

The Effect of Leadership Style, Work Motivation, and Work Discipline Employee Performance at PT. Fadhil Genteng

Salim^{1*}, Lia Amalia²

Universitas Esa Unggul

Corresponding Author: Salim salimalamri42@gmail.com

ARTICLE INFO

Keywords: Leadership Style, Work Motivation and Work Discipline On Employee Performance

Received : 3 January

Revised : 17 January

Accepted : 21 February

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ABSTRACT

This study aims to understand and study the effect of leadership style, work motivation and work discipline on the performance of employees of PT. Fadhil Genteng simultaneously and partially. To find out which variable of leadership style, work motivation and work discipline is more dominant in influencing the performance of employees of PT. Fadhil Genteng. In this study, primary data and quantitative approaches were used. The population used in this study were all employees of PT. Fadhil Genteng, totaling 120 people. The data were collected using a questionnaire by distributing online to employees of PT. Fadhil Genteng. The data was then processed using multiple linear regression methods. The results of the analysis that have been obtained show that leadership style, work motivation and work discipline simultaneously or jointly affect the performance of employees of PT. Fadhil Genteng. Partially, leadership style, work motivation and work discipline have a positive influence on the performance of employees of PT. positive influence on the performance of employees of PT. Fadhil Genteng. Then in the results of this analysis, work discipline is a more dominant variable in influencing the performance of employees of PT. affect the performance of employees of PT. Fadhil Genteng

INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity in it. Organization is "A consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals" (Robbins, 2018). According to Tampi (2018) argues that in achieving organizational goals, every organization needs resources to achieve them. These resources include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most important resource is human resources. In other words, if employee performance is good, then it is likely that the company's performance is also good. Therefore, companies must really pay attention to human resource factors, as is the case at PT Fadhil Genteng.

The Fadhil Genteng company was founded in 2006, is a family company engaged in trading that sells various kinds of roofing components founded by Mr. Jemmy as the owner of the company as well as the leader of the company. Before the formalization of the name Fadhil Genteng, this company was formerly engaged in trading floor ceramics called Fadhil Keramik in 2002, and only sold various kinds of floor ceramic products. Over time this ceramic shop turned into a legal entity company with the name Fadhil Genteng or commonly abbreviated as FG from 2006 until now.

After conducting a pre-survey to employees of PT Fadhil Genteng, it can be concluded that the problems that often occur are the leadership style that often provides changes in regulations without the knowledge of employees, the lack of discipline of employees who are often late for work, and the motivation in the form of additional money but it does not work. Therefore, this study took research variables, namely leadership style, work motivation, and work discipline on employee performance.

Basically, performance greatly affects the quality of a company, where performance determines the success rate of the running of a company from year to year produced by human resources who own the company according to predetermined work standards (Daspar, 2020). Then according to Mangkunegara (2018) argues that performance is the achievement of employee work results based on quality and quantity as work performance in a certain period of time adjusted to their duties and responsibilities.

Although it is one of the keys to success in business, improving performance is not something easy. This is because there are many factors that influence it and each place is unique. Not every case in one company will be the same as the case in another company. From this problem, it is necessary to seriously study the causes of employee performance.

To achieve the goals of an organization requires a leader who is able to work effectively. According to Hasibuan (2020) a leader has the right to use his leadership authority to direct others and be responsible for the work of these people in achieving a goal. Therefore, a leader is needed who is able to provide direction in order to achieve the company's goals that have been set or by another name called leadership style.

The right leadership style will motivate someone to achieve. The success or failure of employees in work performance can be influenced by the leadership style of their superiors has examined that the influence of leadership style on performance, stating that leadership style has a significant influence on employee performance (Sri Suranta, 2018). Sutikno (2019) states that leadership style is suitable when company goals have been communicated and subordinates have accepted them. A leader must apply a leadership style to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals.

Furthermore, there are several factors in building employee performance, apart from the leadership style that is applied, there is also one factor, namely motivation. Even if an employee has good operational skills if he does not have motivation at work, the end result of the work is not satisfactory. With high work motivation, employees will work harder in carrying out their work.

Baskoro (2020) states that motivation questions how to direct the power and potential possessed by subordinates so that subordinates want to work together productively to achieve and realize predetermined goals. Encouragement, efforts and desires that exist within humans that activate, empower and direct behavior to carry out tasks properly within the scope of their work (Hakim, 2019). According to Robbins (2018) "Motivation as a process that helps determine, intensity, direction, and persistence of individuals in an effort to achieve goals."

A good leadership style and motivation will affect the increasing discipline of employees and members who are led so that it can have a good impact on employee performance in accordance with this research.

According to Afandi (2018) leaders use work discipline as a tool used by managers to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, according to Hasibuan (2020) Work discipline is an operative function of Human Resource Management, where the higher the level of discipline of employees at work, the better the work performance that employees can show when working.

From research conducted by Razak et al., (2018) shows that leadership style, motivation and work discipline simultaneously affect the performance of employees of PT ABC Makassar. Furthermore, research by Damara & Indahingwati (2019) shows that leadership style, work discipline, and motivation have a positive and significant effect on the performance of UD Maju Mapan employees. In addition, in (Putra, 2020) work discipline, leadership style, and work motivation have a significant effect simultaneously and partially on employee performance. Furthermore, Effendy & Fitria (2020) simultaneously the three independent variables, namely leadership style, motivation and work discipline on the performance of employees of PT Modern land Realty. Then in other studies discussing specifically for work discipline and motivation affect employee performance Sadat et al., (2020), then the relationship with leadership style and motivation affects employee performance Tampi (2018) and leadership style affects employee performance (Jamaludin, 2020). Meanwhile, there are some differences in research results, according to K. Arisanti, A. Santoso (2019)

shows that work discipline has no effect on employee performance in the sales division of PT Rembaka, according to Baskoro (2020) motivation has a negative impact on the performance of employees of PT PLN (Persero) APD Semarang, and Daspar's research (2020) shows that work discipline is not significant to employee performance, Razak et al., (2018) shows that motivation has no effect on employee performance of PT ABC Makassar.

The existence of several differences in the results of previous studies is increasingly interesting to study where in this study combines leadership style, work motivation, and work discipline by focusing the object of research on employees at PT. Fadhil Genteng. The purpose of this study was to determine the effect of leadership style leadership style, work motivation, and work discipline on employee performance both simultaneously and partially, as well as knowing which variable is the most dominant in improving employee performance at PT. Fadhil Genteng.

LITERATURE REVIEW

Employee Performance

Etymologically, performance comes from the word performance as stated by Mangkunegara (2018), the term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Dessler (2018) employee performance is work performance, namely the comparison between the results of work seen in reality and the work standards set by the organization. In addition, according to Jamaludin (2020) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and have been agreed upon. According to John Miner in Sudarmanto (2018) employee performance can be measured by 4 dimensions, namely quality, quantity, timeliness, and cooperation with coworkers.

Leadership Style

Leadership style is an important aspect of achieving and improving leadership success in an organization. According to Soekarso (2018), leadership style is the behavior or actions of a leader in carrying out managerial work tasks. Then according to Thoha (2019) it is explained that leadership style is a method used by a leader in influencing subordinates to carry out their duties and obligations as expected in order to achieve predetermined goals. According to Geier (2020), leadership style is a norm of behavior used by a person when that person tries to influence the behavior of others or subordinates or a set of characteristics used by leaders to influence subordinates in order to achieve organizational goals or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Based on Robert House in Hendri (2021) there are 4 dimensions of leadership style, namely participative leadership style, directive leadership style, supportive

leadership style, achievement-oriented leadership style. (1) Participative leadership style is a leader who includes subordinates in decision making. (2) Directive leadership style is a leader who concentrates power and decision making for himself, the leader arranges complicated work situations for employees, who do whatever he is told. (3) Supportive leadership style is leadership that is always willing to explain all problems to subordinates, is approachable and satisfies employees. (4) Achievement-oriented leadership style is a leader who sets challenging goals and expects subordinates to perform as optimally as possible and continues to seek achievement development in the process of achievement.

Work Motivation

According to Baskoro (2020) Motivation questions how to direct the power and potential possessed by subordinates so that subordinates want to work together productively to achieve and realize predetermined goals. According to Robbins (2018) defines motivation as a process that helps determine the intensity, intensity, direction, and persistence of individuals in an effort to achieve goals. According to Siagian (2020) what is meant by employee work motivation is the power of the driving force that causes an organization member to want and want to direct his abilities in the form of expertise and skills, energy and time to carry out various activities that are his responsibility and carry out obligations. Based on Maslow's theory in Sari & Dwiarti (2018), it is revealed that work motivation can be measured by 5 dimensions, namely physiological needs, security needs, social needs, appreciation needs, and self-actualization needs.

Work Discipline

Work discipline is something used by managers to communicate with employees so that they are willing to change behavior and to increase one's awareness and willingness to comply with all company regulations (Suherman, 2018). According to Rivai (2019) Work discipline is a tool used by company management to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and applicable social norms. Then according to Siagian (2020) 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 work performance. Based on Malayu sp Hasibuan in Elianti (2020) there are 5 dimensions of work discipline, namely attendance at work, adherence to work regulations, adherence to work standards, high level of vigilance, and ethical work.

Relationship Between Variables and Hypothesis Development Effect of leadership style, work motivation and work discipline on employee performance

From research conducted by Razak et al., (2018) also shows that leadership style, motivation and work discipline simultaneously affect the performance of employees of PT ABC Makassar. Research conducted by Damara & Indahingwati

(2019) shows the results of research that leadership style, work discipline, and motivation have a positive and significant effect on the performance of UD Maju Mapan employees. Then supported by research conducted by Felicia (2018) states that leadership style, motivation and work discipline have a significant effect on employee performance. This means that it can improve employee performance. Based on the description above, the following hypothesis is proposed:

H1: Leadership style, motivation and work discipline jointly affect employee performance.

Effect of Leadership Style on Employee Performance

In the research of Razak et al., (2018) shows that leadership style has a positive effect on the performance of employees of PT ABC Makassar. In Jamaludin's research (2020) has a positive and significant influence between leadership style on employee performance at PT. Kaho Indah citra Garment Jakarta. In addition, in Tampi's research (2018) leadership style has a positive influence on the performance of employees of PT Bank Negara Indonesia. This means that a good leadership style will increase employee performance. Based on the description above, the following hypothesis is proposed:

H2 : Leadership style has a positive effect on employee performance.

The Effect of Work Motivation on Employee Performance

In research by Razak et al., (2018) shows that motivation partially has no effect on the performance of employees of PT ABC Makassar, research conducted by Baskoro (2020) cannot prove that motivation has a significant positive impact on employee performance. Meanwhile, in research conducted by Sunarsi (2018) Motivation has a positive influence on employee performance. According to Sadat et al., (2020) has a positive and significant influence on employee performance at PT. Mewah Indah Jaya-Binjai. Based on the description above, the following hypothesis is proposed:

H3 : Work Motivation has a positive effect on Employee Performance.

The Effect of Work Discipline on Employee Performance

From research conducted by K. Arisanti, A. Santoso (2019) shows that work discipline has an insignificant effect on employee performance. Meanwhile, Daspar's research (2020) shows that work discipline has a positive effect on employee performance at PT. Perkebunan Nusantara V Kebun Tanah Putih Riau Province. This research is in line with Razak et al., (2018) in his research which shows that work discipline partially affects the performance of employees of PT ABC Makassar. Based on the description above, the following hypothesis is proposed:

H4 : Work discipline has a positive effect on employee performance.

Leadership style has a dominant influence on employee performance

From research conducted by Metra & Kartini (2017) shows that leadership style variables have a more dominant influence than work motivation and work discipline variables. This research is in line with research conducted by (Putra, 2020) showing that leadership style variables have a more dominant influence

than work motivation and work discipline variables. Then this research is supported by Prabowo (2020) showing that the leadership style variable is more dominant than the work motivation and work discipline variables on employee performance. Based on the research statement above, it can be concluded that:

H5 : Leadership style has a dominant influence on employee performance.

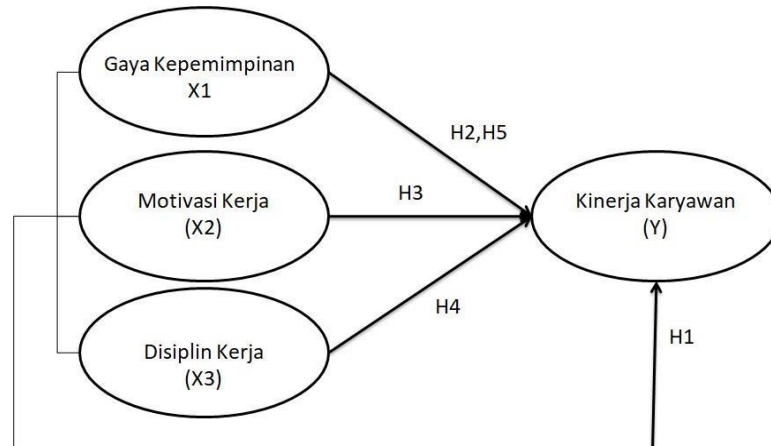


Figure 1. Research Model

METHODOLOGY

Research Design

This type of research in this thesis proposal uses casual associative research which explains that the independent variable (X) affects the dependent variable (Y). According to Sugiyono (2019) associative research is a formulation of research problems that asks about the relationship between two or more variables. This study uses quantitative data obtained from respondent data through questionnaires to answer research on Leadership Style (X1), Work Motivation (X2), Work Discipline (X3) and Employee Performance (Y). This study uses primary data types. According to Sugiyono (2019) primary data is a data source that directly provides data to data collectors. Primary data collection techniques obtained directly through filling out questionnaires by employees of PT. Fadhil Genteng.

Measurement

In this study, the preparation of a questionnaire using a Likert scale. Likert scale is a research scale used to measure attitudes and opinions. In this study using a five-level Likert scale, namely 1-5 (1 = strongly disagree to 5 = strongly agree). From the results collected by submitting a statement compiled on a questionnaire, with a closed type statement with a series of alternatives provided by the researcher. According to Sugiyono (2019) the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena.

This study uses 3 independent variables, namely leadership style, work motivation, and work discipline and the dependent variable is employee

performance. Measurement of employee performance variables using John Miner's theory in Sudarmanto (2018) there are 4 dimensions, namely quality, quantity, timeliness, and cooperation with coworkers. Then the measurement of leadership style uses the theory of Rober House in Hendri (2021) with 4 dimensions, namely participative leadership style, directive leadership style, supportive leadership style, achievement-oriented leadership style. Measurement of work motivation variables based on Maslow's theory in Sari & Dwiarti (2018) there are 5, namely physiological needs, security needs, social needs, appreciation needs, self-actualization needs. Furthermore, the measurement of work discipline variables using Hasibuan's theory in Elianti (2020) has 5, namely attendance at work, adherence to work regulations, adherence to work standards, high level of vigilance, and ethical work.

Population and Sample

The population in this study were all employees of PT. Fadhil Genteng. This study uses non-probability sampling techniques by means of saturated sampling. According to Sugiyono (2019) what is meant by non-probability sampling technique is a sampling technique that does not provide equal opportunities / opportunities for each element or member of the population to be selected as a sample. Saturated sampling is a sampling technique when population members are used as samples. The sample selection in this study were employees of PT Fadhil Genteng, namely 120 employees from different sections with the status of contract and permanent employees. The method of distributing questionnaires using google forms distributed via whatsapp.

Data Analysis Method

In this study, data collection was carried out using a questionnaire, therefore it is necessary to have a measuring instrument to measure validity and reliability. The validity test in this study uses the Pearson product moment correlation technique with the condition that it is valid if it is significant <0.05 (Ghozali, 2019). To test reliability using Cronbach alpha, with reliable standards if the Cronbach alpha value > 0.6 (Ghozali, 2019). Furthermore, the assumption test is carried out which is a fixed requirement for multiple regression analysis models. In this classic assumption test includes normality test, multicollinearity test, heteroscedasticity test (Sugiyono, 2019). Then for hypothesis testing using the F test aims to test the significance of independent variables together or simultaneously, the conditions are accepted if the significance value is <0.05 , then to test the effect partially using the T test with the condition that it is accepted if the significance value is <0.05 (Sugiyono, 2019). Furthermore, the coefficient of determination (R^2) test of the square of the correlation coefficient so that this coefficient test is useful for knowing the magnitude of the variable contribution (Sugiyono, 2019).

RESULT

Respondent Demographics

In this study there were 120 responses based on the distribution of questionnaires conducted online using google form. A total of 120 respondents are employees of PT Fadhil Genteng with 99 male respondents (82.5%) and 21 female respondents (17.5%). Most of the respondents of PT. Fadhil Genteng employees are permanent employees with 99 people (82.5%). Then most of the employees of PT Fadhil Genteng are 23-27 years old (41.7%). And most of the respondents were single as many as 103 people (85.8%).

Validity and Reliability Test

Researchers tested the validity and reliability of the initial questionnaire (pre-test) on 30 respondents with the number of statements in the 36-item questionnaire. The validity test uses the Pearson Product Moment correlation technique on the variables of leadership style, work motivation, work discipline and employee performance with the results showing that all 36 item statements are declared valid with a value of $r_{hitung} > 0.361$. Then in testing the reliability in the variables of leadership style, work motivation, work discipline and employee performance look at Cronbach's Alpha (>0.6). The results of the reliability test of all statements in this study, namely the leadership style variable of 0.861. On the work motivation variable of 0.852. Then on the work discipline variable of 0.867 and the employee performance variable of 0.872. Based on the results of the Cronbach's Alpha value, the variables of leadership style, work motivation, work discipline and employee performance are declared reliable.

Classical Assumption Test

Based on the normality test, the calculation results obtained are 0.186, it is said that the data is normally distributed if the significant value is > 0.05 . Furthermore, the multicollinearity test calculation results obtained from the Tolerance and Variance Inflation Factor (VIF) values, namely the leadership style variable gets a Tolerance value of 0.500 and a VIF value of 2.001. Then the work motivation variable gets a Tolerance value of 0.318 and a VIF value of 3.148. Meanwhile, the work discipline variable gets a Tolerance value of 0.426 and a VIF value of 2.347. Because all variables obtained the results of the Tolerance value > 0.1 and $VIF < 10$, it was stated that there were no symptoms of multicollinearity. Based on the scatter plot graph, it can be seen that the points on the graph spread above and below the number 0, the distribution of the points is not polarized, so it can be stated that there is no heteroscedasticity problem.

Regression Model Equation Analysis

Based on the results in the t test, the constant value is -2.242, meaning that if the variable factors of leadership style, work motivation and work discipline are equal to zero (0), then the amount of employee performance at PT. Fadhil Tile is worth -2.242. In the leadership style variable, the coefficient of determination is 0.267, meaning that every leadership style variable increases, employee performance will increase by 0.267. In the work motivation variable,

the coefficient of determination is 0.251, meaning that each work motivation variable increases, employee performance will increase by 0.251. And finally, the work discipline variable obtained a coefficient of determination of 0.381, it means that each work discipline variable has increased, employee performance has also increased by 0.381.

Simultaneous Effect Analysis

Based on the results of the f test, a value of 0.000 is obtained, where the value is <0.05 . Based on these results it can be concluded that leadership style, work motivation and work discipline have a simultaneous influence on employee performance in employees of PT Fadhil Genteng. These results also prove that the research model in this study is correct.

Partial Effect Analysis

Based on the results in the t test table that the leadership style variable obtained a significant value of 0.001 which is <0.05 , which states that leadership style has a positive influence on the performance of employees of PT Fadhil Genteng. For the work motivation variable, it obtained a significant value of 0.006 which is <0.05 , so it can be said that work motivation has a positive influence on employee performance on employees of PT. Fadhil Genteng. Furthermore, the work discipline variable obtained a significant result of 0.000, which is <0.05 , so it can be concluded that work discipline has a positive influence on employee performance on employees of PT. Fadhil Genteng. For the work discipline variable is the most dominant variable with a Coefficient B value of 0.381 and a significant value of 0.000 <0.05 , the coefficient owned by the work discipline variable is positive, indicating a unidirectional relationship, meaning that the greater the work discipline, the more employee performance will improve.

Analysis of the Coefficient of Determination (R²)

Based on the results of the coefficient of determination (R²), the variables of leadership style, work motivation and work discipline simultaneously affect employee performance with an R² value of 0.706. This shows that employee performance is influenced by the influence of leadership style, work motivation and work discipline on employees at PT Fadhil Genteng by 70.6% while the remaining 29.4% is influenced by other aspects not examined in this study. Other factors that affect employee performance according to Kasmir (2018) are knowledge, personality, work design, organizational culture, and loyalty.

Table 1. Effect of Leadership Style, Work Motivation and Work Discipline

	Hypothesis	Sign value	Value B	Description	Conclusion
H1	Style Leadership, Motivation And Work Discipline Have A Joint Effect On Employee Performance. Employees.	0,000	-	The data supports the hypothesis.	H1 Received.
H2	Leadership style has a positive effect on employee performance.	0,001	0,267	The data supports the hypothesis.	H2 Received.
H3	Work Motivation has a positive effect on Employee Performance.	0,006	0,251	The data supports the hypothesis.	H3 Received.
H4	Work Discipline has a positive effect on Employee Performance Employees.	0,000	0,381	The data supports the hypothesis.	H4 Received
H5	Style Leadership has a dominant influence on Employee Performance.	0,001	0,267	Data does not support hypothesis	H5 rejected.

DISCUSSION

Based on the results of the research obtained, leadership style, work motivation, and work discipline simultaneously affect the performance of employees of PT. Fadhil Tile. This means that the better the leadership style the leader has, the higher the work motivation, and the work discipline will lead to improved employee performance. Respondents feel that when leaders provide encouragement to improve abilities or skills to employees can improve employee performance. In addition, respondents feel that the company is good enough in terms of supporting basic life such as providing reasonable food has been fulfilled which has an influence on employee performance. Then the respondents felt that they had obeyed the existing work standards at PT. Fadhil Genteng where they were responsible for the work assigned and this could improve employee performance. The results of this study are in line with those conducted by Razak et al., (2018) and Damara & Indahingwati's research (2019) that simultaneously leadership style, work motivation, and work discipline have a simultaneous influence on employee performance.

Based on the results obtained, it shows that leadership style has a positive effect on employee performance at PT. Fadhil Genteng. This explains that the better the leadership style, the better the performance of the employees of PT. Fadhil Genteng. With the achievement-oriented leadership style possessed by the leader, it causes employee kinejra to get better and progress. Employees feel that the leader of PT Fadhil Genteng always encourages them to improve their ability to work and this is very much in line with the age of the majority of employees at PT Fadhil Genteng aged 23-27 years who always want good performance at work. Employees also feel that leaders can make directive decisions to help employees make decisions. This is in line with research conducted by Jamaludin (2020); Tampi (2018) which states that leadership style has a partial influence on employee performance.

Furthermore, the work motivation variable is stated to have a positive effect on employee performance at PT. Fadhil Genteng. This explains that the better the work motivation, the better the performance of the employees of PT. Fadhil Genteng. Employees feel that their basic needs have been met such as eating, and to meet food and shelter PT. Fadhil Genteng has provided wages or salaries that can meet the needs used by employees to buy clothes for work and meet their daily needs. So that employees who are mostly single, where they have to take care of their own lives by getting food needs from the company regularly every day, feel helped and cared for, so that this has an impact on their better and more optimal performance. Employees also feel encouraged in making decisions so that they get self-actualization needs that can encourage optimal employee performance. This is in line with research conducted by Sadat et al. (2020); Sunarsi (2018) which states that work motivation has a partial positive effect on employee performance.

Then the work discipline variable is stated to have a positive effect on employee performance at PT. Fadhil Genteng. This explains that the better the work discipline, the better the performance of the employees of PT. Fadhil Genteng. Employees are responsible for what they do in accordance with the work standards set by the company, this is in accordance with the majority of permanent

employee status who have a sense of more responsibility for the work they provide for the company so as to make employee performance efficiently and maximally. For work standards at PT Fadhil Genteng, it has fulfilled the company's existing SOPs in accordance with Permenaker Law No.4 2015 such as working hours, bonus distribution, vacation and leave rights. Employees feel they have good relationships with coworkers so that they can encourage their performance to work efficiently and optimally. This is in line with research conducted by Daspar (2020) which states that work discipline has a partial influence on employee performance.

The most dominant variable in influencing employee performance at PT. Fadhil Genteng is work discipline. It can be seen from the T or partial test with the largest beta coefficient value of 0.381 greater than the leadership style and work motivation variables. This means that work discipline is the factor that most determines employee performance. Employees feel that in doing work it is necessary to be polite to superiors in accordance with company regulations such as respecting superiors. Employees also comply with the rules in the provisions of the clock in and out in accordance with the company's work standards which causes employees to contribute more to performance which in the future will continue to improve company performance. The results of this study are not in line with research conducted by Prabowo (2020); Putra (2020) which states that the more dominant influence on employee performance is leadership style.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the research that has been done, it can be concluded that this research is in line with the research objectives that leadership style, work motivation and work discipline simultaneously affect the performance of employees of PT. Fadhil Genteng. This means that the better the leadership style of the leader, the higher the work motivation, and the work discipline will lead to improved employee performance. Furthermore, it can be concluded that leadership style affects the performance of employees of PT Fadhil Genteng. This explains that the achievement-oriented leadership style possessed by superiors causes the performance of company employees besides that leaders also always encourage them to improve their ability to work and this is in accordance with their age who always want good performance at work. Furthermore, it can be concluded that work motivation has an influence on the performance of employees of the company PT Fadhil Genteng. This explains that support and a good work environment can improve employee performance. The next conclusion is that work discipline has an influence on the performance of employees of PT. Fadhil Genteng. This explains that the higher the work discipline, the better the performance of the employees of PT. Fadhil Genteng, respondents feel that the company's work standards regarding employee entry and return hours have an impact on effective and efficient work completion. Where it has an impact on the performance of company employees. And the final conclusion is that the most dominant variable in influencing the performance of employees of PT. Fadhil Genteng is the leadership style variable, in contrast to the findings of the research

results which state that the most dominant in influencing employee performance is work discipline, because the research results state that the highest beta coefficient value is work discipline of 0.381 while the leadership style is 0.267. This means that work discipline is a factor that influences employee performance. This means that work discipline is the factor that most determines the performance of company employees. The better responsible for work, the more employee performance will improve, especially in carrying out work professionally.

Research Limitations

This research is still limited to one object, namely employees who work at PT Fadhil Genteng. So that it has not described the good employee performance of other employees. Then this study only took three independent variables, namely leadership style, work motivation and work discipline. Furthermore, this research was conducted during the post-pandemic period, where PT. Fadhil Genteng is still in the adaptation stage, then the distribution of questionnaires was carried out when employees had not yet received a salary.

SUGGESTION

Suggestions for improving the performance of employees of PT. Fadhil Genteng, the company should be able to better appreciate the work done by employees by giving a little appreciation for the work that has been done. Suggestions for the work motivation of PT. Fadhil Genteng employees, especially in providing security guarantees for employees so that employees can feel calm about the work they do to improve the performance of PT. Fadhil Genteng employees. Furthermore, suggestions for work discipline of PT. Fadhil Genteng, especially for employees who must be given more attention so that employees continue to work in accordance with existing work standards so as not to deviate from the existing work path.

Suggestions for future researchers are that they can use other independent variables in improving employee performance such as environment and work stress. In addition, future researchers can use different analytical tools as a comparison to add to the researcher's reference and future researchers can also expand their research population to cover a wider area.

Managerial Implications

Based on the findings studied, there are several managerial implications for improving the performance of PT. Fadhil Genteng employees, namely the company must pay more attention to employees aged around 18-22 years, which are still relatively young and very productive. Companies can give more appreciation or attention to employees who have good performance so that they can maintain and even improve the performance they provide for the company. Of course the company must want the performance of employees to be good and optimal, therefore the leadership style possessed by the leader must be able to give appreciation to employees so that employees can make a greater contribution to the company. Furthermore, to improve good performance for employees, companies need to provide security during their work in the company so that employees feel motivated while working and can provide maximum work results

in accordance with established company standards. The company definitely wants employees to work in accordance with the established work standards, therefore the company must pay attention to the discipline of the employees in the results that have been done by the employees who meet the work standards.

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