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The Influence of Leadership Style and Work Discipline on The Performance of BKPSDMD Office Employees in Kerinci Regency With Motivation Work as an Intervening Variable

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Abstract

This study aims to analyze the effect of leadership style on employee work motivation, the effect of discipline on employee work motivation, the effect of leadership style on employee performance, the effect of discipline on employee performance, and the effect of work motivation on employee performance at the BKPSDMD Office of Kerinci Regency. The population in this study consists of all employees of the BKPSDMD Office of Kerinci Regency, totaling 37 individuals. The sample also includes all 37 employees. The data analysis technique used is path analysis at a significance level (alpha) of 0.05. The results of the study indicate that leadership style has a positive and significant effect on employee performance, discipline has a positive and significant effect on employee performance, leadership style has a positive and significant effect on employee work motivation, discipline has a positive and significant effect on employee work motivation, and work motivation has a positive and significant effect on employee performance at the BKPSDMD Office of Kerinci Regency.

Keywords: Performance, Motivation, Leadership Style, Discipline.

INTRODUCTION

Resources (HR) are a key factor in determining the success and sustainability of an organization. An agency's success depends not only on technological excellence or budget availability, but also on how optimally the human factor is managed, considering that HR is a dynamic element that continues to evolve with the times (Agussalim & Mappatompo, 2019). HR management exists as a strategic approach to addressing various issues within the apparatus to support the achievement of established organizational goals (Effiyaldi et

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al., 2022). As a crucial element, HR must be viewed from two perspectives: from the job perspective and from the employee perspective, where organizations are required to have productive and high-quality employees (Sofyandi & Garniwa, 2023).

The Regional Human Resources Development and Personnel Agency (BKPSDMD) of Kerinci Regency. As an institution that serves as the 'pivot' for ASN administration and development, BKPSDMD has strategic responsibility for managing all aspects of personnel, from needs planning and competency development to discipline oversight within the region. Kerinci Regency Government. Given its role as a supervisory agency, the performance of employees at BKPSDMD must serve as a benchmark or role model for other agencies.

In an effort to achieve maximum employee performance, leadership style and work discipline are two main instruments that are interrelated. Style leadership is a patterned ability, norm behavior, and specific methods used by a leader in their attitudes, communication, and interactions to influence and control subordinates in order to achieve organizational goals (Sembiring & Sitanggang, 2022). In addition to leadership factors, work discipline is also a crucial aspect that influences performance. Work discipline is essentially a management action to uphold organizational standards and a form of employee self-control in carrying out work. task in a regular way (Rosalina et al., 2020). If an employee has a high level of discipline and complies with applicable regulations will create a more conducive work environment that positively impacts all organizational activities. Therefore, the integration of directive leadership and controlled discipline is an absolute prerequisite for the success of an agency like the Kerinci Regency BKPSDMD in carrying out its service functions.

Several previous studies have demonstrated a significant relationship between these variables. For example, research conducted by Rosalina et al. (2020) demonstrated that leadership style positively contributes to improving employee performance through work discipline as a mediating variable. Consistent with this finding, research by Pricilia et al. (2024) also confirmed that leadership style and work discipline, both partially and simultaneously, have a positive and significant effect on employee performance in government agencies. This finding is reinforced by Agussalim & Mappatompo (2019), who demonstrated that work discipline is a dominant factor that consistently significantly boosts employee productivity and performance. The consistent results from these previous studies reinforce the rationale that managing leadership and discipline aspects at the Kerinci Regency BKPSDMD Office is a key factor that must be considered.

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Theoretically, employee performance is the result of the integration of various organizational factors, including leadership, motivation, and work discipline (Siagian, Sondang, 2012). In this regard, motivation plays a central role as an internal drive for each individual to exert all their abilities in carrying out tasks and responsibilities in order to achieve predetermined targets (McClelland, 2002). Work motivation itself does not stand alone, but is influenced by psychological dimensions from within the employee (internal factors) as well as conditions outside the employee (external factors) such as the work environment and interaction patterns established within the organization. (Sayuti, 2006). Therefore, synergy between the right leadership style and consistent enforcement of work discipline is needed to create encouragement and excitement Work. If factors the can fulfilled, so motivation employees will increase, which in turn will make a positive contribution to performance achievement .

Based on this thinking, the researcher is interested in putting it into a scientific study entitled: 'The Influence of Leadership Style and Work Discipline on the Performance of Employees of the Kerinci Regency BKPSDMD Service with Work Motivation as an intervening variable.

Formulation Problem

Based on the background that has been described previously, the formulation of the problem in this research is as follows:

1) How does leadership style influence the work motivation of employees at the Kerinci Regency BKPSDMD Service?
2) How does it affect the discipline on work motivation of BKPSDMD Service Employees of Kerinci Regency?
3) How does leadership style influence the performance of employees at the Kerinci Regency BKPSDMD Service?
4) How does discipline affect the performance of employees at the Kerinci Regency BKPSDMD Service?
5) How does influence motivation work on performance employee BKPSDMD Service Regency Kerinci?

THEORETICAL REVIEW

Employee Performance

Work performance or achievement is the manifestation of work results in terms of quality and quantity produced by an employee in carrying out tasks in accordance with the

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responsibilities entrusted to him (Mangkunegara, 2013). In perspective Which more dynamic, (Zainal, (2015) views performance as a function of the interaction between motivation and ability. This suggests that completing a task requires a certain degree of willingness and skill, supported by a clear understanding of the procedures involved.

In line with this view, (Robbins & Judge, 2013) defines performance as the result of the interaction between ability , motivation , and opportunity . This means that an employee's success depends not only on personal capacity, but also on the work motivation and opportunities provided by the organization. Civil Servant performance indicators based on Government Regulation of the Republic of Indonesia Number 30 of 2019 are: Orientation service , commitment , initiative work , Leadership Collaboration.

Leadership Style

Leadership style is a method or pattern used by a leader to influence his employees to work more optimally in order to achieve organizational goals (Wahyuni, 2015). The success of an organization highly dependent on the leader figure; even the effectiveness of an organization is often judged by the extent to which the leadership role is carried out (Shobirin & Siharis, 2022). In the context of government agencies, leadership style has a direct impact on discipline and the quality of public services. Suboptimal leadership is often reflected in poor time discipline and employee adherence to work hour regulations, which in turn Finally hindering the completion of work (Refra, 2021). Therefore, leaders are required to have the capacity to read situation and adapt style his leadership with the conditions and work patterns of organizational members (Rosalina et al., 2020).

According to (Sudarmo & Lukita, 2016) there are several indicators of leadership style, namely: Attitude, responsibility, Model role Which positive, Skills communication, influence positive to employees, and Ability convincing person other.

Work Discipline

Work discipline is defined as a person's awareness and willingness to comply with all applicable organizational regulations and social norms. According to Hasibuan (2017), work discipline indicators consist of: Attendance, Compliance on Regulation Work , Obedience on Standard Work, High Level of Vigilance, and Work Ethics.

Motivation Work

Work motivation is an individual's willingness to exert a high level of effort to achieve organizational goals, conditioned by the ability of that effort to meet individual needs (Robbins, 2003). More specifically, (Rivai & Sagala, 2009) defines motivation as a series of

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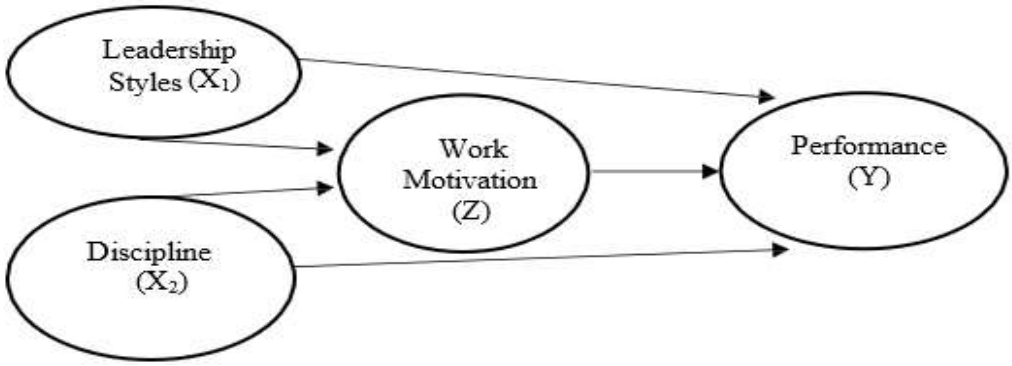
invisible attitudes and values that provide a driving force for individuals to behave in achieving certain goals. Marihot (2000) also added that motivation includes factors that direct and encourage a person's desire to carry out activities through hard work. Based on these various views, it can be concluded that work motivation is the mental attitude and values held by employees, both from within themselves and from environmental encouragement, to achieve personal and organizational goals.

This study adopts motivation indicators from needs theory (McClelland, 2002), which consist of:

1. Need for Performance (Need for Achievement): Encouragement for excellence and achieving standards of success.
2. Need for Affiliation (Need for Affiliation): Desire to establish friendly and intimate interpersonal relationships.
3. Need for Power (Need for Power): Need to make other people behave according to the desired behavior.

Framework Conceptual

The framework illustrates that Leadership Style (X1) and Discipline (X2) have a direct influence on Employee Performance (Y). Furthermore, Leadership Style and Discipline influence Work Motivation (Z) and play a role in influencing Employee Performance (Y). Thus, the effectiveness of achieving goals at the Kerinci Regency BKPSDMD is highly dependent on the extent to which leadership and discipline can foster strong motivation to produce superior performance.



Picture 1. Framework Conceptual

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METHOD

Research Design

This type of research is descriptive causality research, which is classified as quantitative research. Descriptive causality research is research conducted to explain the influence between one variable and another, on other variables or how one variable influences another variable (Satria, Yusnita and Sari, 2020), namely, explain the influence of leadership style (X1), discipline (X2), and motivation (I) on employee performance (Y). This research was conducted at the BKPSDMD Office of Kerinci Regency. The research schedule was from March 1 to 30, 2026.

Sampling Technique Procedure

In this study, the population was all 38 employees of the Kerinci Regency BKPSDMD Service. To determine the sample size in this study, as stated by Arikunto (2002) in (Baviga, 2024), if the population not large enough from 100 so more Good investigated entirely. In this regard, the sample in this study was all 38 employees of the Kerinci Regency BKPSDMD Service.

Data Collection

The types of data in this study consist of primary data and secondary data sourced from the Kerinci Regency BKPSDMD Service Employees and the Kerinci Regency BKPSDMD Service Office (Baviga & Desiyanti, 2024).

Tool Analysis Data

Analysis Descriptive with using analysis aims to describe the characteristics of each research variable. The process of processing data obtained from respondents, which is assessed based on scores

Path analysis is a technique for analyzing causal relationships that occur in multiple regression if the independent variable influences the dependent variable directly or indirectly. According to Muhidin in Abdurrahman (2007), path analysis is a statistical analysis tool used to analyze the pattern of causal relationships between variables to determine the direct or indirect influence, either simultaneously or partially, of the causal variables on the dependent variable (Sari, 2023).

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RESULTS

1. Description Results Study

Performance (Y)

From the analysis results it was found that the quality of performance at the Service BKPSDMD Kerinci Regency is in the Good category. This can be seen from the average variables Level Achievements Respondents is 86.76 %, as on the following table:

Table 1 Level Achievements Respondents (TCR) Variables Performance

No	Indicator	Average Score	TCR	Information
1	Orientation service	4.31	86.13	Good
2	Commitment	4.29	85.77	Good
3	Initiative Work	4.44	88.83	Good
4	Cooperation	4.32	86.31	Good
Average		4.34	86.76	Good

Style Leadership (X1)

From the analysis results, it was found that the quality of leadership style at the Kerinci Regency BKPSDMD Service was in the Very Good category. This can be seen from the average. The Respondent Achievement Level variable is 91.10 % as shown in the following table:

Table 2: Level Achievements Respondents (TCR) Variables Style Leadership

No	Indicator	Average Score	TCR	Information
1	Responsibility	4.41	88.11	Good
2	Model Role the Positive	4.61	92.25	Very Good
3	Skills Communication	4.59	91.89	Very Good
4	Influence Positive to Employees	4.55	90.99	Very Good
5	y Convincing Others	4.61	92.25	Very Good
Average		4.55	91.10	Very Good

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Discipline (X2)

From the results of the analysis, it was found that the quality of discipline in the Service BKPSDMD Kerinci Regency is in the Good category, this can be seen from the average Achievement Level variable Respondents were 88.52 % as on the following table:

Table 4: Level Achievements Respondents (TCR) Variables Discipline

No	Indicator	Average Score	TCR	Information
1	Presence	4.41	88.29	Good
2	Obedience to Work Regulations	4.53	90.63	Very Good
3	Obedience to Work Standards	4.39	87.75	Good
4	Level High Alertness	4.47	89.46	Good
5	Work Ethically	4.32	86.49	Good
Average		4.43	88.52	Good

Motivation (Z)

From the analysis results, it was found that the quality of motivation at the Kerinci Regency BKPSDMD Service was in the Very Good category. This can be seen from the average. Achievement Level variable Respondents were 93.62 % as on the following table:

Table 5: Level Achievements Respondents (TCR) Variables Motivation

No	Indicator	Average Score	TCR	Information
1	Need Will Work Achievement	4.68	93.62	Very Good
2	Affiliate Needs	4.74	94.81	Very Good
3	Need for Power	4.62	92.43	Very Good
Average		4.68	93.62	Very Good

Path Analysis

Influence Style Leadership (X 1) And Discipline (X 2) On Motivation (Z)

The influence of leadership style and discipline on the work motivation of employees of the Kerinci Regency BKPSDM service can be seen in Table 6 below:

Table 6: Coefficient Track Environment Work and Satisfaction Work on Motivation

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No.	Variables	Coefficient Track	t count	Sig
1	Style Leadership (X 1) on Motivation (Z)	0.587	5,032	0,000
2	Discipline (X 2) on Motivation (Z)	0.333	2,858	0.007

Source: Results Processing Data Primary

Based on the results of the path analysis as in the table above, it is known that each variable of leadership style and discipline has a significant influence on work motivation.

Coefficient track variables other :

$$\rho Y \acute{\varepsilon}1 = \sqrt{1 - R2ZX1X2}$$

$$= \sqrt{1 - 0.63}$$

$$= 0.37$$

The influence of other variables on work motivation is 37% so that the equation obtained is Z = 0.587X1 + 0.333X2 + 0.37. Path coefficient values b1 and b2 are positive, indicating a direct and unidirectional influence of Leadership Style and Discipline on Work Motivation. This indicates that the better the leadership style applied and the higher the level of work discipline, the more significant the increase in employee Work Motivation at the Kerinci Regency BKPSDMD Office. Of the two variables, Leadership Style has a more dominant influence in driving employee motivation compared to the Discipline variable.

Influence Style Leadership (X 1) Discipline (X 2) Motivation (Z) On Performance (Y)

The Influence of Leadership Style (X 1), Discipline (X 2), and Motivation (Z) Regarding the performance (Y) of BKPSDM Kerinci Regency employees, this can be seen in Table 7 below:

Table 7: Coefficient Track Style Leadership, Discipline, and Motivation on Performance

No.	Variables	Coefficient Track	t count	Sig
1	Style Leadership (X 1)	0.288	2,780	,009
2	Discipline (X2)	0.285	3,265	,003
3	Motivation (Z)	0.483	4,193	,000

Source: Results Processing Data Primary

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From Table 7 can be known that the variables environment, work, job satisfaction, and motivation have a significant influence on employee performance.

Coefficient track variables other :

$$\rho Y \acute{\varepsilon}1 = \sqrt{1 - R2YX1X2X3}$$

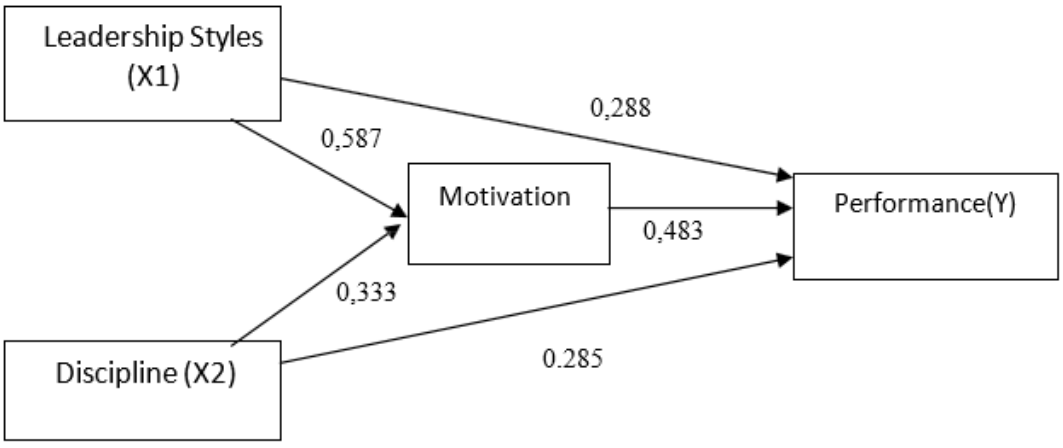
$$= \sqrt{1 - 0.837}$$

$$= 0.16$$

The influence of other variables on job satisfaction is 0.16 x 100% = 16% with thus so obtained equality Y = 0.288X1 + 0.285X2 + 0.483Z

+ 0.16, Based on the results of the analysis of the second sub-structure, the path coefficient value for the Leadership Style variable was 0.288, Discipline of 0.285, and Work Motivation of 0.483. These three coefficients have a positive value, which shows that simultaneously or partially, increasing Leadership Style, Discipline, and Work Motivation will have an impact on increasing performance at the Kerinci Regency BKPSDMD Service.

From the results analysis, can drawn path analysis can be drawn as follows :



Picture 2. Chart Path Analysis Results

Testing Hypothesis

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First hypothesis: leadership style has a significant influence on the work motivation of employees at the BKPSDMD Service in Kerinci Regency.

Based on the analysis, which has obtained a value of sig. of 0.000, this value is smaller than alpha 0.05 (0.000<0.05) or t count > t table (5.032>2.03452). Thus, leadership style has a significant effect on the work motivation of employees at the Kerinci Regency BKPSDMD Service. This means that the proposed hypothesis is accepted at α = 0.05.

Second Hypothesis: Discipline has a significant influence on the work motivation of employees at the Kerinci Regency BKPSDMD Service.

Based on the analysis, which has obtained a value sig. of 0.007, this value is smaller than alpha 0.05 (0.007<0.05) or t count > t table (2.858>2.03452). Thus, discipline has a significant influence on motivation. Work Employees of the BKPSDMD Service of Kerinci Regency. This means that the proposed hypothesis is accepted at α = 0.05.

Third Hypothesis: Leadership style has a significant influence on the performance of employees at the Kerinci Regency BKPSDMD Service.

Based on the analysis that has been carried out, the sig. value obtained is 0.009, this value is smaller than alpha 0.05 (0.009 < 0.05) or t count > t table (2.780>2.03452). Thus, leadership style has a significant effect on the performance of employees of the Kerinci Regency BKPSDMD Service. This means that the proposed hypothesis is accepted at α = 0.05.

Fourth Hypothesis: Discipline has a significant influence on the performance of employees of the Kerinci Regency BKPSDMD Service.

Based on the analysis, which has obtained value sig of 0.003, this value is smaller than alpha 0.05 (0.003< 0.05) or t count > t table (3.265>2.03452). Thus, discipline has a significant effect on the performance of employees at the Kerinci Regency BKPSDMD Service. This means that the proposed hypothesis is accepted at α = 0.05.

Fifth Hypothesis: Work motivation has a significant influence on the performance of Employees of the BKPSDMD Service of Kerinci Regency.

Based on the analysis, which has obtained a value sig. of 0.000, this value is smaller than alpha 0.05 (0.000<0.05) or t count > t table (4.193>2.03452). Thus, motivation has a significant effect on the performance of employees at the Kerinci Regency BKPSDMD Service. This means that the proposed hypothesis is accepted at α = 0.05.

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Influence Direct And No Direct

1. **For variables X1**

a. Influence Direct X1 to Y

Pyx 1 . Pyx 1 =(0.288) (0.288)

= 0.083 or 8.3%

It means: Based on results analysis, the known influence of direct variables leadership style on performance is 8.3%.

b. Influence No direct X1 to Y through Z

Pyx1. Px1Z. Pyz = (0.288) (0.587) (0.483)

= 0.119 or 11.92%

This means: Based on the results of the analysis, it is known that the indirect influence of the leadership style variable on performance through the motivation variable is 11.92%.

2. **For variables X2**

a. Influence direct X2 to Y

Pyx 2. Pyx 2 = (0.285) (0.285)

= 0.081 or 8.12%

This means: Based on the results of the analysis, it is known that the direct influence of the discipline variable on performance is 8.12%.

b. Influence No direct X2 to Y through Z

Pyx2. Px2Z. PyZ = (0.285) (0.333) (0.483)

= 0.046 or 4.58%

It means: Based on results analysis, known influence, no direct. The effect of the discipline variable on performance through the motivation variable is 4.58%.

3. For variable Z on Y Influence Direct Z to Y

Pyz . Pyz = (0.483) (0.483)

= 0.233 or 23.33%

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Meaning: Based on the results of the analysis, it is known that the direct influence of the variable motivation on performance is 23.33%. The percentage of direct and indirect influence, No direct influence between variables study can be summarized in a table 8 as follows:

Table 8 : Recapitulation Influence Variables Endogenous to Variables Exogenous

No.	Information	%	%
1	Influence style leadership (X1) on performance (Y) in a way direct	8.3	
2	Influence style leadership (X1) on performance (Y) through work motivation (Z)	11.92	
	Total Influence X 1 to Y		20.22
3	Influence discipline (X2) on performance (Y) directly	8.12	
4	Influence discipline (X2) on performance (Y) through work motivation (Z)	4.58	
	Total Influence X 2 to Y		37.19
5	Influence motivation Work (Z) on performance (Y)	23.33	
	Total Influence Z to Y		23.33
Total			80.74

DISCUSSION

Influence Style Leadership (X1) On Performance (Y)

1) Influence Direct Style Leadership on Performance

The size influence on direct Style Leadership to employee performance was 8.3%. This indicates that leadership style has a direct, positive influence on performance. This means that leadership style plays a significant role in improving performance; if the leadership style applied is better and more appropriate, employee performance will increase. Conversely, if the leadership style decreases or is ineffective, employee performance also tends to decline. The findings in this study reinforce the results of previous studies conducted by several researchers. Rolando et al. (2024) in their study at the Ministry of Religious Affairs Office in Takalar Regency revealed that leadership style has a positive and significant impact on employee performance. Similar findings were also found by Rasjid (2021) at the East Sepatan District Office and Wulandari et al. (2023) at the Riau Province PUPRKPP Office, which consistently showed that leadership style is a crucial factor in improving performance achievements in government agencies.

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2) Indirect Influence of Leadership Style on Performance through Motivation

Work motivation is an intervening variable between leadership style and employee performance. The indirect effect of leadership style on performance through work motivation is 11.92%. This means that a good leadership style will encourage increased work motivation, which in turn will have a more significant impact on employee performance than its direct effect.

Influence Discipline (X2) on Performance (Y)

The results of the path analysis show that discipline can have a direct influence on employee performance and can have an indirect influence on employee performance through work motivation.

1) Influence Direct Discipline on Performance

The direct effect of discipline on employee performance was 8.12%. This indicates that discipline has a positive direct effect on performance. This means that employee discipline is a determining factor in performance achievement; if discipline increases, performance will also increase. Conversely, a decrease in discipline will result in decreased employee performance. The findings of this study strengthen empirical evidence from previous studies demonstrating the crucial role of work discipline. This is in line with research by Halim and Ferils (2023) at Muhammadiyah University of Mamuju and Sasue et al. (2021) at the Mamuju Regency Education Office. North Minahasa consistently found a positive and significant effect of work discipline on performance. Similar support was provided by Rolando et al. (2024), who confirmed that good discipline significantly contributed to improved employee performance at the Ministry of Religious Affairs Office in Takalar Regency.

2) Indirect Effect of Discipline on Performance through Motivation.

Motivation Work is a variable intervening between Discipline on employee performance. The indirect effect of discipline on performance through work motivation is 4.58%. This means that discipline implemented in the work environment can stimulate employee motivation, which then contributes to employee performance achievement.

Influence Motivation Work (Z) To Performance (Y)

The results of the path analysis show that the influence of work motivation on performance has a direct effect of 23.33%. This indicates that work motivation has a positive and significant influence. to performance. Motivation is a variable that is very crucial; the higher the work motivation of employees, the better the performance they will produce. will be more optimal. On the contrary, if employee If motivation is low, it will be difficult to

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improve organizational performance. Various supporting literature confirms that work motivation plays a central role in increasing organizational productivity. This aligns with the findings of Pebriyanto and Budiyanto (2017) and Ariyati and Samosir (2019), which show that motivation, when combined with leadership style, training, and discipline, significantly impacts performance. More specifically, in the public sector, Muhammad and Alam (2022) and Redianis et al. (2020) also demonstrated that the integration of work motivation and discipline is a key factor driving positive government apparatus performance.

Variables Intervening

Based on the comparison between direct and indirect influences to determine the role of the Motivation variable (Z) as an intervening variable, the following conclusions can be drawn:

1. Motivation acts as an intervening variable between Style Leadership (X1) and Performance (Y). This is because the value of the indirect influence through Motivation (11.92%) is greater than the value of the direct influence (8.3%). This shows that Style Leadership will give impact on performance if it is able to increase employee work motivation first.
2. Motivation does not play a role as an intervening variable between Discipline (X2) and Performance (Y). Matter. This is due to the mark influence. The discipline's influence on performance (8.12%) is greater than its indirect influence through motivation (4.58%). This means that discipline has the power to influence Which more dominant in a direct way in shaping employee performance compared to through motivational intermediaries.

Overall, the total influence of all variables (Leadership Style, Discipline, and Motivation) on Performance is 80.74%, while the remainder is influenced by other variables outside this research model.

CONCLUSION

The results indicate that leadership style and discipline have a positive influence on employee work motivation. The more effectively leaders apply an appropriate leadership style, the higher the employees' motivation to perform their duties. Similarly, a higher level of work discipline is associated with stronger employee motivation. Leadership style also directly influences employee performance by 8.3%, indicating that improvements in leadership quality can directly contribute to better performance achievement. In addition, leadership style has an indirect influence on employee performance through work motivation of 11.92%. This finding shows that work motivation serves as a mediating variable that strengthens the influence of leadership style on employee performance.

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Discipline directly influences employee performance by 8.12%, demonstrating that compliance with workplace rules and procedures can improve employee productivity. Meanwhile, the indirect influence of discipline on employee performance through work motivation is 4.58%, suggesting that consistent discipline may encourage work motivation, which subsequently contributes to improved performance. Work motivation itself has a significant direct influence on employee performance of 23.33%, meaning that employees with a stronger drive to achieve organizational and individual goals tend to demonstrate more optimal performance. Based on the comparison of direct and indirect effects, work motivation mediates the influence of leadership style on employee performance because the indirect effect of 11.92% is greater than the direct effect of 8.3%. However, work motivation does not mediate the influence of discipline on employee performance because the direct effect of 8.12% is greater than the indirect effect of 4.58%.

Recommendations

Based on the research findings that have been put forward previously, So, to improve employee performance at the Kerinci Regency BKPSDMD Service, the author provides the following suggestions:

1. Increase Quality Style Leadership by :
   a. Give exemplary behavior Which Good in every action to be a motivation for subordinates in working.
   b. Building more open two-way communication between leaders and employees to create alignment of vision.
   c. Leader should more sensitive to need employee career development to trigger higher work enthusiasm.
2. Maintain And Increase Discipline Work with method:
   a. Provide rewards to employees who have the highest levels of attendance and compliance with regulations to encourage positive competition.
   b. Conduct periodic evaluations of the effectiveness of existing regulations to ensure they remain relevant to workload demands.
   c. Strengthen sanctions for disciplinary violations in a fair and transparent manner regardless of position.
3. Increase Motivation Work with method:
   a. Give chance for employees for follow training or workshop Which can support need performance Work they.
   b. Creating a work environment that supports the needs of affiliation, such as reg-

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ular family activities to strengthen relationships between coworkers.

c. Giving higher-performing employees greater responsibility or authority to fulfill their need for power/recognition in the organization.
d. Ensure that every achievement employee get appreciation, both verbal and material, to maintain work enthusiasm .

Limitations and suggestions for further study

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted within a specific organizational context and involved a limited number of respondents, which may restrict the generalizability of the results to other organizations, industries, or cultural settings. Second, this study focused only on leadership style, discipline, and work motivation as factors affecting employee performance. Although these variables provide important insights, other potential determinants such as organizational culture, work environment, job satisfaction, compensation, employee engagement, and psychological factors were not examined. Third, the data were collected using a cross-sectional approach, meaning that the study captures relationships among variables at a particular point in time and cannot fully explain changes in employee motivation and performance over a longer period. Furthermore, the use of self-reported questionnaires may introduce response bias due to differences in individual perceptions and tendencies to provide socially desirable answers.

Future research is recommended to expand the scope of the study by involving larger samples from various organizations and sectors to improve the external validity of the findings. Further studies may also incorporate additional variables, such as organizational commitment, job satisfaction, transformational leadership, employee engagement, or organizational culture, to provide a more comprehensive understanding of the factors influencing employee performance. A longitudinal research design is also suggested to examine how leadership style, discipline, and motivation dynamically influence performance development over time. In addition, future researchers may consider employing mixed-method approaches by combining quantitative analysis with qualitative interviews to gain deeper insights into employees' experiences and the mechanisms through which leadership and discipline shape work motivation and performance.

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