayanti, 2008. Human Resource Management, Bureaucratic Reform and Management of Civil Servants. PT. Refika Aditama, Bandung.
- Now, Uma. 2010. Research Methods for Business, Research Methodology for Business, Translation, Salemba Empat, Jakarta.
- Siagian, S..P. 2010. Human Resource Management, Buni Script Jakarta.
- Sugiyono, 2013. Statistics for Research. Publisher CV. Alfabet, Bandung.
- Entrepreneur No. 05 TH XXXIII, May. 2004.
- Wibowo, 2007. Performance Management, PT Rajagrafindo Persada, Jakarta.
- Yulk, G.. 2010. Leadership in Organizations Fifth Edition, Translated by Budi Supriyanto, Jakarta

