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THE EFFECT OF LEADERSHIP STYLE ON PERFORMANCE THROUGH WORK MOTIVATION AND WORK DISCIPLINE EMPLOYEES AT THE BANTAENG VOCATIONAL AND PRODUCTIVITY TRAINING CENTER

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Abstract

This research aims to determine the influence of leadership style on employee performance through work discipline and employee work motivation at the Bantaeng Vocational and Productivity Training Center. This research uses a quantitative approach by taking the population, namely employees at the Bantaeng Vocational and Productivity Training Center. The data collection technique uses questionnaire distribution. The sampling technique used is saturated sampling, while the data analysis technique uses path analysis. The results of the path test showed the influence of leadership style on motivation and work discipline, and in the second path test there was the influence of employee performance on employee motivation and work discipline. As well as the results of the sobel test, it was found that leadership style can mediate employee performance through motivation and work discipline. at the Bantaeng Vocational and Productivity Training Center. Based on the results of the study, it is still necessary to increase discipline and motivation among employees in order to improve performance. 

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Keyword :

Leadership Style, Work Motivation,
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1 Introduction

Competent human resources with good performance can support business success, whereas incompetent human resources with poor performance are a competitive problem that can put the company at a loss. Leaders have important and complicated tasks. Especially in managing human resources. A leader must realize that employees are part of the company's assets in order to achieve its goals. Employees are the resource that most influences the company's productivity or in other words, the company is dependent on employees to optimize the company's productivity. The role of a leader in influencing decisions can be seen from the direction of the company's progress (Charisma Ayu Pramuditha, 2019).

Leadership is how we influence human behavior. Leadership is about managing energy well, first from within the person and then influencing the surrounding environment, if the energy level is low then the leadership is likely to be weak. Every leader has different behavior in leading his employees, the behavior of leaders is called leadership style. Leadership has a very close relationship with motivation, because the success of a leader in moving other people to achieve the goals that have been set is very dependent on the leader's authority and also in creating motivation in each of the leader's subordinates, colleagues and superiors (Agustin, F 2021).

The behavior of a leader is an influence that will give rise to a separate understanding that will influence the psychological condition of his subordinates. There are some subordinates who see, observe and imitate the

leader's behavior displayed by their superiors in carrying out their work in accordance with their expectations. If the leadership behavior displayed by superiors is not good or does not meet their expectations, it will have an adverse effect on employee performance (Faisal Marzuk, 2018).

Leadership style greatly influences discipline, work motivation and personnel performance. Leadership is a person's attempt to change the behavior of another party, especially if these members actually appear to change in a good direction, then the leadership is declared successful. Meanwhile, according to Kreitner & Kinicki (2018), leadership is influencing employees to voluntarily pursue organizational goals. From the definition above, leadership clearly involves more than just using power and exercising authority, and is displayed at different levels. At the individual level, for example, leadership involves providing advice, guidance, inspiration, and motivation. Leaders provide inspiration, emotional support, and try to keep employees moving toward a common goal. Leaders also play a key role in creating a vision and strategic plan for an organization (Kinck, 2018).

Leadership style is a behavioral norm used by someone when that person tries to influence the behavior of other people as they see it (Thoha, 2019). Each leadership style has advantages and disadvantages. Each leader uses their leadership style according to their abilities, personality and work situations. Leaders must also be able to be better role models for their subordinates in the organization (Heidjrachman & Husnan, 2021).

Work discipline is one of the important human resource management functions and is the key to realizing goals, because without discipline it is difficult to achieve maximum goals (Sedarmayanti, 2019). According to (Rivai, 2010: 825), work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. . Work discipline can then be carried out by providing sanctions in the form of punishments and warnings in order to create a deterrent effect for employees and so that employees do not repeat their mistakes again and can work better (Iswara, 2019). Therefore, employee work discipline has a very important influence in realizing effective performance from quality human resources. Leaders have a very important role in upholding discipline in an institution or organization. A leader is someone who has the ability to influence other people so that they can do things according to their wishes and in accordance with the goals of the organization (Iswara, 2019).

Another factor that influences performance is motivation. Every activity carried out by a person is driven by a power within that person. This driving force is called motivation. Employee work motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to motivate by giving what they want. Work motivation problems can make it difficult to determine what rewards a person considers important because something that is important to one person is not necessarily important to another person. If a person is motivated, he will try as hard as he can to make what he wants come true. Motivation itself means that there is an impulse of will that causes a person to carry out an action to achieve a certain goal (Agustin, F. 2021).

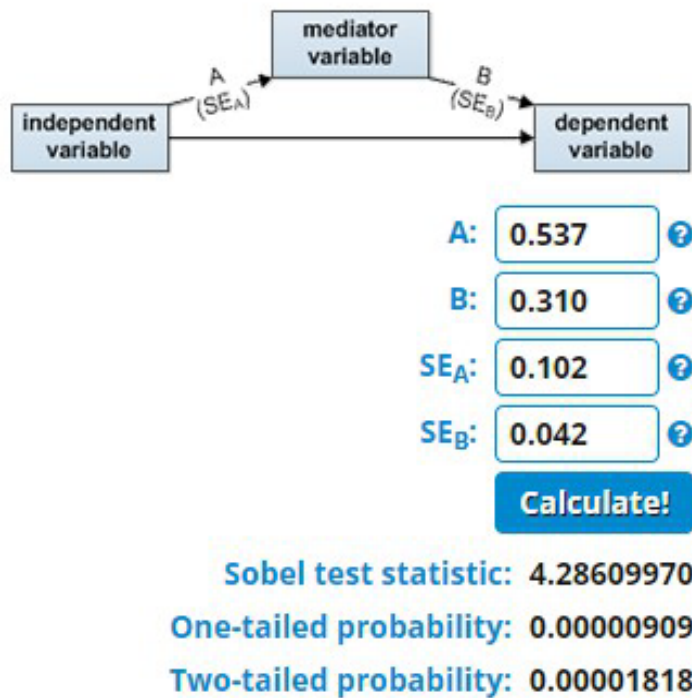
Work motivation is the desire to work which arises due to encouragement from within the employee concerned as a result of the overall integration of personal needs, the influence of the physical environment and the influence of the social environment where the strength depends on the integration process. Providing the right motivation will create enthusiasm, passion and sincerity in a person's work (Anoraga, 2019).

2 Research Method

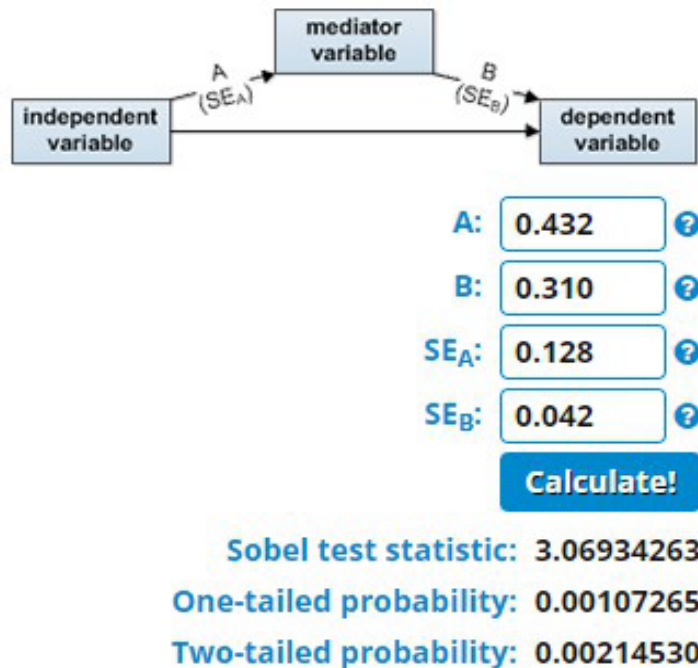
The strategy used in this research uses an associative research strategy. According to Sugiyono (2018) associative strategy is research that looks for the influence between two or more variables (Fenti Hikmawati, 2020). The strategy that supports this research uses a sample survey method, namely data collection and analysis techniques by seeking opinions from the subjects studied (respondents) using a questionnaire, which aims to determine whether or not there is an influence between variables X (Leadership style), Y1 (Motivation) Y2 (Discipline), Z (Performance). This research will be carried out at the Bantaeng Vocational and Productivity Training Center (BPVP). The research was conducted on March 15 - April 15 2024. In this study the population was 100 respondents at the Bantaeng Vocational and Productivity Training Center (BPVP).

3 Result and Discussion

Hypothesis testing of the indirect influence between exogenous and endogenous variables through intervening variables can be done by calculating the Sobel test formula. In the path analysis technique, the Sobel test is needed to test the fourth hypothesis, namely about the indirect influence between Sobel Tests carried out with the help of an online Sobel test calculator with the results as follows:



From this picture, it is known that the t value obtained from the Sobel test results for the variable leadership style (X) on performance (Z) through work motivation (Y1) is 4,286 at a significance of 0.0002. This shows that the calculated t value is greater than the t table which is believed to be $4,286 > 1,661$. So it can be concluded that leadership style has a positive effect on performance through motivation.



From this picture, it is known that the t value obtained from the Sobel test results for the variable leadership style (X) on performance (Z) through work discipline (Y2) is 3.0693 at a significance of 0.022. This shows that the calculated t value is greater than the t table which is believed to be $3.0693 > 1.661$. So it can be concluded that leadership style has a positive effect on performance through work discipline.

The Influence of Leadership Style on Work Motivation

Leadership style is a leader's way of influencing his subordinates at work. Zaharuddin (2021:50) says that leadership style is the behavior or method chosen and used by a leader to influence the thoughts, attitudes and behavior of subordinate organizational members. Hasibuan (2019:170) says that leadership style is the way a leader influences subordinates with the aim of encouraging work passion, job satisfaction and high employee productivity in order to achieve maximum company goals.

The aim of leadership style is to encourage enthusiasm and motivate employees to carry out activities that have been determined by the organization. The better a leader's leadership style, the better it will be in achieving employee job satisfaction. A good leadership style can reflect a caring attitude towards employees, such as discussing problems, providing problem solving, providing advice if there are problems, establishing communication with employees, participating in discussing problems. On the other hand, if a leader's leadership style is worse, the worse it will be in solving problems, for example the leader is indifferent to solving problems, does not participate in discussions, does not provide solutions to his subordinates if needed, and allows his employees to solve their own problems. Work motivation is the desire to do something, to determine the ability to act and to satisfy individual needs. Good work motivation can also support the success of an organization in achieving its goals. Style needs to be carried out by the leadership because it is one way to explore employee motivation at work, job security needs to be paid attention to by the leadership of the organization by providing facilities that are comfortable enough for

employees to work so that the organization's goals can run as desired. Then, if the interpersonal relationship between the leader and subordinates is well established due to the motivation of the leader, the organization's goals can be achieved as desired. On the other hand, if motivation decreases, it will hinder the organization from achieving its goals. Therefore, increasing the motivation of human resources is increasingly important (Adriyanti, 2023).

The Influence of Leadership Style on Work Discipline

According to Agustini (2019:89) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organization goals.

According to Hasibuan (2021:193), work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Good discipline is reflected in a person's great sense of responsibility for the tasks given to him. Sinambela (2019:332) "So regulations are very necessary to create good order in the office where you work, because the discipline of an office or place of work is said to be good if some employees obey the existing regulations."

Leadership style includes the way a leader influences and directs his subordinates. There are various leadership styles such as authoritarian, democratic, and laissez-faire. A good leadership style can motivate a team, build good relationships, and create a positive work environment. Influence of Leadership Style on Authoritarian leadership styles tend to emphasize strict rules and discipline. On the other hand, a democratic leadership style encourages more participation and involvement of team members in decision making, so that it can influence the level of work discipline.

The Influence of Leadership Style on Employee Performance

Leadership style affects employee performance because the way a leader leads and interacts with his team can influence the motivation, commitment and effectiveness of team members. The following are several ways in which leadership style can influence employee performance (Nuralam, 2019).

A leader who applies a leadership style that motivates and provides support can increase employee morale and motivation. When employees feel supported and appreciated, they tend to be more motivated to give their best in their work. A leadership style that pays attention to employee needs and desires can increase the level of job satisfaction. Employees who are satisfied with their work environment and relationship with their leaders are more likely to perform well. Effective communication is key to good leadership. A leader who is able to communicate clearly, openly, and effectively can guide employees toward clear goals, avoid confusion, and improve overall performance. Leaders who care about employee career development tend to create an environment where employees feel encouraged to develop their skills and competencies. This can improve employee performance because they feel appreciated and have opportunities to develop.

Leaders who set good examples can influence the behavior of their employees positively. When a leader shows dedication, integrity, and commitment to work, employees are more likely to follow that example and improve their performance. A consistent and fair leadership style helps build trust and reduce uncertainty among employees. When employees feel that their leaders' decisions and treatment are fair, they are more likely to be committed and perform well. Effective leaders who provide constructive and development-

oriented feedback can help employees identify areas that need improvement and reach their full potential (Adriyanti, 2023).

The Influence of Motivation on Employee Performance

Motivation is a key factor that influences employee performance because it has a direct impact on the level of energy, focus, and perseverance they bring to their work. Motivated employees tend to have higher energy levels and a strong desire to succeed in their jobs. They are more likely to perform tasks with zeal and enthusiasm. Motivation helps employees understand the goals of the job and why the job is important. When employees have a strong understanding of these goals, they tend to be more focused and directed in their efforts. Motivated employees have a higher level of commitment to the organization and their work. They tend to be more loyal and dedicated to achieving company goals.

Motivation can increase the level of employee resilience to challenges and obstacles in their work. They are more likely to remain steadfast and persevere in the face of adversity or failure.

Motivated employees tend to be more creative and innovative in finding solutions to the problems they face. They feel encouraged to think outside the box and try new approaches to their work.

The Influence of Work Discipline on Employee Performance

Work discipline has a significant influence on employee performance in an organization. The following is an explanation of the influence of work discipline on employee performance. Work discipline includes orderliness, punctuality, obedience to rules, and responsibility in carrying out duties. Employees who have good work discipline tend to be more organized, efficient, and can complete tasks well.

Employee performance refers to the abilities and work results achieved by an employee in carrying out their duties. The level of employee performance can be measured from productivity, work quality, initiative and contributions made to the organization. The Relationship Between Work Discipline and Employee Performance Employees who have a high level of work discipline tend to have good performance. Orderliness, obedience to rules, and responsibility in carrying out tasks can increase employee efficiency, productivity, and work quality. Negative Impact of Lack of Work Discipline: On the other hand, lack of work discipline can have a negative impact on employee performance. Disorder, non-compliance with rules, and lack of responsibility can hinder productivity, cause delays in completing tasks, and reduce the quality of work.

Management's Role in Encouraging Work Discipline and Employee Performance: Management has an important role in encouraging work discipline and employee performance. By providing clear directions, providing support, providing constructive feedback, and creating a supportive work environment, management can motivate employees to improve their work discipline and performance.

The Influence of Leadership Style on Employee Performance Through Motivation.

Setiana (2022:6) said that leadership style represents the philosophy, skills and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals.

Apriyanto (2020:33) said that an effective leadership style can be successful if a leader is able to apply a situational leadership style and is willing to listen selectively to the wishes of his subordinates based on good knowledge and accountable studies.

Leadership style includes the way a leader influences and directs his subordinates. An effective leadership style can motivate employees, build good relationships, and create a productive work environment, while work motivation refers to the internal and external encouragement that drives a person to achieve goals and high performance in their work. Work motivation can come from various factors such as recognition, appreciation, development opportunities, and clear goals (Rahayu, 2022).

The Influence of Leadership Style on Employee Performance Through Work Discipline.

Leadership style includes the approach and style used by a leader in leading a team or organization. Leadership styles can vary from authoritarian to democratic, and each style has its own influence on the behavior and performance of team members. Work discipline includes aspects of obedience to rules, punctuality, responsibility and dedication in carrying out tasks. Employees who have good work discipline tend to be more organized, efficient and reliable in completing their work (Ahmad, 2020).

A leadership style that emphasizes discipline and rules tends to influence the level of employee work discipline. For example, an authoritarian leader may encourage strict discipline, while a democratic leader may focus more on participation and shared responsibility. High work discipline contributes to improving employee performance. Disciplined employees tend to be more efficient in using their time, more focused in carrying out their duties, and better able to meet the quality standards set by the organization (Hamka, 2019).

The Relationship Between Leadership Style, Work Discipline, and Performance. A leadership style that encourages work discipline can form a structured and efficient work environment. Work discipline instilled by leaders will have a positive impact on employee performance, by increasing productivity, work quality and achieving organizational goals (Ahmad, 2020).

4. Conclusions

Based on the results of the analysis and discussion in the research that has been carried out, it can be concluded from this research that: From path I there is an influence of leadership style on work motivation, then, in the analysis of path II it is known that there is an influence of leadership style on work discipline at the Vocational Training Center and Productivity (BPVP) Bantaeng. In the Sobel test, it can be seen that there is an influence of leadership style on employee performance through work motivation, and there is an influence of leadership style on employee performance through work discipline at the Bantaeng Vocational and Productivity Training Center (BPVP). The implications of this research are the leaders at the Vocational Training Center and Productivity (BPVP) Bantaeng can identify the lack of motivation and the existence of employees who lack discipline, after this research was carried out an evaluation occurred which caused the level of discipline at the Bantaeng Vocational and Productivity Training Center (BPVP) to increase more than before.

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