



Analysis of the influence of leadership style, work motivation, and work discipline on employee performance at pt sinar langkat perkasa

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ABSTRACT

This study aims to analyze the influence of leadership style, work motivation, and work discipline on employee performance at PT Sinar Langkat Perkasa Medan. Employee performance is a crucial factor in achieving company goals therefore, it is necessary to examine the variables that potentially influence it. This is a quantitative study using a survey method. The study population was all employees of PT Sinar Langkat Perkasa Medan, totaling 126 people. The results indicate that: leadership style has a positive and significant effect on employee performance with a calculated t-value of $4.377 > t\text{-table } 1.986$ and a significance level of $0.000 < 0.05$; work motivation has a positive and significant effect on employee performance with a calculated t-value of $4.577 > t\text{-table } 1.986$ and a significance level of $0.000 < 0.05$; work discipline has a positive and significant effect on employee performance with a calculated t-value of $2.758 > t\text{-table } 1.986$ and a significance level of $0.007 < 0.05$; and simultaneously, leadership style, work motivation, and work discipline have a positive and significant effect on employee performance with a calculated F value of $71.452 > F\text{ table } 2.70$ and a significance of $0.000 < 0.05$. This, it can be concluded that leadership style, work motivation, and work discipline are important contributing factors to improving employee performance at PT Sinar Langkat Perkasa. The company is expected to strengthen these three aspects by improving leadership skills, providing appropriate motivation, and consistently enforcing discipline to optimize employee productivity.

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INTRODUCTION

One of the most crucial aspects in supporting the sustainability and advancement of a company is the quality of its human resources. Human resources, particularly employees, are not merely task executors but also valuable assets that determine the direction and achievement of organizational

goals. Employees undoubtedly play a strategic role in determining the success or failure of a company. Technological superiority and financial strength alone cannot guarantee organizational success without the support of professional and loyal human resources. Therefore, human resource management has become a fundamental pillar in contemporary management practices. Human resource management also plays a highly significant role in the progress and success of an organization or company (Yoyo Sudaryo et al., 2018). Companies that are capable of managing their human resources effectively will obtain numerous benefits, including improved employee performance, higher productivity, work efficiency, and continuous innovation that support optimal organizational performance.

Employee performance is one of the primary determinants of a company's success in achieving its targets and maintaining competitiveness. Companies are required not only to provide adequate facilities and effective work systems but also to create conditions that encourage individuals to perform optimally. Employees with high performance can make significant contributions toward the achievement of organizational objectives. Performance can also be interpreted as a form of achievement resulting from the completion of responsibilities or assigned tasks (Anwar et al., 2022). Employee performance is the appropriate combination of individual capabilities, work efforts, and opportunities utilized to evaluate the outcomes of completed tasks (Lubis, 2025). Therefore, it is essential for management to understand and manage the factors influencing employee performance. Several important factors closely related to the improvement of employee performance include leadership style, work motivation, and work discipline. The leadership style implemented by supervisors plays a significant role in creating a conducive work environment, establishing effective communication, and encouraging team morale. Appropriate leadership is capable of directing, guiding, and inspiring employees to achieve predetermined targets (Agustin, 2021). Furthermore, work motivation is also an essential element in encouraging employees to work earnestly (Basalama & Piartrini, 2019). Motivated employees tend to demonstrate higher enthusiasm, loyalty, and responsibility in completing their duties. Likewise, work discipline reflects the extent to which employees comply with regulations, maintain punctuality, and carry out tasks in accordance with the standards established by the company.

PT Sinar Langkat Perkasa is a business entity engaged in the processing of Fresh Fruit Bunches (FFB) into Crude Palm Oil (CPO), located in Simpang Pondok, Neighborhood XI, Rambung Putih Hamlet, Pekan Selesai Village, Langkat Regency, North Sumatra Province. The results of preliminary observations and interviews conducted by the researcher indicate a decline in several aspects of organizational performance, which is presumed to be influenced by various internal factors, such as decreasing work motivation, ineffective leadership, and weak employee discipline both in the field and within the production division.

Previous studies have extensively examined the influence of leadership style, work motivation, and work discipline on employee performance across various organizational and industrial settings. However, most of these studies have focused on manufacturing companies, service industries, banking institutions, and public sector organizations, while research conducted within the palm oil processing industry remains relatively limited. Furthermore, prior research has reported inconsistent findings regarding the effects of leadership style, work motivation, and work discipline on employee performance, indicating the need for further investigation in different organizational contexts. To date, limited empirical studies have simultaneously examined the influence of leadership style, work motivation, and work discipline on employee performance at PT Sinar Langkat Perkasa. Therefore, this study seeks to address this research gap by providing empirical evidence on the determinants of employee performance within the context of a palm oil processing company, thereby contributing to the development of human resource management literature and organizational performance research.

RESEARCH METHOD

This study employs a quantitative research method. Quantitative research methods enable researchers to simplify the complexity of real-world phenomena into numerical forms that can be systematically analyzed. Through this method, relationships among variables can be identified, patterns can be recognized, and findings can be convincingly generalized to strengthen the development of knowledge and the resolution of various problems. Rachman et al., (2024:105). The research was conducted at PT Sinar Langkat Perkasa, which is located in Simpang Pondok, Neighborhood XI, Rambung Putih Hamlet, Pekan Selesai Village, Langkat Regency, North Sumatra Province.

The population in this study consists of all employees of PT Sinar Langkat Perkasa, totaling 126 individuals. To determine the appropriate sample size, the Slovin formula was employed, as it is widely used for estimating sample sizes from a finite population while maintaining a specified margin of error. Furthermore, the data analysis process encompassed both primary and secondary data that had been collected during the research. The collected data were subsequently analyzed using various statistical techniques with the assistance of **SPSS Statistics** software to ensure accurate and reliable results.

RESULTS AND DISCUSSIONS

Validity Test

The validity test was conducted on thirty employees of PT Sinar Langkat Perkasa. Based on the calculation results, the r-table value at $n-2$ ($30-2 = 28$) with a significance level of 5% for a two-tailed test (0.05) was obtained at 0.361. This validity testing was applied to the variables of leadership style, work motivation, work discipline, and employee performance.

Validity Test of the Leadership Style Variable (X1)

In this study, a validity test was conducted on the leadership style variable to ensure that the questionnaire instrument was appropriate to be used as a measurement tool for the variable.

Table 1. Validity Test Results of the Leadership Style Variable.

No	Question Item	r count	r table (0,05)	Description
1	Question 1	0,926	0,361	Valid
2	Question 2	0,968	0,361	Valid
3	Question 3	0,980	0,361	Valid
4	Question 4	0,980	0,361	Valid
5	Question 5	0,926	0,361	Valid
6	Question 6	0,970	0,361	Valid
7	Question 7	0,941	0,361	Valid
8	Question 8	0,823	0,361	Valid

The results of the data validity testing for the leadership style variable (X1), as presented in Table 1, show that with $df = n-2$, namely $df = 30-2 = 28$ and $\alpha = 0.05$, the r-table value is 0.361. All statements were declared valid, as the total item correlation values were greater than 0.361. Therefore, all statement items were considered to have fulfilled the validity criteria in this study.

Validity Test of the Work Motivation Variable (X2)

In this study, a validity test was conducted on the work motivation variable.

Table 2. Validity Test Results of the Work Motivation Variable

No	Question Item	r count	r table (0,05)	Description
1	Question 1	0,971	0,361	Valid

2	Question 2	0,991	0,361	Valid
3	Question 3	0,991	0,361	Valid
4	Question 4	0,991	0,361	Valid
5	Question 5	0,976	0,361	Valid
6	Question 6	0,987	0,361	Valid
7	Question 7	0,955	0,361	Valid
8	Question 8	0,853	0,361	Valid

The results of the data validity testing for the work motivation variable (X2), as presented in Table 2, indicate that all statements were declared valid, as the total item correlation values were greater than 0.361.

Validity Test of the Work Discipline Variable (X3)

In this study, a validity test was conducted on the work discipline variable.

Table 3. Validity Test Results of the Work Discipline Variable

No	Question Item	r count	r table (0,05)	Description
1	Question 1	0,994	0,361	Valid
2	Question 2	0,994	0,361	Valid
3	Question 3	0,994	0,361	Valid
4	Question 4	0,986	0,361	Valid
5	Question 5	0,986	0,361	Valid
6	Question 6	0,994	0,361	Valid
7	Question 7	0,914	0,361	Valid
8	Question 8	0,989	0,361	Valid
9	Question 9	0,953	0,361	Valid
10	Question 10	0,823	0,361	Valid

The results of the data validity testing for the work discipline variable (X3), as presented in Table 3, indicate that all statements were declared valid, as the total item correlation values were greater than 0.361.

Validity Test of the Employee Performance Variable (Y)

In this study, a validity test was conducted on the employee performance variable. This was carried out to ensure that all questionnaire items were appropriate to be used as measurement indicators for the employee performance variable.

Table 4. Validity Test Results of the Employee Performance Variable

No	Question Item	r count	r table (0,05)	Description
1	Question 1	0,906	0,361	Valid
2	Question 2	0,909	0,361	Valid
3	Question 3	0,924	0,361	Valid
4	Question 4	0,911	0,361	Valid
5	Question 5	0,878	0,361	Valid
6	Question 6	0,861	0,361	Valid
7	Question 7	0,836	0,361	Valid
8	Question 8	0,878	0,361	Valid

After conducting the data validity testing for the employee performance variable (Y), as presented in Table 4, all statements were declared valid, as the total item correlation values were greater than 0.361.

Reliability Test

Reliability testing in this study was conducted after the questionnaire instrument had been declared valid through the validity test. A variable can be categorized as reliable if the

respondents' answers to the proposed statements demonstrate consistency or stability. Furthermore, the reliability test was carried out on all four variables in this study.

Table 5. Reliability Test Results of All Research Variables

No	Variable	Cronbach's Alpha	r teory	Description
1	Leadership Style (X1)	0,981	0,600	Reliable
2	Work Motivation (X2)	0,988	0,600	Reliable
3	Work Dicipline (X3)	0,991	0,600	Reliable
4	Employee Performance (Y)	0,961	0,600	Reliable

Based on Table 5, it can be observed that the reliability test results for all variables in this study, namely leadership style, work motivation, work discipline, and employee performance, have a Cronbach's Alpha value greater than 0.600. This indicates that all statement items contained in the research variables can be considered reliable.

Descriptive Analysis

Descriptive analysis of respondents' answers is an analytical method used to describe or explain the results of respondents' answers to the research questionnaire without conducting hypothesis testing. This analysis aims to provide a general overview of respondents' perceptions, opinions, and characteristics based on the data obtained from the research instrument.

Description of Respondents' Assessment Scores on the Leadership Style Variable

The leadership style variable was represented by eight statement items.

Table 6. Respondents' Answer Scores on the Leadership Style Variable

No	Question Item	SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Question 1	47	49%	30	31,3%	6	6,3%	8	8,3%	5	5,20%
2	Question 2	54	56,3%	20	20,8%	6	6,3%	15	15,6%	1	1%
3	Question 3	56	58,3%	26	27,1%	6	6,3%	7	7,3%	1	1%
4	Question 4	70	72,9%	15	15,6%	2	2,1%	9	9,4%	0	0%
5	Question 5	69	71,9%	17	17,7%	1	1%	9	9,4%	0	0%
6	Question 6	68	70,8%	21	21,9%	2	2,1%	4	4,2%	1	1%
7	Question 7	66	68,8%	22	22,9%	4	4,2%	3	3,1%	1	1%
8	Question 8	54	56,3%	32	33,3%	3	3,1%	6	6,3%	1	1%

Based on Table 6, it is known that respondents' responses to the leadership style variable, which was represented by 8 statement items, indicate that the majority of respondents answered strongly agree and agree. This can be observed in the statement, "The current leader is unable to direct members or employees to work optimally." A total of 47 respondents (49%) answered Strongly Agree (SA), 30 respondents (31.3%) answered Agree (A), 6 respondents (6.3%) answered Less Agree (LA), 8 respondents (8.3%) answered Disagree (D), and 5 respondents (5.2%) answered Strongly Disagree (SD).

Description of Respondents' Assessment Scores on the Work Motivation Variable

The work motivation variable was represented by eight statement items.

Table 7. Respondents' Answer Scores on the Work Motivation Variable

No	Question Item	SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Question 1	66	68,8%	19	19,8%	4	4,2%	6	6,3%	1	1%
2	Question 2	68	70,8%	14	14,6%	4	4,2%	8	8,3%	2	2,1%
3	Question 3	64	66,7%	13	13,5%	3	3,1%	14	14,6%	2	2,1%
4	Question 4	67	69,8%	10	10,4%	5	5,2%	13	13,5%	1	1%

5	Question 5	76	79,2%	4	4,2%	5	5,2%	11	11,5%	0	0%
6	Question 6	80	83,3%	10	10,4%	2	2,1%	3	3,1%	1	1%
7	Question 7	76	79,2%	16	16,7%	1	1%	2	2,1%	1	1%
8	Question 8	53	55,2%	34	35,4%	1	1%	7	7,3%	1	1%

It is known that the work motivation variable consisted of eight statement items. For the first statement, "I feel uncomfortable with the facilities and infrastructure available in the office, which does not motivate me to complete work quickly and accurately," as many as 68.8% of respondents answered Strongly Agree and 19.8% answered Agree, indicating that the majority of employees feel uncomfortable with the existing work facilities. This suggests that there are still inadequacies in facilities and infrastructure that may reduce employee work motivation. This finding is consistent with the research problem background described previously.

For the second statement, "I am not willing to work overtime to complete delayed or unfinished tasks," responses of Strongly Agree reached 70.8% and Agree 14.6%, while negative responses were relatively low. This indicates that most employees are not motivated to work overtime, which may reflect low extrinsic motivation in completing tasks outside regular working hours.

Furthermore, for the third statement, "My position in this company does not have a clear status as a permanent employee," the respondents' answers showed that 64 respondents (66.7%) stated Strongly Agree and 13 respondents (13.5%) stated Agree. This indicates that the majority of employees feel that their employment status within the company remains unclear, particularly regarding certainty as permanent employees. In addition, 3 respondents (3.1%) answered Less Agree, 14 respondents (14.6%) answered Disagree, and 2 respondents (2.1%) answered Strongly Disagree. Similar conditions were also found in statement items four through eight, where respondents generally answered strongly agree and agree. Based on these responses, it can be concluded that there are issues related to employee work motivation at PT Sinar Langkat Perkasa, which should receive special attention.

Description of Respondents' Assessment Scores on the Work Discipline Variable

The following are the results of the analysis of respondents' or employees' answers regarding the work discipline variable at PT Sinar Langkat Perkasa.

Table 8. Respondents' Answer Scores on the Work Discipline Variable

No	Question Item	SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Question 1	52	54,2%	30	31,3%	3	3,1%	9	9,4%	2	2,1%
2	Question 2	54	56,3%	20	20,8%	3	3,1%	15	15,6%	4	4,2%
3	Question 3	59	61,5%	17	17,7%	3	3,1%	14	14,6%	3	3,1%
4	Question 4	70	72,9%	4	4,2%	4	4,2%	16	16,7%	2	2,1%
5	Question 5	73	76%	9	9,4%	3	3,1%	10	10,4%	1	1%
6	Question 6	76	79,2%	6	6,3%	2	2,1%	11	11,5%	1	1%
7	Question 7	66	68,8%	16	16,7%	3	3,1%	9	9,4%	2	2,1%
8	Question 8	68	70,8%	18	18,8%	3	3,1%	5	5,2%	2	2,1%
9	Question 9	62	64,6%	28	29,2%	2	2,1%	3	3,1%	1	1%
10	Question 10	55	57,3%	33	34,4%	5	5,2%	1	1%	2	2,1%

The work discipline variable consisted of ten statement items distributed to the respondents. The results can be seen in Table 8 above. It is known that the average responses to the ten statements were strongly agree and agree, although there were also respondents who answered less agree, disagree, and strongly disagree. The respondents' answers varied; however, it can be concluded that the dominant responses were strongly agree.

Description of Respondents' Assessment Scores on the Employee Performance Variable

The employee performance variable was represented by eight statement items. All statement items were distributed to respondents for completion.

Table 9. Respondents' Answer Scores on the Employee Performance Variable

No	Question Item	SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Question 1	54	56,3%	33	34,4%	2	2,1%	5	5,2%	2	2,1%
2	Question 2	57	59,4%	27	28,1%	1	1%	10	10,4%	1	2%
3	Question 3	59	61,5%	15	15,6%	4	4,2%	15	15,6%	3	3,1%
4	Question 4	64	66,7%	12	12,5%	3	3,1%	16	16,7%	1	1%
5	Question 5	70	72,9%	17	17,7%	4	4,2%	4	4,2%	1	1%
6	Question 6	71	74%	13	13,5%	2	2,1%	9	9,4%	1	1%
7	Question 7	65	67,7%	21	21,9%	2	2,1%	7	7,3%	1	1%
8	Question 8	64	66,7%	27	28,1%	0	0%	3	3,1%	2	2,1%

It is known that the employee performance variable consisted of eight statement items distributed to the respondents. For the first statement, "I am unable to maintain consistency in the amount of work I produce every day," a total of 54 respondents (56.3%) selected Strongly Agree and 33 respondents (34.4%) selected Agree. This indicates that the majority of employees feel less capable of maintaining consistency in the quantity of work produced each day. This condition may have an impact on the overall stability of the company's performance.

The findings of this study provide a significant theoretical contribution to the development of Human Resource Management (HRM) by strengthening and extending existing theories related to employee performance. The study confirms that leadership style, work motivation, and work discipline are important determinants of employee performance, both individually and collectively. The positive and significant influence of leadership style supports Path-Goal Leadership Theory, which emphasizes the role of leaders in directing, supporting, and motivating employees to achieve organizational goals. Likewise, the significant effect of work motivation reinforces Maslow's Hierarchy of Needs Theory, highlighting the importance of fulfilling employee needs to enhance work performance. Furthermore, the positive relationship between work discipline and employee performance supports Goal-Setting Theory, which suggests that clear goals and adherence to organizational rules contribute to improved employee behavior and outcomes. By demonstrating the simultaneous influence of these three variables on employee performance within the context of a palm oil processing company, this study enriches the HRM literature and provides empirical evidence that effective leadership, strong motivation, and high work discipline are integrated factors that contribute to organizational effectiveness and sustainable performance improvement.

CONCLUSION

There is a positive and significant effect of leadership style on employee performance at PT Sinar Langkat Perkasa. There is a positive and significant effect of work motivation on employee performance at PT Sinar Langkat Perkasa. There is a positive and significant effect of work discipline on employee performance at PT Sinar Langkat Perkasa. There is a positive and significant effect of leadership style, work motivation, and work discipline simultaneously on employee performance at PT Sinar Langkat Perkasa.

Based on the findings of this study, future research may develop a more comprehensive model by incorporating mediating variables such as job satisfaction, organizational commitment, and employee engagement, as well as moderating variables such as organizational culture, work environment, length of service, educational level, and compensation. The inclusion of these variables may provide a deeper understanding of how and under what conditions leadership style,

work motivation, and work discipline influence employee performance, thereby contributing to the advancement of Human Resource Management theory and practice.

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