

Influence of Employee Performance Through Work Motivation, Leadership Style and Work Discipline

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Abstract: Research Background: Employment BPJS is a government agency in Indonesia that is responsible for managing social security programs for workers in the formal and non-formal sectors. One measure of the success of this program is the contribution of employees in providing services and achieving organizational goals. Objective: This study examines the influence of work motivation, leadership style and work discipline in improving employee performance. Method: Through a quantitative approach to all employees at the Palangkaraya branch of the Employment BPJS, we conducted a regression analysis to find out things that can improve employee performance. Results: Through analysis and measurement we found the magnitude of the influence of all variables in encouraging employee performance improvement.

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

I. Introduction

In general, the success of companies is determined by the human resources they have and every company wants to have human resources who are highly motivated, motivated and able to make an important contribution in every job (Retnowati, et al., 2022); (Varmas, 2017). HR includes all employees, workers, managers and other staff involved in various operational and strategic aspects of the organization (Schuler, 1992). Human Resources are a valuable asset for organizations, because they contribute to the implementation of daily tasks, product or service development, therefore, several companies measure employee performance to determine employee competencies and skills (Sabuhari, et al., 2020), motivation and involvement (Almawati, 2021), innovation (Akram, et al., 2020), organizational culture (Ilham, 2018); (Orba, 2021), organizational management and leadership (Pawirosumarto, et al., 2017); (Ferine, et al., 2021).

Previous literature has revealed that human resources have a significant impact on companies, including government social institutions, for example: the Employment BPJS which is a government agency in Indonesia that is responsible for managing social security programs for workers in the formal and non-formal sectors. Anwar & Abdullah (2021) explain that good HR performance has a direct impact on the overall performance of the organization. Competent and skilled human resources will be positively involved in making a greater contribution to achieving organizational goals (Chakraborty & Biswas, 2020), such as providing effective services to participants and managing social security programs properly (Mubarok & Putra, 2018). Choiriyah & Riyanto, (2021) in their research report explains that human resources who have adequate competence and knowledge will provide higher quality services to BPJS participants and good service will not only increase participant satisfaction, but also build a positive image for the organization (Situmorang, 2022). Furthermore, Purwanto, et al (2023) explained that HR who are highly committed to the organization will be more likely to provide innovative ideas and solutions for process improvement and be able to encourage the adoption of best practices and continuous improvement in BPJS operations.

This study aims to examine the effect of work motivation, leadership style and work discipline on employee performance. Employees who are motivated tend to provide better service to BPJS participants and contribute to increased productivity (Aprianto, et al., 2023). A similar opinion was also expressed by Bag, et al (2020) who explained that employees who are motivated will work more efficiently, optimize time use, and complete tasks more quickly, which will ultimately increase BPJS operational efficiency. In other studies, it has

been revealed about the influence of leadership style on improving employee performance, for example: Hajiali, et al. (2022) leadership that provides clear direction, meaningful goals, and adequate challenges will increase employee morale and leadership that communicates clearly about expectations, changes, and achieving goals will help employees understand how their role contributes (Newman & Ford, 2021). In addition, employees who have good work discipline tend to follow work schedules, deadlines and work routines consistently (Schneider & Harknett, 2021). This prevents backlogs of work and ensures that important tasks are completed on time (Widarko & Anwarodin, 2022). More about the effect of work discipline, Krynke, et al (2021) explained that when employees are able to plan and manage their work time effectively, they can identify the most important tasks and allocate the appropriate time for each task. By testing the effect of motivation, leadership style and work discipline on employee performance, BPJS is expected to provide input to leaders and strategic decision makers to provide feedback, training and development according to organizational needs in an effort to improve the performance of each employee.

II. Literature Review

2.1. Work motivation

Work motivation refers to internal and external stimuli that encourage someone to take action, expend effort, and achieve goals in the context of the work environment (Ganta, 2014). Riyanto, et al (2021) explained that work motivation involves factors that affect energy levels, persistence, and employee commitment to work and includes achieving organizational goals (Shahzadi, et al., 2014). Several companies use measures of work motivation to provide important insights to the organization about employee well-being, dedication, and commitment (Albrecht, 2012); (Chanana & Sangeeta, 2021). By understanding and facilitating work motivation, companies can achieve higher performance (Bakker & Demerouti, 2014), develop a positive work culture (Kabeyi, 2019), and achieve organizational goals more effectively (Tolici, 2021). The measure of work motivation shown by employees is very important for public health service organizations because it can directly affect service quality, interaction with the community, innovation, and achievement of organizational goals (Franco, et al., 2002). Chalofsky (2003) in his report on work motivation divides the size of work motivation into seven, namely: morale, work loyalty, feelings of pride in achieving goals or targets, freedom of expression and ideas, development of potential and abilities, wages or salaries, work atmosphere.

2.2. Leadership Style

Leadership style is an approach that is often used by a leader in managing, directing, and influencing team members or organizations to achieve certain goals (Amanchukwu, et al., 2015). Leadership style involves the behaviors, attitudes, and strategies adopted by a leader in interacting with subordinates or co-workers. Leadership styles can vary based on personality, values, situations, and goals to be achieved (Zulch, 2014). The success of a leader often depends on his ability to understand the situation and apply the most appropriate leadership style in a particular context (Kaleem, et al., 2016). Hartman & McCambridge (2011) divided the size of leadership style into analytical skills, communicative skills, courage, listening skills and assertiveness..

2.3. Work Discipline

Work discipline involves behavior and work ethics that focus on efforts to carry out tasks properly, follow established rules and procedures, and maintain consistent levels of attendance and productivity (Widarko & Anwarodin, 2022). It is important for the management of public service organizations to promote and support a positive work discipline culture to ensure that team members consistently perform their duties well, maintaining the quality of services provided (Rivera & Ward, 2008). Public organizations such as BPJS, must be consistent and reliable by the government in providing health insurance services to the community (Waeraas, 2008). Good work discipline can help and ensure that employees have provided consistent and quality services to the community without disruption or uncertainty to health services (Sitopu, et al., 2021). According to Maryani, et al (2021) that the size of work discipline consists of attendance, obedience to work rules, obedience to work standards, a high level of vigilance and work ethically.

2.4. Employee performance

Employee performance refers to the extent to which an employee succeeds in achieving the work goals set by the company or organization where they work (Stephen & Stephen, 2016). In the context of public organizations, it is important to select performance measures that are relevant and meaningful, and to ensure that performance evaluations are carried out fairly and objectively (Lin & Kellough, 2019). In addition, communicating evaluation results and actions taken based on these results to the public is also an important step in maintaining transparency and accountability (Roge & Lennon, 2018). To measure performance can be seen in the dimensions of quality, quantity, timeliness and independence (Yang, et al., 2005).

III. Research methods

3.1. Population and Sample

This study uses a quantitative and descriptive approach to reveal the phenomena that exist in predetermined research subjects. The research subjects were all 20 employees at the Palangkaraya branch of the Employment BPJS, because the total population is less than 100 (Piotrowski, 2017), we will determine the entire population in this study as the research sample. To obtain primary research data in this study, we distributed questionnaires offline and the question items for each construction variable came from literature and other supporting theories. To get a good measurement, we use a Likert scale for each question item.

3.2. Data analysis

We carried out several stages for the data analysis process, namely: First, we conducted validity and reliability tests to ensure that there was no correlation between the question indicators and the reliability of each research construction variable. Second, we perform classical assumption tests (multicollinearity test, heteroscedasticity test, and normality test) to provide certainty that the regression equation obtained has accuracy in estimation, is not biased and is consistent. Third, we performed data analysis (partial test, simultaneous test and coefficient of determination) to test the significance of the regression coefficients both partially and together. Furthermore, we conducted a coefficient test to determine the size of the independent variable in influencing the dependent variable.

IV. Result

4.1. Validity and Reliability Test

The reliability test requirements in this study use the Cronbach Alpha test method with a value of > 0.7 and for validity tests refer to the Product Moment Correlation provisions (Taber, 2018) and we use a critical correlation coefficient of 5% with an r-table value of 0.4438.

Table 1. Results of validity and reliability tests

Variables/ indicators	r count	Cronbach Alpha	Variables/ indicators	r count	Cronbach Alpha
Work (X1)			Work Discipline (X3)		
X1_1	0,861		X3_1	0,942	
X1_2	0,849		X3_2	0,947	
X1_3	0,907	0.820	X3_3	0,894	0.829
X1_4	0,882		X3_4	0,875	
X1_5	0,849		X3_5	0,934	
X1_6	0,786		Employee Performance (Y)		
X1_7	0,856		Y_1	0,924	0.849
Leadership Style (X2)			Y_2	0,959	
X2_1	0,818		Y_3	0,923	
X2_2	0,797		Y_4	0,965	
X2_3	0,770	0.810			
X2_4	0,839				
X2_5	0,869				

The results of the validity and reliability tests are in table 1, where the Cronbach Alpha value is greater than the provisions and the test is declared valid. Other results from the correlation value between the question indicators on each question item are stated to be valid because the critical coefficient value (r-count) $>$ r-table.

4.2. Classic assumption test

1. Normality test

The normality test in this study is determined by looking at the shape of the research data distribution or by looking at the plots (dots) of the actual data following the diagonal line of the probability plot (Ghasemi & Zahediasl, 2012).

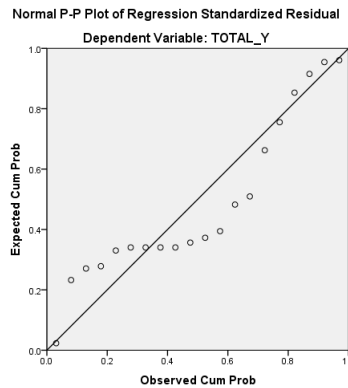


Figure 1. Research Regression Distribution Figure

The graphic display (figure 1) on the normal plot graph shows that the data points are scattered around the diagonal line, so that the distribution of the data is assumed to follow or approach the normal distribution.

2. Heteroscedasticity Test

The requirement for decision making from the heteroscedasticity test (Pratiwi, et al., 2020) is to look at the scatterplot graph where the dots spread without a clear pattern at the top and bottom or around the number 0.

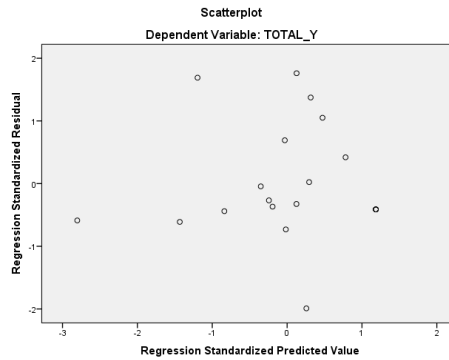


Figure 2. Research Scatterplot Display

The graph in figure 2 for the scatterplot shows that the points spread randomly and are spread both above and below the number 0 on the Y axis.

3. Multicollinearity Test

The requirement for multicollinearity decision making is to have a tolerance value > 0.10 and a VIF value < 10 (O'Brien, 2007).

Table 2. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Work motivation	0,405	2,471
Leadership Style	0,762	1,312
Work discipline	0,415	2,408

The results of calculating the tolerance value as shown in table 2 show that there are no independent variables that have a tolerance value <0.10 and the Variance Inflation Factor (VIF) value also shows the same thing, that is, there are no independent variables that have a VIF value > 10. So you can concluded that there is no multicollinearity between independent variables in the regression model.

4.3. Data analysis

1. Partial Test (t-test)

We did the regression test to determine the effect and magnitude of the influence of the independent variables on the dependent. The requirements for making a partial test decision in equation 1 are looking at the Sig value provided that the significance value is 5% or 0.05.

Table 3. Research Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-9.208	3.436		-2.680	.016
	TOTAL_X1	.527	.180	.471	2.937	.010
	TOTAL_X2	.350	.164	.250	2.138	.048
	TOTAL_X3	.315	.145	.343	2.169	.046

a. Dependent Variable: TOTAL_Y

The results shown in table 3 for the partial effect of the research variables were found to all have significant values, namely: work motivation has a positive and significant influence ($\beta=0.572$, $t=2.937$, $\rho < 0.010$) on employee performance, then leadership style is found has a positive and significant effect ($\beta=0.350$, $t = 2.138$, $\rho < 0.048$) on employee performance and finally, work discipline has a positive and significant effect ($\beta=0.315$, $t = 2.169$, $\rho < 0.048$) on employee performance.

2. Simultaneous Test (f-test)

The Anova table or F test is used to determine whether there is a jointly significant effect between the independent variables on the dependent variable in the regression test model.

Table 4. Simultaneous Test Results

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.856	3	54.952	26.688	.000 ^b
	Residual	32.944	16	2.059		
	Total	197.800	19			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1

The results shown in table 4 for the simultaneous test found a sig value of 0.000 < 0.05 and showed that there was a joint effect of the variables of work motivation, leadership style and work discipline on employee performance.

3. Determination Coefficient Test

The coefficient of determination in this study is shown by the adjusted r square (R^2) value in the research regression.

Table 5. Test Results for the Coefficient of Determination

Model Summary^b					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.913 ^a	.833	.802		1.435

a. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

The results of the Coefficient of Determination test as shown in table 5 show the high influence of the variable Motivation, Leadership Style and Work Discipline on increasing employee performance by 80.2%.

V. Discussion

The results obtained in this study show a very strong and significant relationship to improving employee performance both partially and simultaneously. Work motivation was found to have a positive and significant effect ($\beta=0.572$, $t=2.937$, $\rho < 0.010$) for employee performance, in line with research Previously, Jose, et al (2021) explained that strong motivation shown by employees can improve the quality of work and strive to achieve quality standards set by the organization. Furthermore, Mwesigwa, et al (2020) explained that employees who feel motivated tend to have a higher commitment to work and the organization. It is important for the management of public services such as Health BPJS in increasing work motivation because this is expected to be able to improve service quality, efficiency and productivity as well as achieve quality service to the community.

Furthermore, it was found that the influence of positive and significant leadership style ($\beta = 0.350$, $t = 2.138$, $\rho < 0.048$) on employee performance. According to Newman & Ford (2021) that leaders have a role in providing clear

direction regarding organizational goals, tasks, and expectations expected of employees and the organization. Communicative leadership style and goal orientation help employees understand their roles better (Zia, 2020). In this study, BPJS health management needs to maintain its direction and management model in accordance with the organizational culture and team needs, as well as by carrying out leadership roles properly. Leaders are expected to be able to make a significant contribution in increasing motivation, work quality, and overall employee performance (Rivaldo, 2021).

Work discipline was found to have a positive and significant effect ($\beta=0.315$, $t=2.169$, $p < 0.048$) on employee performance. Work behavior shown by employees in carrying out their duties properly, following established rules and procedures, and maintaining a consistent level of attendance and productivity (Widarko & Anwarodin, 2022). BPJS Kesehatan is related to public health services. Strong work discipline ensures that employees at this health institution carry out their duties carefully and according to procedures (Kumar, et al., 2022). By building a culture of strong work discipline within the organization, BPJS Kesehatan can create a work environment that is efficient, professional and focuses on providing the best service to the community (Rifai & Susanti, 2021).

Simultaneously the variables of work motivation, leadership style and work discipline can significantly improve employee performance. When work motivation, leadership style, and work discipline work together, they form a strong foundation for optimal performance. The positive influence of these three factors is expected to complement each other and encourage employees to achieve organizational goals in an effective, efficient and sustainable manner.

VI. Conclusion

Human Resources are a valuable asset for the organization, because they contribute to the implementation of daily tasks in the company's organization. Through the analysis and measurement of the variables of work motivation, leadership style and work discipline on employee performance, we found the magnitude of all these variables in encouraging employee performance improvement at the Palangkaraya branch of the Employment BPJS. In addition, when work motivation, leadership style, and work discipline work together, this will be able to form a strong foundation in increasing the optimal performance of each employee.

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