

THE INFLUENCE OF LEADERSHIP STYLE, WORK DISCIPLINE, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT BNI KCU RAWAMANGUN JAKARTA



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Abstract

This research was conducted at BNI KCU Rawamangun, East Jakarta City involving 43 employees as respondents. This research aims to explore the influence of leadership style, work discipline, and motivation on employee performance both partially and simultaneously. The method used in this research is quantitative. The research results show that leadership style partially has a significant effect on employee performance, with a calculated t-value of 2.875 which is greater than the t-table of 1.684, and a significance value (sig) of less than 0.05. Work discipline partially has a significant effect on employee performance, with a calculated t-value of 7.099 which is greater than the t-table of 1.684, and a significance value (sig) of less than 0.05. Motivation partially has a significant effect on employee performance, with a t-value of 3.456 which is greater than the t-table of 1.684 and a sig of less than 0.05. Simultaneously, leadership style, work discipline, and motivation have a significant effect on employee performance. The joint influence of leadership style, work discipline, and motivation on employee performance reaches 86%, while the remaining 14% is influenced by other variables. These findings offer a solid foundation for an in-depth understanding of the variables that influence the productivity of workers in the banking sector. The theoretical implications highlight crucial aspects that can be strengthened, while on the practical side, this research offers in-depth insights for financial institutions and industry players to design effective strategies and programs to improve the performance of their employees. This emphasizes the importance of adopting an effective leadership style, encouraging strong work discipline, motivating employees, and encouraging active participation in efforts to achieve company performance targets.

Keywords: Leadership Style, Discipline, Motivation, Performance

INTRODUCTION

The relationship between organizations and individuals in a company is very close, and a special level of attachment is needed to connect the two in achieving company goals (Rinayanti Pelealu, 2023). This is where cooperation can be formed and brilliant ideas can emerge, which will ultimately result in huge profits for the company (Saptaria et al., 2022).

Human resources are crucial assets for organizations and are the main focus, because of the key role of human resources in carrying out organizational activities (Sunatar, 2022). All decisions taken in every aspect of the business are determined by individuals who are part of the company. Companies need human resources who have potential both as leaders and as employees, who are placed and assigned tasks with proper supervision to achieve company goals. To ensure the smooth management of the company, the company needs to have a knowledgeable and skilled workforce, with optimal potential in managing the company and improving employee performance (Sultanto et al., 2023).

Employee performance decreases if employees can carry out their work but the company still uses equipment that is less accommodating or can also be called ancient equipment, in this case, all responsibility for carrying out their duties and obligations will be burdened on employees so that employees cannot work with the results desired by the company (Hardy & Agustin, 2022). Therefore, management is faced with a significant challenge to increase the productivity of their employees. The reason is, the success of the company in achieving its goals can be measured through the extent of the ability of human resources in it.

PT Bank Negara Indonesia (BNI) Persero Tbk. is one of the economic sector organizations/companies that provides services or products that are financial in nature in Indonesia, this can occur due to structured managerial processes, quality assurance, and high service quality, as well as the commitment of employees in achieving the vision and mission of the company/organization. Following the vision and mission of BNI bank itself, namely "To be a financial institution that sustainably excels in service and performance". This research focuses on all BNI Rawamangun employees located in East Jakarta because

researchers found a problem regarding the decline in productivity in the last 3 years. The following data shows the decline in deposit targets in employee performance.

Table 1.

BNI KCU Rawamangun Deposito Achievements 2020-2022

Tahun	Target (NOM)	Realisasi (NOM)	GAP %
2020	2.753.083	2.828.246	100%
2021	2.913.188	3.182.228	109%
2022	3.352.240	2.723.122	89%

Source: Marketing Division of PT BNI Rawamangun Branch

From Table 1., researchers can only list the percentage of achievement of the deposit target for the last 3 years because the source of the Marketing Division of PT BNI Rawamangun Branch, can only provide data on the achievements of the last 3 years, it can be seen from the average achievement of production in employee performance has not reached the target and has decreased in the last year, It can be seen that the average GAP starting from 2020-2022 has not reached the predetermined target, in 2020 the GAP percentage of deposits was 100%, in 2021 it increased to 109%, and in 2022 there was a decrease to 89%, so according to the data table 1.1. the target in realization has not been achieved optimally, so in the last year, the GAP deposit target has decreased.

Performance is a responsibility given to an employee in carrying out his duties so that they can be completed in quantity and quality (Heriyanti and Putri, 2021: 918). Performance is the willingness of groups or individuals to complete their responsibilities following what is expected in an organization Rivai (2008) Baharuddin and Salam (2020) Being a leader to achieve organizational or corporate success is a complex challenge. Leaders have a variety of approaches that can be applied in various activities to influence other individuals or team members (Hardy & Agustin, 2022).

One of the factors that influence employee performance is work motivation. Work motivation is the drive or enthusiasm that moves a person to do work with all efforts and work effectively to achieve company goals. work motivation is also a set of forces or energy both from within and outside work, starting from work-related efforts, intensity, and

persistence (Caissar et al., 2022). Every company always aims to improve the performance of all its employees. For this target to be achieved, the company must provide adequate motivation to all employees, so that they can achieve better work performance. Without adequate motivation, an employee may not be able to perform their duties to standard or even exceed the standard, because the necessary motivation and drive are not met.

According to Harlie (2020), work discipline is essentially "fostering awareness for workers to carry out their assigned tasks, where its formation does not arise by itself, but must be formed through formal and non-formal education, and the motivation that exists in each employee must be well developed. Thus, the higher the work discipline of each employee who is supported by expertise, wages, or decent salaries, it will affect the activities of the agency itself " (Prabowo, 2020, p. 5). With a high awareness to comply with all regulations and awareness of their duties and responsibilities, it will form a more conducive company environment, which in turn has a positive impact on company activities (Zaena et al., 2022).

To achieve optimal employee performance, a good combination of leadership style, work discipline, and adequate motivation is needed. To achieve optimal employee performance, a good combination of leadership style, work discipline, and adequate motivation is needed. if this combination is created in the work environment, the company's goals will run well.

RESEARCH METHOD

This research method is quantitative, where the information collected is in the form of numbers or numbers. Quantitative information can come from two sources, namely data obtained directly (primary data) and pre-existing data (secondary data). This research design is a guide in research so that it can be directed. In this study, the variables of Leadership Style, Work Discipline, and Motivation on Employee Performance at the BNI Rawamangun Jakarta Main Branch Office. The object of this research will be carried out at PT BNI KCU Rawamangun on Jl. Pemuda No.708, RT.8 / RW.5, Jati, kec. Pulo gadung, East Jakarta city,

Special Capital Region of Jakarta 13220. The research design that will be carried out in this study is described as follows:

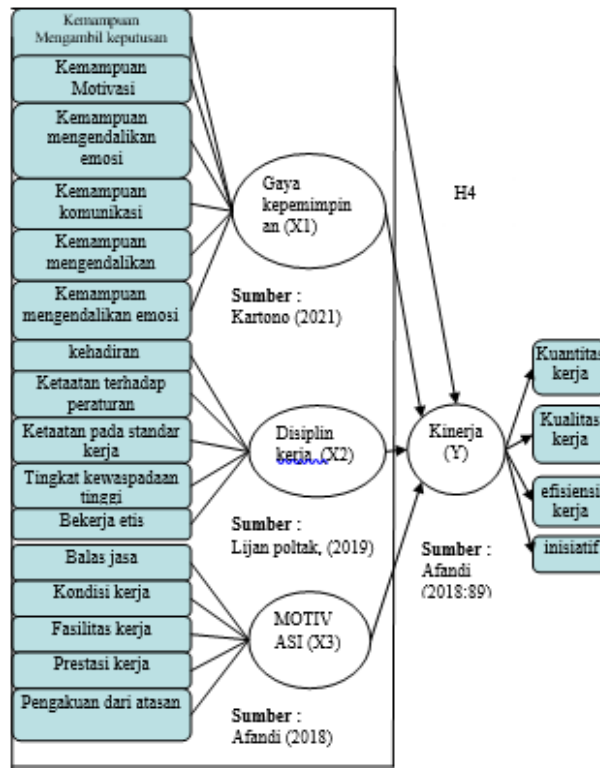


Figure 1.

Research Design

Source: Author Processed Data, 2024

This study has a total of four variables, namely the Leadership Style variable (X1) has a total of six research indicators, the Work Discipline variable (X2) has a total of five research indicators, the Motivation variable (X3) has a total of five research indicators, and the performance variable (Y) has four research indicators.

Population is the total number of research objects (Arikunto, 2013). So what is meant by population in this study is the individual who is the object of research. The population in this study were BNI Rawamangun Frontliners totaling 12344. The sample is part or representative of the population studied from the number and characteristics possessed by the population. The sampling technique used in this research is Purposive Sampling. According to (Sugiyono, 2017) Purposive Sampling is a sampling technique with certain

considerations. The sample of this study was 41 employees for the period December 2023. The types of sources obtained in conducting this research are primary data (obtained by distributing questionnaires directly to employees), and secondary data (work achievement data per year and the general profile of the company PT. bni Tbk. In addition, researchers get secondary data from literature and previous research journals that are useful for preparing this research). The data collection method in this research uses field research methods with several techniques, namely questionnaire techniques, interview techniques, library research techniques, internet research techniques, and observation techniques.

The analysis methods used in this study are validity test, reliability test, classical assumption test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression test, and hypothesis testing (T-test, F test, and coefficient of determination test).

RESULTS AND DISCUSSION

Validity Test Results

Table 2.
Validity Test

Variable	Item	Rcount	Rtable	Information
X1	X1.1	0.652	0.3887	Valid
	X1.2	0.814	0.3887	Valid
	X1.3	0.712	0.3887	Valid
	X1.4	0.557	0.3887	Valid
	X1.5	0.854	0.3887	Valid
	X1.6	0.900	0.3887	Valid
	X1.7	0.843	0.3887	Valid
	X1.8	0.734	0.3887	Valid
	X1.9	0.872	0.3887	Valid
	X1.10	0.829	0.3887	Valid
X2	X2.1	0.661	0.3887	Valid
	X2.2	0.783	0.3887	Valid
	X2.3	0.821	0.3887	Valid
	X2.4	0.693	0.3887	Valid

	X2.5	0.794	0.3887	Valid
	X2.6	0.762	0.3887	Valid
	X2.7	0.81	0.3887	Valid
	X2.8	0.729	0.3887	Valid
X3	X3.1	0.810	0.3887	Valid
	X3.2	0.857	0.3887	Valid
	X3.3	0.863	0.3887	Valid
	X3.4	0.870	0.3887	Valid
	X3.5	0.803	0.3887	Valid
	X3.6	0.857	0.3887	Valid
	X3.7	0.831	0.3887	Valid
	X3.8	0.784	0.3887	Valid
Y	Y1.1	0.786	0.3887	Valid
	Y1.2	0.759	0.3887	Valid
	Y1.3	0.814	0.3887	Valid
	Y1.4	0.712	0.3887	Valid
	Y1.5	0.753	0.3887	Valid
	Y1.6	0.772	0.3887	Valid
	Y1.7	0.846	0.3887	Valid
	Y1.8	0.740	0.3887	Valid

Source: SPSS 25 Output (Data Processed, 2024)

Based on the results of the validity test conducted in this study with the independent variables of leadership style, work discipline, motivation to the dependent variable, namely leadership style, with the number of question items, declared valid. With a value of $Df = 43 - 20 = 41$, Pearson correlation 0.01 so that $R_{table} 0.3801$ is obtained, then the value of $R_{hitung} > R_{table} (0.03887)$.

Reliability Test Results

Table 3.
Reliability Test

Variabel	Alpha Cronback	Kriteria	Keterangan
X1	0.929	Realibel jika cronback alpha >0,70	Reliabel
X2	0.890		Reliabel
X3	0.933		Reliabel
Y	0.903		Reliabel

Source: SPSS 25 Output (Data processed, 2024)

The results of the reliability test in this study show the Cronbach's alpha value for variable X1 of 0.929; X2 of 0.890; X3 of 0.933; and variable Y of 0.903. With these values, it can be concluded that all statements on each variable are reliable because they exceed the standard threshold that is generally considered an indicator of reliability, which is > 0.70 .

Normality Test Results

Table 4.
Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		43
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.09315841
Most Extreme Differences	Absolute	.063
	Positive	.058
	Negative	-.063
Test Statistic		.063
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 25 Output (Data processed, 2024)

Based on the results of the One-Sample Kolmogorov-Smirnov Test Table, the significance value obtained is 0.200. This significance value is greater than the significance level of 0.05, it can be concluded that the distribution of Leadership Style (X1), Discipline

(X2), Motivation (X3), and Performance (Y) variables in this study can be normally distributed.

Multicollinearity Test Results

Table 5.
Multicollinearity Test

Variabel	Toleransi	VIF
X1	0.486	2.058
X2	0.366	2.734
X3	0.471	2.122

Source: SPSS 25 Output (Data Processed, 2024)

After calculating the tolerance for the independent variables, none of them has a value < 0.10 . In addition, the VIF calculation shows that none of the independent variables have a VIF value > 10 . Therefore, it can be concluded that this model does not have multicollinearity problems.

Heteroscedasticity Test Results

Table 6.
Glejser Heteroscedasticity Test

Variabel	t	sig
Gaya Kepemimpinan	-1.625	.145
Disiplin kerja	1133	.425
Motivasi	.3456	.425

Source: SPSS 25 Output (Data Processed, 2024)

With the Glejser test, it is stated that, if the sig value > 0.05 , there is no heteroscedasticity.

Multiple Linear Regression Analysis Test Results

Table 7.
Multiple Linear Regression Analysis Test

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	-.922	2.153		-.428	.671
	GAYA	.020	.064	.026	.310	.758
	KEPEMIMPINAN					
	DISIPLIN	.720	.101	.681	7.099	.000
	MOTIVASI	.264	.076	.292	3.456	.001

a. Dependent Variable: KINERJA

Source: SPSS 25 Output (Data Processed, 2024)

The results of the multiple linear regression equation above provide an understanding that the formula $Y_t = -.922 + 0.20 X_1 + 0.720 X_2 + 0.264 X_3$, gives the results, namely (1) 1. The resulting constant is -922 where the dependent variable performance has not been influenced by other independent variables, namely leadership style, work discipline, and motivation. If the three independent or independent variables are zero and there is no change, the performance of BNI KCU Rawamangun employees will not change, (2) 2. The coefficient X_1 produces 0.20 so that if the leadership style variable influences employee performance. Or if the leadership style variable is increased by one unit, the performance of BNI KCU Rawamangun employees will increase to 0.20, (3) 3. The X_2 coefficient produces 0.720 so if the work discipline variable influences employee performance. Or if the media exposure variable is increased by one unit, the performance of BNI KCU Rawamangun employees will increase to 0720, and (4) The X_3 coefficient produces 0.264 so that if the motivation variable influences the performance of BNI KCU Rawamangun employees. Or if the community variable is increased by one unit, the performance of BNI KCU Rawamangun employees will increase to 0.264.

Hypothesis Test Results

T Test Results

Table 8.
T Test (Partial Significance)

Variabel	t	sig
Gaya kepemimpinan	2.875	.004
Disiplin kerja	7.099	.000
Motivasi	3.456	.001

Source: SPSS 25 Output (Data Processed, 2024)

From the t-test results above, it is known, that $df = n - k$. With, $K =$ several variables, so the df value $= 43 - 4 = 39$. Then, the t-table is obtained at 1.684 and with a significance value < 0.05 . Based on the results of the t-test conducted, it is found that (1) The t-count value on variable X_1 is 2.875 and the significance value is < 0.05 , so the test H_0 is rejected and H_a is accepted. So that it states that the Leadership Style variable has a significant effect on employee performance, (2) The t-count value on variable X_2 is 7.099 and the significance value is < 0.05 , so the test is H_0 rejected and H_a is accepted. So that it states that work discipline has a significant effect on employee performance, (3) The t-count value on variable X_3 is 3.456, and the significance value < 0.05 , so the test H_0 is rejected and H_a is accepted. So that it states that motivation has a significant influence on employee performance.

F Test Results

Table 9.
F Test (Simultan)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1217.427	3	405.809	86.007	.000 ^b
Residual	184.015	39	4.718		
Total	1401.442	42			

a. Dependent Variable: Kinerja
 b. Predictors: (Constant), Motivasi, Gaya Kepemimpinan, Disiplin

Source: SPSS 25 Output (Data processed, 2024)

In the F test test results, it can be seen that, $df = n - k$. With $K =$ number of variables, the df value $= 43 - 4 = 39$. Then $F_{table} (3: 43)$ is 2.85. Based on the results of the F test

conducted, the F-count value is 86.007, which is greater than the F-table value of 2.85 with a significance level of $0.000 < 0.05$. This shows that together, leadership style, work discipline, and motivation have a significant effect on employee performance.

Determination Coefficient Test Results

Table 10.
Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.859	2.17217
a. Predictors: (Constant), Motivasi, Gaya Kepemimpinan, Disiplin				
b. Dependent Variable: Kinerja				

Source: SPSS 25 Output (Data Processed, 2024)

Based on the results of the determination test conducted, the R square number is 0.869 or 86%. So this shows that the percentage of the influence of leadership style variables, and motivation on the performance of BNI KCU Rawamangun employees is 86%, and the remaining 14% is influenced by other variables not included in this research model.

Discussion

The first hypothesis can prove that leadership style has a positive and significant effect on the performance of BNI KCU Rawamangun Jakarta employees, this can be proven by the significance result of $0.004 < 0.05$, which means that the significant value is smaller than the significance value limit which is the limit on data processing carried out by researchers, which means H_0 is rejected, and H_1 is accepted.

The second hypothesis can prove that work discipline has a positive and significant effect on the performance of BNI KCU Rawamangun Jakarta employees, this is evidenced by the significance results of $0.000 < 0.05$, which means that the significant value is smaller than the significance value limit which is the limit on data processing conducted by researchers, which means H_0 is rejected, and H_1 is accepted.

The third hypothesis can prove that motivation has a positive and significant effect on the performance of BNI KCU Rawamangun employees, this can be proven by the significance result of $0.000 < 0.05$, which means that the significant value is smaller than the

limit of significance value which is the limit in data processing conducted by researchers, which means H_0 is rejected, and H_3 is accepted.

The fourth hypothesis can prove that leadership style, work discipline, and motivation together have a positive and significant effect on the performance of BNI KCU Rawamangun Jakarta employees, with a significance result of $0.000 < 0.05$, meaning that the significant value is smaller than the limit of significance value which is a limitation on data processing conducted by researchers, which means H_0 is rejected, and H_4 is accepted.

CONCLUSION

From the results of research and discussion of the influence of leadership style, work discipline, and motivation on the performance of BNI KCU Rawamangun Jakarta employees, the conclusions are obtained, namely (1) Leaders who exhibit effective leadership styles have been shown to significantly improve the performance of BNI KCU Rawamangun Jakarta. This is demonstrated by the finding that when leadership styles are well implemented, employees tend to improve their performance, with $t\text{-count } 2.875 > t\text{-table } 1.684$ and $\text{sig.} < 0,05$. (2) Strong work discipline has been shown to influence the performance of BNI KCU Rawamangun Jakarta. This finding confirms that the better work discipline exhibited, the more likely employees are to improve their performance, with $t\text{-count } 7.099 > t\text{-table } 1.684$ and $\text{sig.} < 0,05$. (3) High motivation has been convincingly proven to affect the performance of BNI KCU Rawamangun Jakarta. By showing that the higher the motivation, the greater the potential for improving employee performance, with $t\text{-count } 3.456 > t\text{-table } 1.684$ and $\text{sig.} < 0,05$. (4) Evidence shows that leadership style, work discipline, and motivation together have a significant impact on the performance of BNI KCU Rawamangun Jakarta employees, contributing 86% of the variability, while the remaining 14% is influenced by other factors.

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