

Determination of Employee Performance at PT. Berkah Alam Subur Semarang

Faizatina Amalia Shulha¹, C. Tri Widiastuti², Emaya Kurniawati³

^{1,3}Universitas Semarang, Jawa Tengah, Indonesia

²Universitas PGRI Semarang, Jawa Tengah, Indonesia

Abstract

The research is urgent because it seeks to analyze the influence of leadership style, work discipline, and motivation on employee performance at PT Berkah Alam Subur. The goal of this research is to give a thorough knowledge of the elements that impact performance and a solid foundation for strategic decision-making. Companies may identify areas for development, adopt effective policies, and foster a positive work environment to attain peak performance. The study approach is quantitative, and the research population is all PT Berkah Alam Subur employees. The saturated sample includes all 75 workers. Data was collected using a Likert scale-based questionnaire. The data analysis method employs Smart PLS 3.0. The study's findings indicate that leadership style has a good and relevant effect on employee performance, work discipline has a good and relevant effect on employee performance, leadership style has a good and relevant effect on motivation, work discipline has a good and relevant effect on motivation, and motivation has a good and relevant effect on employee performance. Motivation may be moderated effectively and is crucial to leadership style and work discipline. Implications of This Research The study's findings include ways to improve employee performance by focusing on leadership style, work discipline, and motivation.

Keywords: discipline, employee performance, leadership style, motivation work

Abstrak

Urgensi riset yaitu untuk menilai dampak gaya kepemimpinan, disiplin kerja, dan motivasi pada kinerja karyawan PT Berkah Alam Subur. Tujuan penelitian ini memberikan pemahaman yang mendalam tentang faktor-faktor yang mempengaruhi kinerja dan menyediakan dasar yang kuat untuk pengambilan keputusan strategis. perusahaan dapat mengidentifikasi area perbaikan, mengembangkan kebijakan yang efektif, dan menciptakan lingkungan kerja yang kondusif untuk mencapai kinerja optimal. Desain riset menggunakan kuantitatif, populasi penelitiannya adalah seluruh Insan PT Berkah Alam Subur. Sampel jenuh adalah seluruh 75 karyawan. Kuesioner dengan skala Likert digunakan untuk mengumpulkan data. Pendekatan analisis data dengan Smart PLS 3.0. Hasil riset menunjukkan bahwa gaya kepemimpinan berpengaruh baik dan relevan pada kinerja pegawai, disiplin kerja berpengaruh baik dan relevan pada kinerja pegawai, gaya kepemimpinan berpengaruh baik dan relevan pada motivasi, disiplin kerja berpengaruh baik dan relevan pada motivasi, motivasi berpengaruh baik dan relevan pada kinerja pegawai. Motivasi mampu memoderasi dengan baik dan relevan pada gaya kepemimpinan dan disiplin kerja. Implikasi dari riset ini Konsekuensi dari penelitian ini antara lain meningkatkan kinerja pegawai dengan memperhatikan gaya kepemimpinan, disiplin kerja, dan motivasi.

Kata Kunci: disiplin kerja, gaya kepemimpinan, kinerja karyawan, motivasi

PRELIMINARY

In the age of globalization, businesses must devise strategies to capitalize on global possibilities while addressing developing difficulties. Success is determined by the company's capacity to adapt, develop, and remain competitive in a rapidly changing global market. Thus, human resource engagement is the most significant subject in corporate management. This is not unexpected given that there is compelling evidence linking human resource participation to employee attitudes, behavior, performance, and well-being (Bailey et al., 2017). To assist human resource management, leaders must be able to organize and coordinate human resources so that they can perform tasks by corporate standards (Fiaz et al., 2017). Leaders must have a leadership style that aligns with the company's goals (Barrick et al., 2015). Leadership style molds performance to conquer subordinates to optimize subordinate performance, hence increasing corporate performance and inspiring individuals to attain high productivity (Hidayat, 2018). A good leadership style may motivate individuals to behave well at work, resulting in improved performance. On the other hand, a poor leadership style will lower overall performance. According to Kamal et al. (2019), excellent leadership style influences employee performance and has a positive impact on corporate performance. Company performance is a critical instrument for understanding, measuring, and improving business performance. Companies that perform extensive and continuing research may guarantee that they are taking the correct measures to gain a competitive edge and long-term success.

Satisfactory outcomes in terms of quality, quantity, working time, and teamwork in meeting corporate goals demonstrate employee performance (Agustina, 2020). Corporate objectives must be aligned with the performance of organizational units and all persons, from operations to management (Silalahi et al., 2019), therefore employee performance must be maintained to ensure that corporate goals are met (Simatupang et al., 2020).

Employee performance is influenced by several factors, including motivation. Motivation is extremely crucial in the workplace since excellent motivation leads to good employee performance and vice versa. Employees with high work motivation will work harder to finish their duties, whereas employees with low work motivation are less excited about their jobs, give up quickly, and struggle to complete their tasks (Harwiki 2016). Corporate leaders must be able to guarantee that all employees can collaborate and that each assignment is completed with enthusiasm to achieve corporate goals (Erita et al., 2021). Motivation from leaders to workers is a crucial step in improving employee morale. The more individuals who have strong work morale, the more competitive the organization is, and the more income it generates (Chien et al., 2020; Shahid, 2018). Employee performance is intimately linked to motivation. This research is supported by an empirical study done by Goni et al. (2021), which found that work motivation has a significant impact on employee performance. According to Sariadi (2020), employee motivation is heavily impacted by the success of an organization's staff. However, Hidayat (2021) and Pragiwani et al. (2020) found that motivation had minimal impact on employee performance.

Work discipline is another factor influencing performance (Jung et al, 2017). Work discipline is a management activity that is specifically dedicated to things that are rules or prohibitions established by an organization or firm. Discipline is the primary and essential action for achieving goals. Company goals can be met if they are backed by a strong employee work ethic. Employee performance will improve when discipline improves because employees will strive to attain organizational goals (Jepry & Mardika, 2020). Employees are always on time and accomplish their responsibilities efficiently. Employees who are more disciplined at work perform better (Tentama et al., 2020; Hidayati et al., 2019); nevertheless, some studies have found that discipline does not influence performance (Kelibulin et al., 2020). Furthermore, the more disciplined an employee is, the better their performance (Yadewani and Wijaya, 2019). However, this contradicts (Ebuara and Coker, 2012), who claim that punishment has minimal

influence on employee work discipline. Because the goal of implementing Discipline is to accomplish desired results, corporate leaders must establish explicit standards for its application.

PT Berkah Alam Subur works in the sawmill business, exporting various types of wood to Europe and the United States. PT Berkah Alam Subur services both the domestic and export markets, with a focus on West Java and Central Java. The wood being sold is Kalimantan wood. Employee absenteeism has grown as a result of a leadership style that does not align with the company's aims. The result is that people become less disciplined at work. This issue is further exacerbated by the company's failure to motivate its personnel. PT Berkah Alam Subur must take into account aspects such as leadership style, work motivation, and work discipline, all of which are crucial in enhancing employee performance at the company.

The preceding overview gives a thorough grasp of the aspects that drive performance and a solid foundation for strategic decision-making. So that businesses may identify areas for development, design effective policies, and foster a positive work environment to attain peak performance. Figure 1 depicts the conceptual framework of independent factors, Leadership Style, and Work Discipline, with dependent variables, Employee Performance and Work Motivation, serving as moderators.

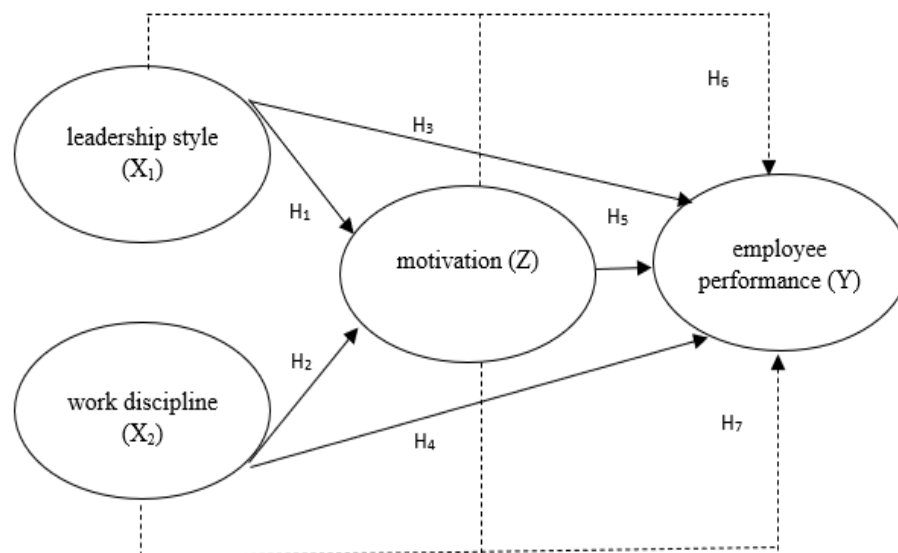


Figure 1: Framework for Conceptual Thinking.

The research hypothesis reads as follows:

- H1: Leadership style has a favorable and considerable impact on motivation.
- H2: Work discipline has a favorable and considerable impact on motivation.
- H3: The leadership style has a favorable and significant impact on employee performance.
- H4: Work discipline has a favorable and considerable impact on employee performance.
- H5: Motivation has a favorable and considerable effect on employee performance
- H6: Motivation mediates the positive and substantial influence that leadership style has on employee performance.
- H7: Work discipline has a favorable and substantial influence on employee performance and is mediated by motivation.

RESEARCH METHODS

The quantitative research approach evaluates the influence of leadership style and work discipline elements on employee performance, which is mediated by work motivation. This study's population consists of all workers of PT Berkah Alam Subur. Nonprobability sampling with saturated samples is a research sampling strategy in which all 75 workers of PT Berkah

Alam Subur completed a questionnaire to provide information. The questionnaire was scored on a Likert scale to evaluate how well respondents understood the research indicators. Data were evaluated with SmartPLS version 3 software, which comprises 1) the Outer Model Test, which includes validity tests such as convergent validity, discriminant validity, and average variance extraction (AVE). Additionally, a composite reliability test was utilized. 2) The Inner Model test consists of two tests: coefficient of determination and hypothesis test.

RESULTS AND DISCUSSION

PT Berkah Alam Subur is a sawmill firm that began operations in 2016. In 2018, PT Berkah Alam Subur extended its company by exporting various types of wood to Europe and the United States. The wood being sold is Kalimantan wood. Aside from satisfying the demands of the export market, PT Berkah Alam Subur also serves the domestic market, particularly in West Java and Central Java.

Respondent Characteristics

The following presentation of respondent identification data provides a basic description of respondents, including an explanation of factors such as age and gender. This survey was conducted with 75 employees out of a total of 200. Table 1 categorizes gender data into two groups: male and female.

Table 1. Respondent Characteristics

Gender	Male	63	84%
	Female	12	16%
Age	>33	12	16%
	34 – 39	12	16%
	40 – 45	25	33,33%
	46 – 51	17	22,67%
	< 52	9	12%

source of processed data, 2023

According to statistics from 75 workers, males accounted for 63 persons (84%), while females accounted for 12 people (16%). The majority of PT Berkah Alam Subur's employees are between 40 and 45 years old.

Outer loading and AVE (Average Variance Extracted) data can be utilized to determine convergent validity. If the outer loading result of the indicator is > 0.6, it is regarded as legitimate. If the outer loading result is < 0.6, the parameter should not be used.

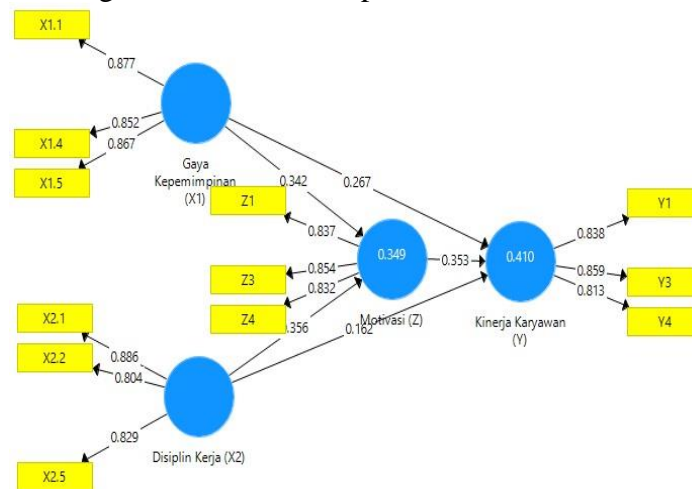


Figure 2. Outer Model

And if the Average Variance Extracted value exceeds 0.5, it is regarded to be authentic. Internal consistency is characterized by a composite reliability score < 0.6 and Cronbach's alpha > 0.7 . Table 2 and Figure 2 demonstrate convergent validity testing.

Table 2. Convergent Validity Test

Factors	Parameter	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE	Information
Leadership Style (x ₁)	x _{1.1}	0.877	0.834	0.900	0.749	Valid & Reliable
	x _{1.4}	0.852				
	x _{1.5}	0.862				
Discipline Work (x ₂)	x _{2.1}	0.886	0.796	0.878	0.706	Valid & Reliable
	x _{2.2}	0.804				
	x _{2.5}	0.829				
Motivation (Z)	Z ₁	0.837	0.793	0.879	0.708	Valid & Reliable
	Z ₃	0.854				
	Z ₄	0.832				
Employee performance (Y)	Y ₁	0.838	0.786	0.875	0.700	Valid & Reliable
	Y ₃	0.859				
	Y ₄	0.813				

Source of processed data, 2023

To determine links between constructs, the R-Square inner model test was performed using Bootstrapping with count R-Square, f-square, Q-square, and Goodness of Fit (GoF).

Coefficient determination on an endogenous construct is known as R-square, impact. Recommended R-square values are strong (0.67), moderate (0.33), and weak (0.19) (Ghozali, 2011). The R-square is 0.651, indicating that variable style leadership, discipline work, and motivation can affect employee performance by 65.1%, with the remaining 34.9% explained by other external variables study. Motivation has an R-square of 0.549, indicating that variation style leadership and discipline work capable influence accounted for 54.9%, with the remaining 45.1% explained by other outside factors study. Table 3 shows R-Square.

Table 3. R-Square

	R Square	Adjusted R Square
Employee Performance (Y)	0,651	0,642
Motivation (Z)	0,549	0,443

Source of processed data, 2023

F-Square testing was done to determine the strong effect predictor latent variable. The suggested impact f² size for an exogenous latent variable is influential small (0.02), influential moderate (0.15), and influential large (0.35). Table 4 shows the F-Square test.

Table 4. F-Square

	Employee Performance (Y)	Motivation (Z)
Work Discipline (X ₂)	0,162	1,159
Leadership Style (X ₁)	0,246	0,067
Motivation (Z)	0,078	

Source of processed data, 2023

F-square proves that performance. Employees are heavily impacted by leadership style, yet motivation has been shown to have a limited influence on employee performance. Discipline, work, and motivation all have a big effect on employee performance. Employee performance is poor enough to be impacted by incentives. Research findings demonstrate that disciplinary work

has a substantial impact on motivation and performance. Whereas style leadership has the biggest effect on employee performance.

The research model is predictive if Q-Square > 0, but not if Q-Square < 0. Q-Square Results in Research This is illustrated in the calculation below:

$$\begin{aligned}
 Q\text{-Square} &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - (1 - 0.651^2) (1 - 0.549^2) \\
 &= 1 - (1 - 0.424) (1 - 0.301) \\
 &= 1 - 0.417 \\
 &= 0.583
 \end{aligned}$$

Q-Square the same with 0.583 is adequately significant and has high predictive power, indicating that the resulting model is sufficient to make predictions. Q-Square Results of 0.583 indicate that style leadership, discipline work, and motivation work are capable of influencing 58.3% of factors performance workers, and other outside variables study impacted by 41.7%.

R² is used to evaluate the Goodness of Fit Model. If the value of GoF is 0.38, the model is deemed to be good.

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,7158 \times 0,6}$$

$$GoF = \sqrt{0,429}$$

$$GoF = 0.655$$

GoF results were achieved at 0.655, indicating that the study model is resilient because the GoF mark is greater than 0.38.

Table 5. Hypothesis Testing Results

	Original sample (O)	T Statistik ((O/STDEV))	T Table	P Values	Information
Leadership Style(x ₁)->Employee Performance(Y)	0,267	2,571	1,666	0,010	positive and significant
Work Discipline (x ₂)->Employee Performance(Y)	0,162	1,824		0,006	positive and significant
Leadership Style(x ₁)->Motivation (Z)	0,342	2,891		0,004	positive and significant
Work Discipline (x ₂)->Motivation (Z)	0,356	3,276		0,001	positive and significant
Motivation (Z)->Employee Performance(Y)	0,353	2,793		0,005	positive and significant
Leadership Style(x ₁)->Motivation (Z)->Employee Performance(Y)	0,121	2,068		0,039	positive and significant
Work Discipline (x ₂)->Motivation->Employee Performance(Y)	0,126	1,949		0,032	positive and significant

Source of processed data, 2023

Hypothesis testing

Figure 3. depicts bootstrapping on the route coefficient, while Table 5. displays the findings of hypothesis testing in research, the test result hypothesis shows that: Leadership Style may

affect employee performance with well (t -statistical value $1.824 > t$ -table 1.666 , p -value $0.010 < 0.05$). Therefore, H_1 can be approved. Disciplined work has a positive and lucrative impact on employee performance, as evidenced by a t -statistical value of $1.824 > 1.666$ and a p -value of $0.006 < \text{level of significance } 0.05$. This suggests that H_2 : discipline, work capability, and influence with high-performing individuals are acceptable. A good leadership style has a positive impact on motivation (t -statistic value $2.891 > t$ -table 1.666 , p -value $0.004 < \text{threshold of significance } 0.05$). It indicates that H_3 : Leadership style influence with excellent motivational skills can be accepted. Discipline leads to higher levels of work motivation (t -statistical value $3.276 > t$ -table 1.666 , p -value $0.004 < 0.05$). It indicates that hypothesis H_4 : discipline and job capability impact motivation is accepted. Motivation has a positive impact on employee performance, as evidenced by a t -statistic value of $2.793 > t$ -table 1.666 and p -value $0.005 < \text{threshold of significance } 0.05$. Therefore, H_5 was accepted.

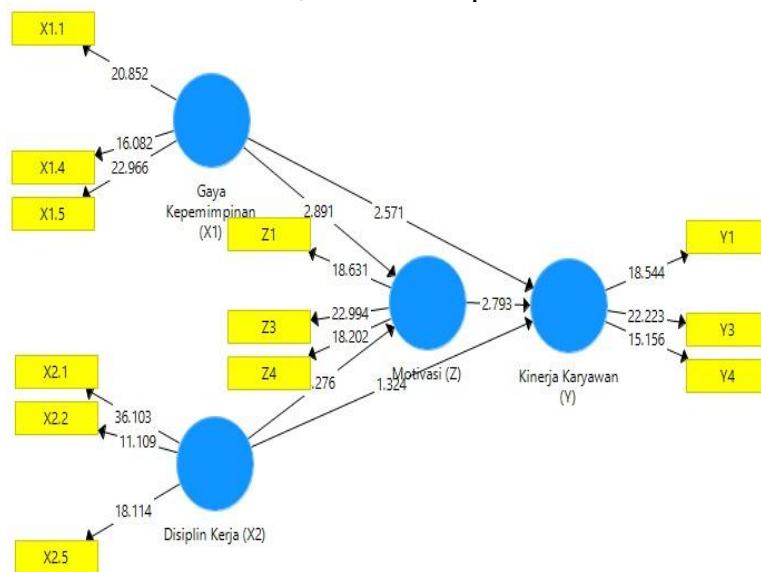


Figure 3. Inner Model

Leadership style has a positive impact on employee performance, which is regulated by motivation (t -statistical value $2.068 > t$ -table 1.666 and p -value $0.039 < \text{threshold of significance } 0.05$). This supports H_6 : motivation is capable. be a competent mediator between leadership style and staff performance, acknowledged. Work with discipline and influence. Employees with modest motivation performed well (t -statistic value $1.949 > t$ -table 1.666 , p -value $0.032 < 0.05$ level of significance). This case demonstrates that H_7 : Motivation Capable Be an excellent mediator on discipline. Work-to-performance personnel are accepted.

Discussion

Leadership style influences employee performance. By Positive and Significant. According to the research findings, employee performance is positively impacted by style leadership. Employees at PT. Berkah Alam Subur is very attentive to the style of leadership in the organization. Employee performance is heavily impacted by the attitude of the boss. Employee performance that does not meet standards has a direct impact on the company's production. Previous studies conducted by Tolu et al. (2021), Arief & Afifa (2020), Kurniawan (2018), and Yanoto (2018) support the conclusion of the research.

Disciplined work positively affects employee performance. At PT Berkah Alam Subur, disciplined work has a positive and beneficial influence on staff performance. Condition This is seen in size discipline, which can improve staff performance. Employees who are disciplined will strive to complete their tasks as efficiently as possible, resulting in improved performance. The more well-disciplined an employee is, the more effectively and efficiently he or she can

work; on the other hand, if the discipline is poor, the person's performance will suffer. The results of this research are supported by Pangarso (2016), Jufrizen (2018), and Yanthi et al. (2019).

Leadership Style has a good effect on Motivation. Empirical research indicates that style leadership has a powerful and positive influence on motivation. Employee motivation at PT Berkah Alam Subur will improve with an effective leadership style. The results of this research are supported by Khuong and Hoang (2015), who state that the characteristics of the leader in leading workers are highly significant in inspiring employees. Gopal et al. (2014) and Syafi et al. (2015) propose that leaders use effective leadership styles in line with employee needs to fulfill the company's objectives. Employee performance improves as motivation for work increases.

Disciplined work has a significant and positive impact on motivation. Discipline must be strengthened at PT. Berkah Alam Subur. Because no organization can achieve its goals without the assistance of disciplined and efficient personnel. As a result, discipline is critical for effectively motivating employees to achieve their objectives. According to a study, when discipline is improved in the workplace, motivation improves as well. The results of this research are supported by Khasanah et al. (2016) and Ulfa and Azzuhri (2016). According to Wahyuni, L., and Korneli, O. (2021), the greater an employee's knowledge of the discipline, the greater their incentive to work.

Motivation may impact employee performance. Employees are encouraged to collaborate, work efficiently, and integrate all available resources and effort to achieve high performance. The more motivated an employee is, the better their performance will be. Motivation in the workplace is critical for leaders to understand since it influences employee performance. Leaders must pay attention to their staff for them to remain engaged and design successful approaches for employee motivation. Employees who are highly motivated at work will achieve greater performance, The results of this research are supported by Wulandari and Bagia (2020), Lubis, R., P. et al (2024), and Sariyadi and Heryanda (2020).

Leadership style can impact employee performance through motivation as a mediator. Motivation can act as a buffer between a leader's style and workforce performance. A company with a good leadership style may motivate employees to work hard and complete their jobs and responsibilities. Condition This can improve performance and assist the organization achieve its goals. According to research findings, style leadership has an influence on staff performance through motivation, but not directly. The results of this research are supported by Prayudi (2020), Fikri and Rasetyani (2021), Okadarma et al. (2024), and Amalia et al. (2016), who discovered that motivation can serve as a style mediator for leadership in influencing employee performance.

Disciplined work can impact employee performance, with motivation acting as a mediator. Employees at work require the company's assistance and attention. Employees might be inspired to work with kindness and discipline when corporate regulations are enforced. Performance will improve if the leader is capable of implementing discipline and motivating people at the same time. The results of this research are supported by Sugiyanti and Mujiati (2022) and Tannady et al. (2022), who concluded that motivation is capable of becoming a disciplinary mediator and that mediation works on employee performance.

CONCLUSION

Employee performance is impacted positively and meaningfully by leadership style, discipline, effort, and motivation. Employee motivation may be moderate with an effective and appropriate leadership style, discipline, and a focus on performance. Employee performance will be good and improve if the leadership style is implemented with OK, discipline, strict work, and strong motivation. The chairman of PT Berkah Alam Subur must pay attention and develop self-trust among employees. enhance discipline in place. Workers who arrive late to work will face

penalties. In terms of motivation, we will provide incentives in the form of awards to employees to improve their passion and performance. The study's drawback is the lack of factors utilized to assess employee performance since it solely focuses on work discipline, leadership style, and motivation. For future research employing variables, the factors in this study can be combined with additional variables that are hypothesized to impact employee performance, such as work environment characteristics, job dedication, and so on. Implications of the research include improved staff performance through heed style leadership, disciplined work, and motivation.

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