

THE INFLUENCE OF LEADERSHIP, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. ASURANSI BUANA INDEPENDENT

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ABSTRACT

This research aims to evaluate and analyze the impact of leadership style, work motivation and work discipline on employee performance at PT. Buana Independent Insurance. The research method used is a quantitative descriptive approach with primary data collection through questionnaires distributed to respondents. The research population involved all employees of PT. Buana Independent Insurance as many as 119 people. The sampling technique uses the Slovin formula. The results of the study show that leadership style has a positive influence on employee performance, which is supported by a tcount value that is greater than ttable with an adequate level of significance. This results in acceptance of the alternative hypothesis (Ha) and rejection of the null hypothesis (Ho). Apart from that, work motivation also has a significant positive impact on employee performance, as shown by the tcount value which exceeds the ttable value with quite high significance, so that Ha is accepted and Ho is rejected. However, work discipline has not been proven to have a significant positive influence on employee performance. In the analysis, the tcount value is lower than ttable with a significance level that is insufficient to reject the null hypothesis. Therefore, in this study, Ho was accepted while Ha was rejected. Thus, it can be concluded that at PT. Asuransi Buana Independent, leadership style and work motivation influence employee performance, while work discipline does not have a significant influence.

Keywords: Leadership, Motivation, Work Discipline, Employee Performance, Insurance

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INTRODUCTION

In the business world, technological competition is unavoidable, especially during the COVID-19 pandemic, where the dominance of information technology has become infrastructure's friend for business people. Employee performance is the main measure of company performance, which is influenced by various factors. Therefore, company employees must be able to mobilize these factors so that employee performance can reach its peak. In an increasingly tight competitive situation, entrepreneurs are required to survive and adapt to various forms of competition and changes that occur.

One of the main factors in the success of a company is Human Resources (HR), because HR is responsible for managing all the company's resources. Literature studies show that employee performance is influenced by leadership style, work motivation and employee work discipline. One form of leadership style that has a positive impact on improving employee performance is the transformational leadership style.

The transformational leadership style creates a strong relationship between the leader and followers. Followers feel trust, admiration, loyalty, and respect for the leader, which encourages them to be more productive and responsive to the leader's direction. This leadership style also helps in achieving the company's vision and mission and overcoming various problems, such as the low quality of tasks delivered by employees, lack of understanding of directions, and lack of regular meetings for work evaluation.

Work motivation also plays an important role in improving employee performance. Work motivation is a factor that encourages a person to carry out certain work or actions, and can influence individual and company performance. Leaders who use a transformational leadership style can positively influence employee motivation. sehineea they can contribute and participate.

According to Januardin, & Hery (2020), The performance of an employee can be measured by looking at the results of his activities over a period of time regarding what he can do in accordance with his duties and functions.

LITERATURE REVIEW

According to Wibowo (2018:7), performance is defined as management related to building effective communication, with the focus of performance management on the interests of the organization or company in order to achieve success in work. Meanwhile, according to Afandi (2018:83), performance is the result of individual or team efforts in a company in accordance with the tasks that have been assigned to achieve the goals that have been set.

According to Miftah Thoha (2013; 49), Leadership Style refers to patterns of behavior or habits practiced by individuals in their efforts to influence other people, especially their subordinates in an organization. Leaders use this leadership style with the aim of influencing the behavior, actions and personality of their subordinates. Indicators of this leadership style include: 1. Intelligence, 2. Self-Confidence, 3. Perseverance, 4. Integrity, and 5. Social skills.

According to Indra Kharis (2015), transformational leadership is a type of leadership that has the ability to inspire followers to prioritize common interests and expand their influence tremendously. Transformational Leadership indicators proposed by Indra Kharis (2015) include: (1) Charisma, (2) Inspirational Motivation, (3) Intellectual Stimulus, and (4) Individual Attention.

According to Mangkunegara (2017), work motivation is a condition that influences generating, directing and maintaining employee behavior in order to create positive relationships in the work environment.

Meanwhile, according to Robert and Angelo (2014), motivation is a physiological process that stimulates and directs behavior towards achieving goals or targets. The motivation indicators they mentioned include: 1. Performance, 2. Rewards, 3. Challenges, and 4. Opportunities.

According to Hasibuan (2016: 193), discipline is a crucial aspect in human resource management which has an important operational function because the higher the level of employee discipline, the higher the performance that can be achieved. The indicators of work discipline mentioned include: 1. Ability, 2. Leader's goals, 3. Remuneration, 4. Justice, and 5. Punishment sanctions.

Meanwhile, according to Siagian (2015:305), employee discipline can be explained as a form of training that aims to improve, organize and hone knowledge and control employee behavior.

Table 1. Previous Research

Nama dan Tahun	Judul	Variabel	Hasil Penelitian
Holfian Dkk (2020)	PENGARUH GAYA KEPEMIMPINAN, MOTIVASI, DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWANPADA PT SARANA AGRO NUSANTARA MEDAN	H1: Gaya Kepemimpinan, H2: Motivasi H3: Disiplin Kerja H4: Kinerja Karyawan	Secara parsial dapat dilihat bahwa gaya kepemimpinan, motivasi dan disiplin kerja menghasilkan pengaruh secara positif maupun signifikan terhadap kinerja karyawan PT. Saran Agro Nusantara Medan
Afandi dan Bahri (2020)	PENGARUH KEPEMIMPINAN MOTIVASI DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN	H1: Kepemimpinan, H2: Motivasi H3: Disiplin Kerja H4: Kinerja Karyawan	Secara parsial diperoleh hasil bahwa kepemimpinan, motivasi, dan disiplin kerja berpengaruh positif dan signifikan kinerja karyawan Asia Muslim Charity Foundation (AMCF) Sumatera Utara.

Source: Processed data, 2024

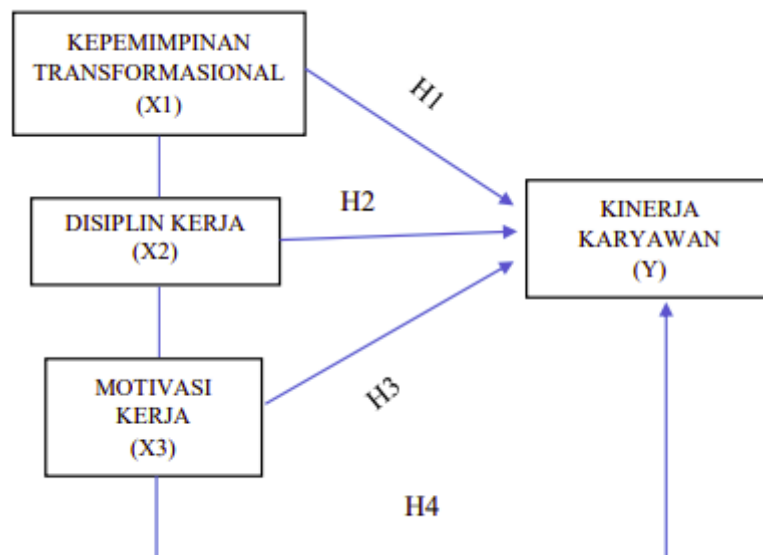


Figure 1: Conceptual Framework

Source: Processed data, 2024

The hypothesis of this research is as follows:

H1: Transformational leadership has an influence on employee performance at PT. Buana Independent Insurance.

H2: Motivation has an influence on employee performance at PT. Buana Independent Insurance.

H3: Work discipline has an influence on employee performance at PT. Buana Independent Insurance.

H4: Transformational leadership, motivation, and work discipline together have an influence on performance at PT. Buana Independent Insurance.

METHOD

The research was conducted at PT. Buana Independent Insurance which is located at Jl. Suka Mulia No. 10, AUR Village, Medan Maimun District, Medan City. Research at PT. Buana Independent Insurance runs from January 2023 to December 2023.

This research approach is based on a quantitative approach. According to Sugiono (2017:17), a quantitative approach is a type of research that is rooted in the philosophy of positivism, and is used by researchers to find out certain populations or samples.

This research approach adopts a quantitative approach. Sugiono (2017:17) explains that a quantitative approach is a type of research that is based on the philosophy of positivism, and is used by researchers to identify certain populations or samples.

According to Sugiyono (2017: 115), population refers to a collection of generalizations involving objects or subjects that have certain qualities and quantities that will be determined by researchers to be studied and then draw conclusions. In this research, the population is all employees of PT. Buana Independent Insurance, totaling 119 people.

According to Sugiyono (2017:116), sample refers to the part of the total population chosen to be the object of research with the aim of producing certain

characteristics. The sampling technique in this research was carried out using the Slovin formula, namely: $n =$

Information :

N

$1+(N \times e^2)$

n = number of samples

N = number of populations

E= standard error (5%)

$$n = \frac{N}{1 + (N \times e^2)}$$

$$n = \frac{119}{1 + 119 (0,05)^2}$$

$$n = \frac{119}{1 + 119 (0,0025)}$$

$$n = \frac{119}{1 + 0,2975}$$

$$n = \frac{119}{1,2975}$$

$$n = 91,71$$

Based on the Slovin formula and adjusted for calculations of upward circles, it can be seen that the number of research samples is 92 employees

RESULTS AND DISCUSSION

Table 2: Descriptive Statistics

Descriptive Statistics						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
Kepemimpinan_X1	90	18	19	37	30,69	4,398
Motivasi_X2	90	14	22	36	29,19	4,593
DisiplinKerja_X3	90	20	18	38	30,74	4,273
KinerjaKaryawan Y	90	10	13	23	18,66	2,509
Valid N (listwise)	90					

Sumber : Hasil Penelitian, Januari 2024 (Data diolah)

Based on the data listed in the table above, there is information that Leadership has the lowest score of 19 and the highest score of 37, with an average score of 30.69. Meanwhile, Motivation has the lowest score of 22 and the highest score of 36, with an

average score of 29.19. Work Discipline has the lowest score of 18 and the highest score of 38, with an average score of 30.74. Furthermore, Employee Performance has the lowest score of 13 and the highest score of 23, with an average score of 18.66.

Table 3: Multiple Linear Regression
Hasil uji Koefisien Regresi Berganda
Coefficients^a

		Coefficients ^a		Standardized		
		Unstandardized Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,364	,920		6,918	,000
	Kepemimpinan_X1	,081	,088	,142	,922	,359
	Motivasi_X2	,588	,059	1,076	9,897	,000
	DisiplinKerja_X3	-.239	,074	-.407	-3,236	,002

a. Dependent Variable: KinerjaKaryawan_Y

Sumber : Hasil Penelitian, Januari 2024 (Data diolah)

Employee Work Performance + e = 6.364 + 0.081 Leadership + 0.588 Motivation 0.239 Discipline

1. Constant (a)

Based on the equation above, then: = 6.364. This means that if the independent variables, namely Leadership (X1), Motivation (X2), and Work Discipline (X3) have a value of 0, then Employee Performance (Y) is 6.364.

2. If there is an increase in leadership, employee performance will increase by 8.1%.

3. If there is an increase in motivation, employee performance will increase by 58.8%.

4. If there is an increase in work discipline, employee performance will decrease by - 23.9%.

Table 4. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,886 ^a	,785	,777	1,184

a. Predictors: (Constant), DisiplinKerja_X3, Motivasi_X2, Kepemimpinan_X1

b. Dependent Variable: KinerjaKaryawan_Y

Sumber : Hasil Penelitian, Januari 2024 (Data Diolah)

Based on the table above, the Adjusted R Square coefficient of determination value is 0.777. This shows that the ability of the variables Leadership (X1), Motivation (X2), and Work Discipline (X3) explains its influence on Employee Performance (Y) by 77.7%. Meanwhile, the remaining 22.3% is the influence of other independent variables not examined in this research.

Table 5. Partial Test (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	439,749	3	146,583	104,552	,000 ^b
	Residual	120,573	86	1,402		
	Total	560,322	89			

a. Dependent Variable: KinerjaKaryawan_Y

b. Predictors: (Constant), DisiplinKerja_X3, Motivasi_X2, Kepemimpinan_X1

Sumber : Hasil Penelitian, Januari 2024 (Data diolah)

Based on the table above, it is found that the Ftable value is (3.07) and is significant $\alpha = 5\%$ (0.05), namely Fcount (104.552) and sig.a (0.000). This indicates that the research results accept H and reject Ho. A comparison between Fcount and Ftable can prove that leadership, motivation and work discipline simultaneously have a positive and significant effect on employee performance.

Table 6. Partial Test

**Hasil Uji Parsial
Coefficients^a**

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,364	,920		6,918	,000
	Kepemimpinan_X1	,081	,088	,142	,922	,359
	Motivasi_X2	,588	,059	1,076	9,897	,000
	DisiplinKerja_X3	-,239	,074	-,407	-3,236	,002

a. Dependent Variable: KinerjaKaryawan_Y

Sumber : Hasil Penelitian Januari 2024, (Data Diolah)

Based on the table above, it can be seen that:

1. The tcount value for the Leadership variable (X1) shows that the tcount value (0.922) > ttable (0.172) with a significance level of 0.359 < 0.05 so it can be concluded that there is a partially significant positive influence between Leadership on Employee Performance.
2. The tcount value for the Motivation variable (X2) shows that the tcount value (9.897) > ttable (0.172) with a significance level of 0.000 < 0.05 so it can be concluded that there is a partially significant positive influence between Motivation on Employee Performance.

The tcount value for the Work Discipline variable (X3) shows that the tcount value is (-3.236) < ttable (0.172) with a significant level of 0.002 - 0.05 so it can be concluded that there is no partially significant positive influence between Work Discipline on Employee Performance.

CONCLUSION

Based on the results of distributing the questionnaire, a reliability test was carried out to ensure the consistency of respondents' answers to statements, and a validity test was carried out to assess the validity of the questionnaire. The results of both tests show that all statements in each variable are reliable and valid. In classical assumption tests, including multicollinearity tests, heteroscedasticity tests, and normality tests, no correlation was found between independent variables and no heteroscedasticity, and the data distribution followed a normal pattern.

From this discussion, it can be concluded as follows:

1. There is an influence between leadership style and employee performance. The test results show that leadership style has a positive influence on employee performance. The t value for the Leadership variable (X1) shows that the value (0.922) is greater than t table (0.172), with a significance level of 0.359 - 0.05. Thus, the alternative hypothesis is accepted, and the null hypothesis is rejected. These results are in line with previous research which shows that a leadership style that respects individual goals can improve employee performance.

2. There is an influence between motivation and employee performance. The test results show that motivation has a positive influence on employee performance. The tcount value for the Motivation variable (X2) (9.897) is greater than ttable (0.172), with a significance level of 0.000 - 0.05. This indicates that the alternative hypothesis is accepted and the null hypothesis is rejected. These results are in line with previous research which shows that work motivation can improve employee performance.
3. There is no influence between work discipline and employee performance. The test results show that work discipline does not have a positive influence on employee performance. The t value for the Work Discipline variable shows (-3.236) t table (0.172), with a significance level of 0.002 > 0.05. Thus, the null hypothesis is accepted and the alternative hypothesis is rejected.

It can be concluded that at PT. Buana Ansuransi Independent, employee performance is influenced by leadership style and work motivation, while work discipline has no influence on employee performance.

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