

The Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance (Case Study: Employees of PT PLN Batam)

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Abstract

In the context of an institution or organization, Human Resources, both as members and leaders, play a crucial role in achieving organizational goals. This study aims to assess the impact of leadership style, motivation, and work discipline on employee performance at PT PLN Batam. The research method employed is quantitative, involving 100 PT PLN Batam employees at the Corporate Office as the population and sample. Data analysis was conducted using SPSS 26. The results of hypothesis testing indicate that leadership style, motivation, and work discipline significantly influence employee performance at PT PLN Batam. These findings are further supported by simultaneous hypothesis testing results. Recommendations from the researcher include the implementation of suitable leadership styles to motivate employees, increasing motivation through financial incentives, and improving discipline through clear policies and sanctions. Further research is suggested to explore additional variables and apply research findings in the workplace.

Keywords: Leadership style, motivation, work discipline, employee performance

1. Introduction

Researchers conducted direct observation at PT PLN Batam and found that many workers were still late to start work. This main problem can arise due to various reasons, such as low work motivation, lack of enthusiasm among staff, or leadership style that is not as expected. Likewise, based on observational data on work motivation, it leads to the conclusion that low motivation among employees has a negative impact on relationships with superiors and coworkers. This causes employees to feel uncomfortable while in the workplace. The above problems, if left untreated and not followed up, will certainly have a negative impact on the running of a company. Implementing effective work discipline plays an important role in improving employee performance that is beneficial to the company. Companies face the challenge of managing employee-related change by building a strong work foundation as the complexity of employee performance increases.

Companies must understand that employee performance is a major asset for their sustainability. This must be reinforced with an awareness of the importance of internal elements in foresting effective

employee performance, such as discipline, motivation, and leadership style. Today's company leaders are also required to be able to pay attention to and understand the

events and situations that occur around them (Linda Sepiana Mustika, 2021). A leader needs to have a proper understanding of the role played by leadership and the components of leadership, which include creation, persuasion, direction, and idea generation (Dian Nova Hariyanti, 2023). The success of a leader in inspiring others to achieve predetermined goals is greatly influenced by his credibility and ability to foster enthusiasm among employees, co-workers, and even his own leaders. (Saragih, 2019).

The ability of an organization to grow depends on how motivated its workers are in working, with work motivation it is expected to improve employee performance (Arisandi, 2023). The purpose of motivation is to achieve the best results, even beyond one's own abilities (Saragih, 2019). There are two elements that can be used in an effort to increase work motivation, namely internal and external. Self-motivation by fulfilling and carrying out one's own needs is an example of an internal factor and its external factors are incentives, recognition, compensation or awards. (Arisandi, 2023).

According to (Yekti, 2017) work discipline refers to their capacity to follow the guidelines set by the

company to achieve its goals. Maintaining a positive work culture is another aspect of discipline besides following the rules. A disciplined mindset will allow people to carry out the tasks assigned to them, which is an important component in improving employee performance (Oktaviana, 2022). When rules are followed, they can have a major impact on how engaged employees are. A framework that allows employees to develop and contribute optimally is fostered by fair and consistent discipline. The objectives of employee work discipline training include increasing knowledge, forming attitudes, and changing their behavior, as well as encouraging cooperation among fellow employees to achieve common goals (Yohanis Salutondok, 2015).

Analysis of the variables to be studied to provide an explanation of what influences the productivity of the company and employee contribution. Many observations show that a leader's approach significantly affects the way his subordinates behave. Leaders who are able to understand their demands greatly influence their motivation and results positively. It has been proven that motivation, which is recognized as one of the fundamental components of performance, is essential to creating an enthusiastic and stimulating work environment.

Motivational factors significantly affect the level of employee engagement and dedication. Discipline also plays an important role, not only in terms of implementing rules, but also in forming a good work culture. Discipline that is applied fairly and consistently forms a work foundation that supports employee development and increases their contribution. Thus, this analysis provides comprehensive insights so that companies can create policies for the efficient use of human resources to achieve organizational goals and improve employee performance while taking into account how employee performance affects employee leadership style, motivation and work discipline.

This study aims to determine how leadership style, work motivation, and work discipline influence employee performance. It is projected that this study will have theoretical and practical benefits for readers and researchers. The theoretical advantage of this study is that it can serve as a reference and source of useful data for further researchers who conduct related research. This study provides practical benefits by offering an overview and suggestions for leaders and staff at PT PLN Batam to formulate policies that can improve employee performance.

2. Theory and Literature Review

Teori Maslow

This study uses the major theories of motivation, specifically Maslow's Hierarchy of Needs, which is a psychological theory that helps motivate people to meet everyday demands. According to Abraham Maslow, all people have certain basic needs. He used a pyramid-shaped model with five levels to represent this, with people starting at the bottom. Maslow's hierarchy of needs

consists of five levels, the earliest needs being basic biological needs up to complex psychological needs. There are five categories that basic needs can be divided into:

1. Basic physical (physiological) needs include the need for food, water and shelter.
2. Social needs, which include affection, love and belonging, refer to interpersonal needs, affiliation, interaction, and giving and receiving affection.
3. Esteem needs include self-esteem and appreciation from others.
4. Self-actualization needs involve the desire to develop oneself to the maximum by using one's abilities and potential.

Maslow's theory explains that humans try to fulfill their physiological needs, which are the most basic needs, before pursuing their highest desires, which is self-actualization. People will first satisfy their desires at a lower level before moving on to the next level. However, people can return to previous levels of needs if their basic needs are not met in very high amounts.

Leadership Style

Through the interpersonal influence of leaders on subordinates, leadership can influence members to change attitudes and align themselves with the leader's desires and organizational behavior. Leadership is an aspirational and passionate force. (Thoha, 2010) emphasized that morality and creativity are important. He emphasized that a person's leadership style reflects the way they behave when trying to influence the behavior of others, including their subordinates.

Motivation

Motivation is needed so that employees can carry out their duties well. Therefore, it is the job of a leader to foster a positive work atmosphere that encourages self-motivation among his staff. In terms of helping employees produce better work, a strong understanding of motivation is needed. Something that inspires enthusiasm or enthusiasm in someone's work is called work motivation. Therefore, motivation in work is often displayed as the inspiration behind work enthusiasm (Setiawan, 2021)

Work Discipline

Overall, a person's behavior in completing their tasks shows their level of discipline. Discipline in a deeper sense refers to the mindset that motivates a person. According to (Achmad Sudiro, 2022), work discipline is the ability and readiness of a worker to follow all company policies and accepted social standards. A sense of awareness is shown by deliberately obeying all conventions and awareness of one's obligations. However, work discipline is a managerial instrument for

communicating, according to (Veithzal Rivai Zainal, 2015) staff members in an effort to make them change their behavior and make them more aware and willing to comply with all company policies and policies.

Employee Performance

According to Sedarmayanti (2018) performance is an interpretation of performance that shows the results of a management or organization process, an employee's efforts, or the efforts of the entire business, where these results must be measured and clearly visible (different from the specified criteria). Mangkunegara (2011) also stated that employees are expected to achieve work results that meet quality and quantity standards according to the responsibilities they carry. However, the definition of performance actually has a broader meaning, encompassing both work procedures and end results.

Framework and Hypothesis Development

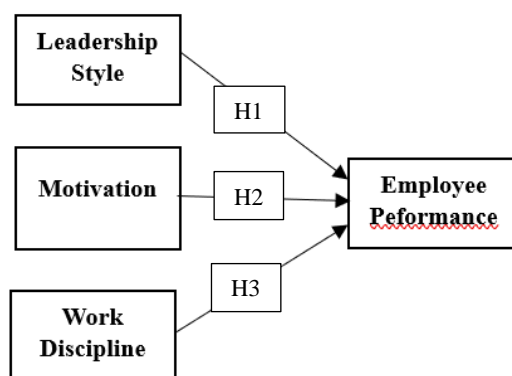


Figure 1: Hypothesis Framework

Source: Author's process 2024

According to Abraham Maslow (1943:1970), all people have certain basic needs. He described five levels in the form of a pyramid, with humans starting at the bottom. Maslow's hierarchy of needs has a hierarchy. There are five layers of needs: basic biological needs, more complex psychological drives that emerge after basic needs are met, and so on. The demands at the previous level must be at least partially satisfied before the needs at the next level become important factors in determining action.

Maslow's theory is an important foundation for understanding the basic drives that motivate individuals in the workplace. The role of this theory is very significant because it provides insight into how unmet needs can affect employee behavior and performance. For example, the need for recognition and security may be a major factor in the dynamics of leadership within an organization. Leaders who tend to be sensitive to these needs tend to create a work environment that facilitates the fulfillment of these needs, which in turn can increase employee motivation and performance.

Maslow's theory also helps in understanding how the fulfillment of an individual's basic needs, such as safety and social security, can affect their motivation and work discipline. When employees feel safe and socially

connected in their work environment, they are more motivated and focused on achieving company goals. This creates an environment conducive to consistent and sustainable work discipline, and can ultimately contribute to overall employee performance.

By using Maslow's theory as a conceptual basis, this study is able to formulate detailed hypotheses and predict complex relationships between three factors leadership style, motivation, work discipline and employee performance. Thus, this study has the potential to provide in-depth and useful insights for organizational practitioners in designing efficient leadership and HR management strategies and taking into account the psychological and motivational aspects of individuals in achieving organizational goals.

Team member performance is significantly and positively influenced by the way a leader acts. The way each leadership style is applied by a leader in a business or organization varies (Linda Sepiana Mustika, 2021).

An employee's motivation in a company has a positive impact on his/her performance. Employees need work motivation to be able to do their jobs effectively, and it is the leader's responsibility to foster positive relationships so that workers become motivated by themselves (Yekti, 2017). When examined both partially and simultaneously, work discipline has a significant positive impact on employee performance. A person who consciously and voluntarily complies with regulations plays a crucial role in establishing work discipline. Based on the description above, the following three hypotheses are derived:

H1: Leadership style has a positive and significant effect on employee performance;

H2: Motivation has a positive and significant effect on employee performance;

H3: Work discipline has a positive and significant effect on employee performance;

3. Research Method

This research uses a quantitative method, which is an approach to investigating a particular population or sample, based on the positive principle. To test for bias, data is analyzed using a quantitative or statistical approach after the research instrument is used for data collection. So this quantitative research uses numbers to describe things that happen in the field (Achmad Sudiro, 2022)

Operational and Measurement Variables

TABLE I
OPERATIONAL AND MEASUREMENT VARIABLES

Variables	Indicator	Scale
Leadership Style (X1)	Characteristic, habits, and personality	Likert
Motivation (X2)	Characteristics of the organization	Likert
Work Discipline (X3)	Attendance, adherence to work rules, adherence to performance standards, high level of alertness, and work ethic	Likert
Employee Performance (Y)	Quality of work, execution of tasks, and responsibility	Likert

Source: Eggi Nathanael Saragih (2019)

Data for this research were collected directly through field observations and questionnaire distribution. The instrument in this research was a questionnaire distributed to respondents either directly or using the Google Form application. This study used a closed questionnaire, so participants could choose their own answers. Likert scale is used in this research with ranging from one (1) to five (5).

TABLE II
LIKERT SCALE

Answer Choice	Score
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Source: Author's Process 2024

4. Results and Discussion

Validity Test Results

TABLE III
VALIDITY TEST RESULT

Variable	Indicator	r count	r table	Result
Leadership Style	X1.1	0,496	0,235	Valid
	X1.2	0,294	0,235	Valid
	X1.3	0,503	0,235	Valid
	X1.4	0,575	0,235	Valid
	X1.5	0,580	0,235	Valid
Motivation	X2.1	0,512	0,235	Valid
	X2.2	0,446	0,235	Valid
	X2.3	0,526	0,235	Valid
	X2.4	0,487	0,235	Valid
	X2.5	0,459	0,235	Valid
Work Discipline	X3.1	0,482	0,235	Valid
	X3.2	0,346	0,235	Valid
	X3.3	0,416	0,235	Valid
	X3.4	0,408	0,235	Valid
Employee Performanc	Y4.1	0,458	0,235	Valid
	Y4.2	0,467	0,235	Valid
	Y4.3	0,408	0,235	Valid
	Y4.4	0,504	0,235	Valid

Source: SPSS 26 Results

Validity test show a significant correlation between the total score of each variable and its respective indicators. With the calculated r exceeding the table r value, it can be concluded that each statement/item is valid and ready to proceed to the next test.

Reliability Test Results

TABLE IV
RELIABILITY TEST RESULT

Cronbach's Alpha	Required Cronbach's Alpha	Result
0,781	>0,6	Reliable

Source: SPSS 26 Results

In addition to validity testing, reliability was also tested using the Cronbach's Alpha method. This tool is considered reliable because its alpha value is 0.781, exceeding the threshold of 0.6 which indicates adequate reliability, as seen in table 4 above.

Classical Assumption Tests

1. Normality Test

This test is conducted to evaluate the normality distribution of the residual values in the regression model. One of the methods used is the Kolmogorov-Smirnov test. The following are the results of the normality test from this study:

TABLE V
NORMALITY TEST RESULT

Significance Value	Result
0,066 > 0,05	Normally Distributed

Source: SPSS 26 Result

Based Kolmogorov-Smirnov (K-S) test to test normality, a significance level of 0.06 was obtained, which exceeds the threshold value of 0.05. This indicates that the distribution of the tested data is normal.

2. Multicollinearity Test

Multicollinearity test is conducted to identify the correlation between independent variables in the regression model. Evaluation is conducted on the tolerance value and variance inflation factor (VIF). The following are the results of table 6 in this study regarding the multicollinearity test:

TABLE VI
MULTICOLLINEARITY TEST RESULT

Independent Variables	Tolerance Value	VIF	Results
Leadership Style (X1)	0,646 > 0,100	1,548 < 10,00	No symptom of multicollinearity
Motivation (X2)	0,568 > 0,100	1,761 < 10,00	No symptom of multicollinearity
Work Discipline (X3)	0,440 > 0,100	2,272 < 10,00	No symptom of multicollinearity

Source: SPSS 26 Results

Based on the criteria, multicollinearity can occur if the tolerance value is less than 0.10 or if the VIF value is more than 10. Based on Table 6, the leadership style variable (X1) has a tolerance of 0.646 and a VIF of 1.548, the motivation variable (X2) has a tolerance of 0.744 and a VIF of 1.761, and the work discipline variable (X3) has a tolerance of 0.4. Therefore can be concluded data does not show symptoms of multicollinearity.

3. Heteroscedasticity Test

To determine the disparity of residual variance between observations or inequality in variance, a heteroscedasticity test is used. The Glejser test using this research data looks at the significance value above the α 5% threshold to assess whether the regression model shows heteroscedasticity. The table below shows the results of the Glejser test for heteroscedasticity:

Each variable in the table above has a value greater than 0.05, meaning there is no correlation between the independent variables of the absolute residue. The result is that there are no signs of heteroscedasticity in the model built.

TABLE VII
HETEROSCEDASTICITY TEST RESULT

Variables	Nilai Sig.	Results
Leadership Style (X1)	0,147 > 0,05	No symphptom heteroscedasticity
Motivation (X2)	0,343 > 0,05	No symphptom heteroscedasticity
Work Discipline (X3)	0,934 > 0,05	No symphptom heteroscedasticity

Source: SPSS 26 Results

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to assess how much the independent variables affect the dependent variable. The following are the results of the multiple linear regression analysis in this study:

TABLE VIII
MULTIPLE REGRESSION LINEAR TEST RESULT

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	2.495	1.186		2.104	.039
Leadership Style (X1)	.199	.058	.267	3.405	.001
Motivation (X2)	.211	.102	.258	2.067	.043
Work Discipline (X3)	.465	.068	.654	6.884	.000

Source: SPSS 26 Results

The following is an explanation of the multiple linear regression equation used in this study:

$$Y = 2.495 + 0.199 X1 + 0.211 X2 + 0.465 X3$$

In this equation it can be explained that the value:

1. Intercept (Constant) (2.495): This is an estimate of the employee performance value (Y) in a scenario where none of the independent factors (X1, X2, X3) are present. This refers to how the employee performs in a situation where leadership style, motivation and work discipline are not measured.
2. Leadership Style (X1) (0.199): This coefficient shows how much employee performance (Y) is expected to increase when leadership style (X1) increases by one unit, ignoring the effects of other variables (X2 and X3). Given that the coefficient is positive, which means that the higher the leadership style, the higher the employee performance is relatively. The standard beta (0.267) shows how much the relative contribution of leadership style is to the dependent variable (Y) compared to other independent variables in a model.
3. Motivation (X2) (0.211): This coefficient indicates how much employee performance (Y) is expected to increase when motivation (X2) increases by one unit, while ignoring the effects of other variables. The low coefficient value (0.211) indicates that employee performance often increases with motivation. When compared with other independent variables, the standard beta (0.258) shows the relative contribution of leadership style to the dependent variable (Y).
4. Work Discipline (X3) (0.465): This coefficient shows how much employee performance (Y) is expected to increase when work discipline (X3) increases by one unit, while ignoring the effects of other variables. This coefficient has a fairly high value (0.465). The results of the research test found that work discipline has a significant influence on employee performance. It is clear that work discipline contributes directly to the dependent variable (Y) to other independent variables in the model as indicated by the beta standard (0.654)

T Test (Partial)

The impact of leadership style (X1), motivation (X2), and work discipline (X3) on employee performance (Y) is evaluated using a partial T-test. The null hypothesis (H0) will be accepted and the alternative hypothesis (H1) will be rejected if the significance value is more than 0.05. Conversely, H0 will be rejected and H1 will be accepted if the significance value is less than 0.05.

TABLE IX
T TEST RESULT

Model	Coefficients ^a			t	Sig
	Unstandardized	Standardized			
	Coefficient	Coefficients			
	B	Std. Error	Beta		
(Constant)	2.495	1.186		2.104	.039
Leadership Style (X1)	.199	.058	.267	3.405	.001
Motivation (X2)	.211	.102	.258	2.067	.043
Work Discipline (X3)	.465	.068	.654	6.884	.000

Source: SPSS 26 Results

H1: Leadership style has a positive effect on employee performance.

The T-test show that leadership style has a significant effect on employee performance, with an analysis significance value of 0.001, indicating that this relationship is statistically significant. In addition, a positive regression coefficient of 0.267 was found, indicating that an increase in leadership style is related to an increase in employee performance. The T-estimate value of 3.405 also supports this result. The initial hypothesis (H1) stating that leadership style has a major impact on employee performance is accepted based on these values.

H2: Motivation has a positive influence on employee performance.

The T-test results show that employee motivation has an effect on their performance. With a positive regression coefficient of 0.258 and a significance value of 0.043, the calculated t value is 2.067. The second hypothesis (H2) is supported because this significance value is less than 0.05. This shows that there is statistical evidence to support the hypothesis that employee motivation significantly affects their performance.

H3: Work discipline has a positive effect on employee performance.

Work discipline is proven to have a significant effect on employee performance in this study. The t value obtained is 6.884 with a significance level of 0.000, and a positive regression coefficient of 0.654, indicating that increased work discipline is related to increased employee performance, with the third hypothesis (H3) accepted.

TABLE X
SUMMARY OF HYPOTHESIS RESULT

No	Hyphotesis	t count	t table	Sig.	Results
H1	Leadership style has a positive effect on employee performance	3.405	1.994	0.001	Accepted
H2	Motivation has a positive influence on employee performance	2.067	1.994	0.043	Accepted
H3	Work discipline has a positive effect on employee performance	6.884	1.994	0.000	Accepted

Source: SPSS 26 Results

F Test (Simultan)

To assess the the combined effect of leadership style (X1), motivation (X2), and work discipline (X3) on employee performance (Y) F test is used. The results of the F test from this study show in Table 11.

TABLE XI
F TEST RESULTS

Model	ANOVA ^a			F	Sig.
	Sum of Squares	df	Mean Square		
Regression	42.243	3	14.081	61.383	.000b
Residual	15.029	66	.228		
Total	57.271	69			

Source: SPSS 26 Results

Source: SPSS 26 Results

With a significance value (P Value) of 0.000, which is lower than $\alpha = 0.05$, the results of the F test show the validity of the model in this research. This shows that each independent variable can be used to explain or predict employee performance. Overall, employee performance is simultaneously influenced by leadership style, motivation, and work discipline. This value can be used for further projection or analysis, as indicated by the suitability to data and the significance of the p value at 0.000.

Coefficient of Determination (R²)

Researchers use the coefficient of determination (R²) against the modified R² value to evaluate which regression model is optimal because it provides a measure of the model to describe changes in the independent variables. Unlike R², the Adjusted R² value changes based on whether the model includes the independent variables. It is used to assess and measure the ability mode to accommodate various the independent variables.

TABLE XII
COEFFICIENT OF DETERMINATION RESULTS (R2)

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.738	.726	.477

Source: SPSS 26 Results

In Table 12 updated R² value is 0.726, which indicates that leadership style, motivation, and work discipline together explain 72.6% of the total variation. The remaining 27.4% is explained by other factors not included in this research model.

Discussions

This study has results that show leadership style, motivation work, and work discipline in a company affect the performance of PT PLN Batam employees. The following is an in-depth analysis of each hypothesis tested along with its scientific justification.

Influence of Leadership Style (H1)

According of the first partial test in hypothesis 1 show acceptance of the first hypothesis, because the t value of 3.405 is greater than the critical t of 1.670, in significance level of 0.001 which is lower than 0.05. proving that the leadership style at PT PLN Batam has a significant and positive effect on employee performance. This finding strengthens the theory that without strong leadership, management in a business can be paralyzed (Srinivasa Raghavan Murali, 2020). A leader's ability to effectively guide a group or subordinates towards achieving the goals set by the organization depends heavily on his leadership style (Naomi Frizilia, 2021). A good leadership style can create high work enthusiasm and commitment among employees, which ultimately improves their performance. When associated with Maslow's theory, this finding becomes clearer. An effective leadership style has primary role in meeting the various levels of needs Maslow's hierarchy. Strong leadership not only ensures the fulfillment of workers' basic physiological needs through salaries and a safe work environment, but also increases a sense of security by creating stability and trust in the organization.

Influence of Motivation (H2)

The results partial test in H2 show acceptance of the second the hypothesis, because the calculated t value of 2.067 is greater than the t table value of 1.670, with a significance value of 0.043 which is lower than 0.05. This confirms that motivation has a significant and strong influence on employee performance at PT PLN Batam. These finding are match with Abraham Maslow's theory of self-actualization needs, which states that a person can fulfill their own needs by maximizing their abilities and potential. According to (Irwan Pancasila, 2020), motivation is a machine that drives various human behavioral processes that lead to goal achievement. Motivational components such as stimulating, guiding, maintaining, displaying intensity, and continuity have a major influence on improving employee performance. High motivation at work is often associated with awards, praise, and job promotions in the company. When associated with Maslow's Hierarchy of Needs theory, these findings become clearer. Motivation plays an important role in fulfilling self-actualization needs, which are at the top of Maslow's hierarchy. Motivation drives individuals to use their abilities and potentials to the fullest, which contributes to the achievement of personal and organizational goals. Higher motivations is often

associated with rewards, praise, and promotions within the company. Thus, these results confirm that effective motivation can fulfill employees' self-actualization needs, improving their performance in accordance with Maslow's theory.

Influence of Work Discipline (H3)

The final results of the third hypothesis show acceptance the third hypothesis (H3), because the calculated t value of 6.884 is greater than the critical t value of 1.670, with a significance level of 0.000 which is lower than 0.05. This confirms that work discipline has a significant effect on employee performance at PT PLN Batam. This finding is in line with the idea that good work discipline and employee dedication to the organization can produce the best performance (Rejeki Bangun, 2019). Employee tardiness and non-compliance with the working hours set by the company are other indicators of a lack of work discipline (Indra Prasetyo, 2021). Good discipline reflects a strong work ethic and effective organizational supervision, all of which contribute to better employee performance. with Maslow's Hierarchy of Needs theory, especially at the level of the need for security and stability. Good work discipline creates an orderly and stable work environment, meeting the need for security for employees. Dedication and compliance with organizational rules reflect a strong work ethic and effective supervision, which are the foundation for meeting basic and social needs. When these needs are met, employees can focus on higher needs, including esteem and self-actualization.

5. Conclusion

This research confirms thae leadersship style, motivation, and work discipline have a positive significant effect on employees performance at PT PLN Batam. Specifically, employees at PT PLN Batam showed better performance when led by individuals with significant positive influence. Employee motivation has also been shown to significantly affect their performance, especially through incentives such as awards and promotions. In addition, good work discipline plays an urgent role in improving employees performance. The implementation of an effective leadership styles and increasing motivation through incentives such as salary increases can inspire employees to achieve higher levels of performance.

Overall, work discipline is the most primary factor in improving employee performances, followed by motivation, and then leadership style. Although work discipline is the main factor, motivation remains important because it is related to the fulfillment of the highest employee needs according to Maslow's theory. An effective

leadership style, although its influence is lower, remains significant in creating a work environment that supports improving employee performance.

The studies have result that may be influenced by the limitations of, which are expected to be improved for further research. Some of these limitations are the use of a limited population, namely only employees of the corporate office of PT PLN Batam. Second, the sample used was only 70 respondents so that it could affect the level of validity of the results and the ability to generalize the findings. Third, this study only uses three independent variables are leadership style, motivation, and work discipline, and one dependent variable, namely employee performance. Based on the limitations above, the next research suggested to expand the sample. The purpose of this suggestion is so that subsequent research can produce more representative and accurate data. In addition, it is suggested that subsequent researchers who want to study similar topics or research models add other variables such as working conditions, rewards, as independent variables that can affect employee performance or satisfaction at PT PLN Batam.

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