



Analysis of Leadership Style, Discipline, and Work Motivation on Work Achievement of Aromatique Art Lab Employees

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ABSTRACT

This research aims to evaluate the impact of leadership style, work discipline, and work motivation on employee work performance at the Art Aromatique Lab. Data was collected through questionnaires distributed to employees and interviews with superiors. Data analysis was carried out using validity, reliability, classical assumptions, multiple linear regression and hypothesis testing. Research findings reveal that leadership style, work discipline, and work motivation have a positive and significant influence on employee work performance, both partially and simultaneously

INTRODUCTION

Nurjaya et al. (2020) explained that in the current era of globalization, the quality of human resources (HR) has become very important. This is because the company's progress really depends on the quality of its employees. A company's success is not only measured from a financial perspective, but also from the quality of its human resources. Leadership style in an organization or company influences the way individuals and groups work. Leadership plays a role in influencing work ethic, safety, standards of living in the workplace, and the level of organizational success.

Marlynda (2021) stated that work performance assessment aims to improve employee performance. This has an impact on the quality and quantity of their work, and helps maintain the organization's image in the eyes of the public. This assessment is important to ensure that employees perform well and contribute positively to the organization's reputation. Kitta et al. (2023) explains that work discipline is the level of employee compliance with company regulations. This compliance is important to achieve the goals set by the company. Work discipline includes how employees follow existing rules and procedures to support the achievement of organizational goals. According to Sitompul (2019), high work motivation can improve employee performance. When employees have strong drive and enthusiasm, they tend to work more effectively and productively, which ultimately contributes to better work results.

LITERATURE REVIEW

Human Resource Management

Panggabean in Tegar (2019) states that human resource management (HR) is a process that involves planning, organizing, directing and controlling all aspects related to the workforce in an organization. The main goal of HR management is to ensure that each employee can work effectively and efficiently, so that their contribution can support the achievement of organizational goals. HR management also includes developing and maintaining employee skills and welfare to increase productivity and job satisfaction.

Work Performance

Ajabar (2020) defines work performance as the results achieved by employees in carrying out their duties and responsibilities at work. Job performance reflects how well an employee can meet the targets and expectations set by the organization. Factors that influence work performance include skills, motivation, discipline, and support from management. Achieving good work performance contributes to individual progress and overall organizational success.

Leadership Style

Suprpta, Sintaasih, and Riana in Jiputra (2019) explain that leadership style is the approach used by a leader to influence and direct his team members to achieve organizational goals. Leadership styles include various ways of interacting with employees, providing direction and motivation. An effective

leadership style can increase employee morale, productivity and satisfaction, as well as influence the overall success of the organization.

Work Discipline

Zainal et al. (2018) defines work discipline as the level of employee compliance and compliance with the rules and policies set by the company. Work discipline includes aspects such as attendance, tardiness, and carrying out tasks in accordance with established standards. This discipline is important to ensure that employees can work efficiently, support the achievement of organizational goals, and maintain order in the workplace.

Work Motivation

Winardi (2019) defines work motivation as internal or external encouragement that influences employees' enthusiasm and desire to achieve goals and carry out their duties well. Work motivation includes factors that influence employees' levels of engagement, satisfaction and productivity in their work. High motivation can improve performance and work results, as well as support the achievement of individual and organizational goals.

METHODS

This research uses quantitative methods by collecting primary data through questionnaires. The research was conducted at the Medan Art Aromatique Lab, involving 36 employees as the population and sample. Data was collected through questionnaires as well as interviews and discussions with superiors and employees. There are three independent variables studied, namely Leadership Style (X1), Discipline (X2), and Work Motivation (X3), as well as one dependent variable, namely Work Performance (Y). Data analysis techniques include validity, reliability, classical assumptions, multiple linear regression and hypothesis testing.

RESULTS

Respondent Characteristics

The results of the questionnaire distributed to 36 employees showed various characteristics of respondents, including gender, age, highest level of education, and length of service. An explanation of these characteristics is as follows:

1. Gender

Table 1. Gender Characteristics

Gender	Number of Respondents	%
Man	16	44.4
Woman	20	55.6
Amount	36	100

Source: Processed Primary Data (2024)

From this table, it can be seen that there were 16 male respondents, which constituted 44.4% of the total, while the other 20 respondents were female, namely 55.6%. This shows that the majority of respondents in this study were women.

2. Age

Table 2. Age Characteristics

Age (Years)	Number of Respondents	%
21-23	30	83.3
24-28	6	16.7
Amount	36	100

Source: Processed Primary Data (2024)

From this table, it can be seen that 30 respondents, or 83.3%, were between 21 and 23 years old, while 6 respondents, or 16.7%, were between 24 and 28 years old. This shows that most of the respondents in this study were in the 21 to 23 year age group.

3. Last Education

Table 3. Characteristics of Recent Education

Education	Number of Respondents	%
SENIOR HIGH SCHOOL	36	100
Amount	36	100

Source: Processed Primary Data (2024)

From this table, it can be seen that all employees in this company, namely 36 people or 100%, have a final education at high school level.

4. Length of Work

Table 4. Characteristics of Leght of Work

Length of work	Number of Respondents	%
8,10 and 11 months	6	16.7
1,2 and 6 years	30	83.3
Amount	36	100

Source: Processed Primary Data (2024)

From this table, it can be seen that 30 employees, or 83.3%, have the longest working period, namely between 1, 2 and 6 years, compared to other working periods.

Validity Test

Table 5. Validity Test

Variable	Question Items	Corrected Item Correlation	r-mean
Leadership Style (X1)	X1.1	0.624	0.30
	X1.2	0.645	
	X1.3	0.648	
	X1.4	0.665	
	X1.5	0.681	
	X1.6	0.698	
Work Discipline (X2)	X2.1	0.798	0.30
	X2.2	0.754	
	X2.3	0.865	
	X2.4	0.448	
	X2.5	0.386	
	X2.6	0.440	
	X2.7	0.645	
	X2.8	0.786	
Work Motivation (X3)	X3.1	0.701	0.30
	X3.2	0.567	
	X3.3	0.818	
	X3.4	0.882	
	X3.5	0.789	
	X3.6	0.874	
Work Performance (Y)	Y1	0.605	0.30
	Y2	0.497	
	Y3	0.799	
	Y4	0.801	
	Y5	0.758	
	Y6	0.841	
	Y7	0.390	
	Y8	0.382	
	Y9	0.391	
	Y10	0.694	
	Y11	0.772	
	Y12	0.652	

Source: Processed Primary Data (2024)

The validity test results show that each value for each variable question item is more than 0.30. This means that all questions are considered valid, so the data can be used for reliability testing.

Reliability Test

Table 6. Reliability Test

Variable	Cronbach's Alpha	N of Items
Leadership Style (X1)	0.655	6
Work Discipline (X2)	0.751	8
Work Motivation (X3)	0.871	6
Work Performance (Y)	0.843	12

Source: Processed Primary Data

The table results show that the Cronbach's Alpha value in this study is more than 0.60, which indicates that the questionnaire used in this study has a good level of reliability.

Classical Assumption Test

a. Normality Test

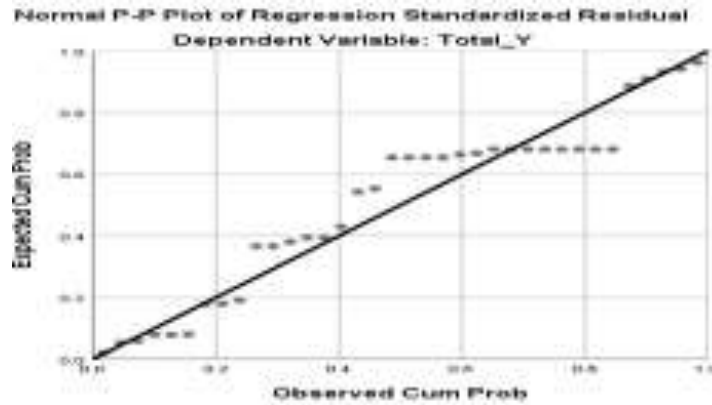


Figure 1. Normality Test Result
Source: Processed Primary Data

In the image above, the Normal PP Regression Standardized Residual section shows that the data points tend to lie along the diagonal line, indicating that the data in this study are normally distributed. This means the regression model meets the normality assumption.

b. Multicollinearity Test

Table 7. Multicollinearity Test Coeffiens^a

Model	Collinearity Statistics	
	Tolerance	VIF
I(Constant)		
Leadership Style (X1)	.128	7,832
Work Discipline (X2)	.154	8,679
Work Motivation (X3)	.152	6,577

a. Dependent Variable: Total Y

Source: Processed Primary Data (2024)

Tolerance values for leadership style (0.128), work discipline (0.154), and work motivation (0.152) are all greater than 0.1, as seen in the table above. Meanwhile, the VIF values for leadership style (7.832), work discipline (8.679), and work motivation (6.577) are all less than 10. This shows that in this study there was no multicollinearity problem.

c. Heteroscedasticity

The image above shows that the Scatterplot results show an unclear data pattern, do not form a particular pattern, and are spread above and below the Y 0 axis. This shows that this research does not experience heteroscedasticity problems.

Multiple Linear Regression Analysis

From the table above, the regression equation obtained is:

$$Y = (0.392) X_1 + 0,627 X_2 + 0,655 X_3$$

- a. If leadership style, work discipline and work motivation are in good condition, then the constant value is 2.980. If the constant is between +1 and less than -1, it means that all variables X1, X2, and X3 contribute to variable Y.
- b. The leadership style value of 0.392 indicates that variable Y is influenced by variable X1 if the value is not equal to 0.
- c. The work discipline value of 0.627 indicates that there is an influence between variables Y and X2 if the value is not equal to 0.
- d. A work motivation value of 0.655 indicates that there is an influence between variables Y and X3 if the value is not equal to 0.

Fit Test (Goodness Of Fit Test)

a. Simultaneous Test (F Test)

From the table above, a significance value of 0.000 indicates that leadership style, work discipline, and work motivation simultaneously have a significant influence on work performance.

b. Partial Test (t Test)

1. Testing of the leadership style variable shows a significance value of 0.03, which indicates that leadership style has a partial positive and significant influence on work performance.
2. Testing of the work discipline variable shows a significance value of 0.000, which shows that work discipline has a partial positive and significant influence on work performance.
3. Testing of the work motivation variable shows a significance value of 0.00, which indicates that work motivation has a partial positive and significant influence on work performance.

c. Coefficient of Determination (R²)

Table 8. Coefficient of Determination (R²) Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.981	.532

a. Predictors: (Constant), Total_X3, Total_X1, Total_X2

b. Dependent Variable: Total_Y

Source: Processed Promary Data

The Adjusted R Square value of 0.981 indicates that 98.1% of the variation in work performance can be explained by leadership style, work discipline and work motivation. Meanwhile, the remaining 1.9% was influenced by other factors not explored in this study.

DISCUSSION

H1: There is a Partial Positive and Significant Influence of Leadership Style on Work Performance

Data analysis shows that leadership style has a positive influence on work performance. A positive regression coefficient indicates that an increase in leadership style is directly proportional to work performance, with a significance value below 0.05.

H2: There is a Partial Positive and Significant Influence of Work Discipline on Work Performance

The results of data analysis reveal that work discipline influences work performance positively. A positive regression coefficient indicates a unidirectional relationship between work discipline and work performance, with a significance value below 0.05.

H3: There is a Partial Positive and Significant Influence of Work Motivation on Work Performance

Data analysis shows that work motivation contributes positively to work performance. A positive regression coefficient indicates a direct influence of work motivation on work performance, with a significance value of less than 0.05.

H4: There is a Positive and Significant Influence of Leadership Style, Work Discipline and Work Motivation Simultaneously on Work Performance

The results of the analysis support the fourth hypothesis which states that leadership style, work discipline, and work motivation simultaneously have a positive and significant influence on work performance. A significance value of less than 0.05 confirms that the better the leadership style, work discipline and work motivation, the more work performance will increase.

CONCLUSIONS AND RECOMMENDATIONS

This research indicates that leadership style, work discipline, and work motivation partially have a positive and significant influence on work performance. Apart from that, these three factors also have a positive and significant influence simultaneously on work performance. For further research, it is recommended to consider adding or replacing the independent variables used.

FURTHER STUDY

This research still has limitations, so further research is needed related to the topic Analysis of Leadership Style, Discipline, and Work Motivation on Work Achievement of Aromatique Art Lab Employees in order to perfect this research and increase insight for readers.

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