Influence Motivation Work, Leadership, And Discipline Work on Employee Performance of PT. Gama Global Tobako

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Abstract: Employee performance is a crucial factor that directly contributes to the achievement of company goals, but the evaluation process is often complex. This study aims to examine and evaluate the influence of work motivation, leadership, and work discipline on improving employee performance. The study used a descriptive quantitative method through a survey by distributing questionnaires to 87 employees of PT. Gama Tobako Karanganhyar. The data obtained were analyzed using multiple linear regression tests with the help of SPSS software version 29.1. The results of the analysis showed that the variables of work motivation, leadership, and work discipline had a significant effect on increasing employee performance productivity. Partially, work motivation is a dominant factor in driving productivity, with a regression coefficient value of 0.859, t-count of 5.544, and a significance level of 0.000. These findings indicate that the higher the motivation, both intrinsic and extrinsic, the greater the contribution to improving work quality, productivity, and employee commitment to the company.

Keywords: Work Motivation, Leadership, Work Discipline, Employee Performance, PT. Gama Global Tobako

1.   Introduction

In a company, Human Resources (HR) is the main pillar in developing a positive business culture and increasing employee engagement and productivity. Although technology is developing rapidly and capital support is available, the quality of HR remains a dominant factor in realizing organizational goals. Superior HR is believed to be able to make a significant contribution to improving employee performance (Ananda Lubis et al., 2019; Darmawan, 2020; Saharuddin et al., 2019) . Without). Without optimal performance from employees, achieving the company's vision and mission will be difficult to achieve (Agus Triansyah et al., 2023) .

In practice, there are several factors that play a major role in driving workforce productivity. Among them are work motivation, leadership style, and employee discipline levels. A supportive work environment, appropriate rewards, and effective communication between leaders and subordinates are important factors in maximizing organizational performance.

Work motivation, for example, is the main driver that influences individuals (employees) to strive to achieve the main targets that are the company's goals. Employees with high motivation tend to show enthusiasm in working, produce better productivity, and optimal work quality. Hasibuan (2017) stated that motivation functions as the main driver, which comes from internal factors of the individual or external stimuli; such as a supportive work atmosphere or awards from the company.

On the other hand, leadership plays an important role in directing, guiding, and motivating employees to achieve company targets. Effective leaders can create a conducive work atmosphere, improve teamwork, and encourage individual productivity. Leaders who are adaptable, charismatic, and situational will find it easier to guide employees to achieve the expected results.

The work discipline factor is also no less important. Discipline reflects the level of employee compliance with company regulations, while also showing their commitment in carrying out their duties. Disciplined employees will maintain productivity, reduce error rates in work, and increase operational efficiency.

PT. Gama Global Tobako, which operates in the cigarette industry sector, faces various challenges related to the performance of its workforce. Although the company has implemented a situational and charismatic leadership model, obstacles such as high employee absenteeism rates are still found, which have an impact on decreasing productivity and disrupting production targets. This condition encourages the importance of analyzing work motivation factors, leadership, and discipline in relation to employee performance.

Several previous studies indicate a positive relationship between work motivation, leadership style, work discipline, and employee performance (Sanjaya & Desty Febrian, 2024; Tyas & Suharyono, 2018) . Furthermore, this study attempts to examine and analyze in more depth the relationship and influence of the three variables which simultaneously affect the improvement of employee performance at PT. Gama Global Tobako.

The findings of this study are expected to help companies understand the role of motivation, leadership, and work discipline in improving HR quality and performance. The results can also be used as a reference in formulating strategic policies and as a reference for other industries. In addition, this study also enriches the literature on HR management, especially in the study of labor productivity.

2. Study Literature
Performance Employee

Employee performance reflects the real contribution of an individual in helping the organization achieve its goals, both in terms of quality, quantity, timeliness, and effectiveness of its work. Employee performance is a reflection of how effective they are in meeting the final goal standards set by the company. This performance is not only measured in terms of the quantity of work, but also the quality and timeliness of its completion. Szabó et al. (2017) define performance as output that is directly related to the achievement of organizational strategy, customer satisfaction, and financial success.

According to A. Mangkunegar (2014) , employee performance is measured through certain standards that include the quality and quantity of work results. Robbins & Judge (2022) , stated that performance is the result of the relationship between a person's abilities and the level of motivation that exists. Meanwhile, Rivai (2019) stated that performance reflects the work achievements achieved, which are greatly influenced by the optimization of resources in operational activities.

Furthermore, Yang et al. (2016) argue that the core of performance lies in the reactions and actions that are done or not done by employees in carrying out their work obligations. Factors that determine performance include a comfortable work environment, skills possessed by employees, managerial support, motivational encouragement, and balance between work activities and personal life. (Simanjuntak, 2015) . Achieving optimal performance in an organization depends on the availability of competent, motivated human resources, and continuous support in the form of training, adequate work facilities, and inspiring leadership.

Motivation Work

Work motivation is an important factor in supporting organizational success. Kalogiannidis (2021) emphasized that every leader is responsible for creating an effective motivational strategy to support organizational sustainability. Kuswati (2020) stated that motivation is one of the essential managerial functions, where the success of its implementation is highly dependent on the leader's ability to implement the basic principles of motivation.

According to Indrawijaya (2002) , motivation is psychological energy that arises from within each individual and drives him to act, maintain, and direct behavior towards achieving certain goals. Vo et al (2022) describes work motivation as a series of internal or external stimuli that can direct individuals to carry out work activities, which determine the intensity, direction, and duration of a person's actions.

Kasmir (2016) divides motivation into two main types: intrinsic and extrinsic. Intrinsic motivation, which comes from within the individual and is driven by a personal desire to develop or achieve certain goals. While extrinsic motivation, which arises due to stimulation

or influence from the external environment, such as rewards, awards, or social pressure. High motivation will encourage employees to improve their performance (Agnesia, 2019) . Hasan & Didin (2020) explain that motivation consists of direction, intensity, and persistence to achieve certain goals. Other factors include previous work experience, workplace atmosphere, clarity of targets, awards, and opportunities for self-development.

Leadership

Leadership is a person's ability to influence his subordinates to be willing to work together to achieve organizational goals. Handoko, as quoted by Mayasari et al. (2024) states that leadership is a force that allows a leader to direct others to work according to common goals.

According to Purwadi in (Zen et al., 2023) , leaders must be able to develop effective strategies while motivating subordinates. Fahmi (2016) describes leadership as the science of how to direct and influence others in carrying out assigned tasks.

Darojat (2015) identified five main characteristics of superior leaders, namely: driving change, inspiring a shared vision, empowering others to act, setting an example, and providing morale. Various leadership styles, ranging from authoritarian, participative, transformational, to situational, will affect organizational culture and team performance. Factors that determine leadership effectiveness include the leader's personality, previous experience, organizational dynamics, team needs, and communication skills.

Work discipline

Work discipline not only refers to the attitude and behavior of employees in complying with company regulations, but also reflects commitment, responsibility, and professional ethics in carrying out tasks. Good discipline will create order, increase work efficiency, and contribute to the achievement of overall organizational goals. Agrasadya et al. (2022) stated that discipline reflects employee respect for institutional policies and procedures.

Keith Davis in (AAAP Mangkunegara, 2020) explains discipline as a management action aimed at enforcing organizational standards. Agustini (2019) argues that work discipline shows the willingness and awareness of employees to obey the rules set by the company.

Rivai in (Rizki & Suprajang, 2017) stated that discipline indicators include attendance levels, compliance with procedures, vigilance during work, and professional ethics. Sinambela (2016) emphasized that discipline is important in creating good performance, because it helps employees complete tasks on time by adjusting to established rules or standards. Various elements that influence the level of work discipline include a supportive work environment, optimally running supervision mechanisms, fair application of rewards and sanctions, employee job satisfaction levels, mastery of technical skills, and harmony between aspects of work and personal life.

3. Method

This study uses a quantitative approach with a survey method and questionnaire distribution in handling the influence of work motivation, leadership and work discipline variables on employee performance at PT. Gama Tobako Karanganhyar. The number of respondents targeted for the study was 87 people selected by simple random sampling. Data collection through surveys and direct distribution of questionnaires to respondents in the period September - November 2024. The assessment instrument uses a five-point Likert Scale, and statistical tests include validity tests, reliability tests, and classical assumption tests. Furthermore, multiple linear regression is used to conduct t-tests and F-tests. Statistical tests use SPSS 29.

4. Results And Discussion
Respondent Characteristics

The majority of respondents involved in this study were women with a total of 56.3% or 49 people, while men were 43.7%. Respondents aged 25 to 30 years old reached 47.1%. Respondent characteristic data are presented in Table 1.

Table 1. Data Respondents

Gender	The amount	Percentage
Woman	49	56.3
Man	38	43.7
Total	87	100.0
Age		
<25Th	27	31.0
25th - 30th	41	47.1
>30Th	19	21.8
Total	87	100.0

Source: Data Processing SPSS (2024)

Validity Test

This validity test process aims to evaluate the extent to which the questionnaire instrument is able to represent the research variables appropriately and accurately. The test results show that all statement items measured, including work motivation, leadership style, work discipline, and employee performance, obtained a higher r-count score than the r-table (0.2108). Thus, all statement items can be declared valid as a measuring instrument in this study. For example, in the work motivation variable, the r-count value ranges from 0.612 to 0.832. Meanwhile, the highest value in the leadership variable reaches 0.918. Likewise, in the work discipline and employee performance variables, all instrument items are declared valid. Thus, the questionnaire instrument is suitable for use in the data collection stage of this study.

Reliability Test

The Cronbach's Alpha limit value set in this study is a minimum of 0.70. From the test results, all variables in the study were declared to meet the reliability criteria. The reliability value obtained for the work motivation variable was 0.771, the leadership variable was 0.791, work discipline reached 0.777, and employee performance was 0.766. Based on the results of the validity and reliability tests, all items in the questionnaire were proven to be valid and reliable. Each r-count value of the question item was higher than the r-table, while the Cronbach's Alpha value for all variables had exceeded 0.70. Furthermore, the results of the Reliability Test are presented in Table 2.

Table 2 Test Results Reliability

No.	Variables	Number of Items	Cronbach's Alpha	Information
1.	Work Motivation (X1)	12	0.771	Reliable
2.	Leadership (X2)	10	0.791	Reliable
3.	Work Discipline (X3)	12	0.777	Reliable
4.	Employee Performance (Y)	18	0.766	Reliable

Source: Exercise Data SPSS (2024)

Normality Test

Normality testing in this study was carried out using the Kolmogorov-Smirnov method, as presented in Table 3. The test results show that the significance value obtained is 0.060 > 0.05. So it can be concluded that the research data is normally distributed and meets one of the basic assumptions required in the application of linear regression analysis.

Table 3 Tests Normality

N		87
Normal Parameters [a,b]	Mean	,0000000
	Std. Deviation	4.27985280
	Absolute	,093
Most Extreme Differences	Positive	,079
	Negative	- ,093
Test Statistics		,093
Asymp. Sig. (2- tailed)		,060 [e]

Source: Exercise Data SPSS (2024)

Multicollinearity Test

Multicollinearity testing was conducted to ensure that there was no excessive correlation between independent variables, which could affect the accuracy of the regression model. The test results showed that the work motivation variable had a Tolerance value of 0.272 and a VIF of 3.678. The leadership variable recorded a Tolerance of 0.490 with a VIF of 2.041, while work discipline showed a Tolerance of 0.325 and a VIF of 3.081. Since all VIF values are below the commonly used tolerance limit, which is 10, it can be stated that the regression model used in this study is free from indications of multicollinearity. Detailed information is presented in Table 4.

Table 4 Tests Multicollinearity

Variables Free	Tolerance	VIF	Information
Work motivation	,272	3,678	No happen multiculinary
Leadership	,490	2,041	No happen multiculinary
Work Discipline	.325	3,081	No happen multiculinary

Source: Exercise Data SPSS (2024)

Heteroscedasticity Test

No specific pattern was found indicating heteroscedasticity, as illustrated in the scatterplot results in Figure 1. This shows that the residual variables are randomly distributed, so that the data meets the assumption of homoscedasticity.
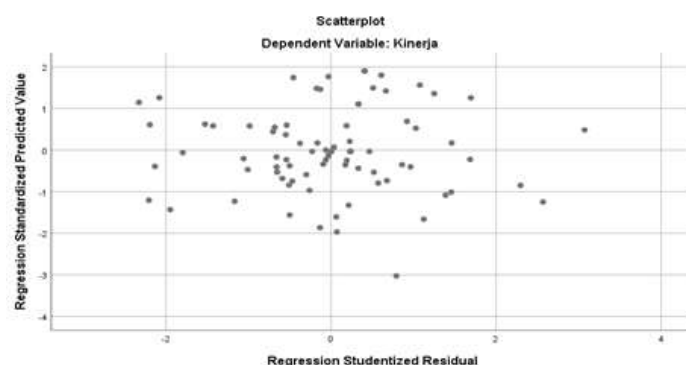
Picture 1 Scatterplot Dependent Variable : Performance

Autocorrelation Test

Based on the analysis results, the Durbin-Watson value was recorded at 2.111. This figure is close to the value of 2, which indicates that there is no autocorrelation problem in the regression model. Thus, the classical assumption of residual independence has been met, so that the regression model can be used accurately in the analysis .

Table 5 Test Autocorrelation

Model	R	R Square	Durbin-Watson
1	,891 ª	,7956	2,111

Source: Exercise Data SPSS (2024)

Multiple Linear Regression Analysis

This study applies multiple linear regression analysis to evaluate the impact of work motivation, leadership, and work discipline variables on employee performance, both simultaneously and separately. Based on the results of data processing, the following regression equation model is obtained :

$$Y = 1.838 + 0.859X1 + 0.283X2 + 0.390X3$$

Table 6 Analysis Regression Multiple Linear

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1,838	3,811	-	0.482
Work motivation	0.859	0.155	0.529	5,544
Leadership	0.283	0.103	0.195	2,747
Work Discipline	0.390	0.140	0.244	2,788

From the test results shown in Table 6, it is known that the work motivation variable (X1) shows a regression coefficient of 0.859, with a t-count of 5.544 and a significance level of 0.000. This shows that work motivation has a positive and significant influence on employee performance. Meanwhile, the leadership variable (X2) produces a coefficient of 0.283, with a t-count of 2.747 and a significance value of 0.007, which also indicates a positive and significant influence. The work discipline variable (X3) obtains a regression coefficient of 0.390, with a t-count of 2.788 and a significance of 0.007, which means that work discipline also provides a significant positive influence on employee performance.

t-test

In the results presented in Table 7, it shows that all independent variables partially have a significant relationship to employee performance. This conclusion is obtained based on a comparison of the t-count value which is higher than the t-table, with a significance level below 0.05, which indicates a statistically significant influence.

Table 7 Results Exercise Data Test F (Simultaneous Test)

ANOVA ª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6091,646	3	2030,549	106,988	,000 ᵇ
	Residual	1575,274	83	18,979		
	Total	7666,920	86			

Dependent Variables: Performance
Predictors: (Constant), Discipline Work, Leadership, Motivation
Work Source: SPSS Data Processing (2024)

F Test (Simultaneous)

The test results using the F test showed that the F-count value obtained was 106.988, with a significance level of 0.000. This value indicates that simultaneously, the variables of work motivation, leadership style, and work discipline have a significant effect on employee performance at PT. Gama Global Tobako. In other words, the three independent variables studied together are able to explain the variations that occur in employee performance in this study.

Coefficient of Determination (R²)

The results of the regression analysis show an Adjusted R Square value of 0.787. This value indicates that 78.7% of the variation in employee performance can be explained by the variables of work motivation, leadership, and work discipline used in the model. The remaining 21.3% is influenced by other factors outside the variables of this study. More detailed information regarding the coefficient of determination is presented in Table 8 .

Table 8 Results Exercise Data Coefficient Determination (R 2)

Model	R	R Square	Adjusted R Square
1	,891 ª	,795	,787

Source: Exercise Data SPSS (2024)

5. Discussion

The results of this study indicate that work motivation, leadership, and work discipline significantly affect employee performance at PT. Gama Global Tobako, both partially and simultaneously. This finding is in line with previous studies stating that these factors are the main drivers in increasing workforce productivity.

Work motivation is proven to be the most dominant variable, with the highest regression coefficient value (0.859) and very strong significance (0.000). This indicates that when employees have high motivation, both from intrinsic factors such as job satisfaction and self-actualization, and from extrinsic factors such as awards and incentives, their performance will increase significantly. This finding strengthens the theory of Hasibuan (2017) and Kuswati (2020) that motivation is the main driver of productive behavior in organizations.

Furthermore, leadership style also has a positive and significant influence on employee performance, with a t-value of 2.747 and a significance of 0.007. A communicative, inspiring leadership style that provides clear direction has been proven to increase employee morale and loyalty. This is in line with Fahmi's view (2016) that effective leadership can create synergy and active participation in the work team.

Work discipline also contributes to increased performance, as indicated by the regression coefficient value of 0.390 and a significance of 0.007. Employees who obey the rules, arrive on time, and complete tasks according to procedures are proven to be more productive and efficient. This supports Keith Davis's opinion in (AAAP Mangkunegara, 2020) that discipline is the key to order and success of organizational operations.

Simultaneously, the three variables explain 78.7% of the variation in employee performance, which means that this model is very strong in explaining the relationship studied. However, there is 21.3% influence from other factors that have not been studied, such as compensation systems, organizational culture, and work-life balance. This opens up opportunities for further research to obtain a more comprehensive picture of improving employee performance.

6. Conclusion

This study aims to analyze the influence of work motivation, leadership, and work discipline on employee performance at PT. Gama Global Tobako. Based on the results of multiple linear regression analysis, the three variables are proven to have a positive and significant influence both partially and simultaneously on employee performance.

Partially, work motivation is proven to be the most dominant factor in improving performance, with the highest regression coefficient and a strong level of significance. High motivation, both intrinsic (intrinsic drive) and extrinsic (such as incentives and rewards), is significantly able to increase employee morale, productivity, and loyalty to the company.

Communicative and inspirational leadership has also been shown to encourage employee engagement, create a positive work environment, and facilitate the achievement of company targets. Meanwhile, consistent work discipline improves compliance with company rules, attendance, and responsibility, all of which contribute to efficient and measurable performance.

From the results of the F test, it is known that simultaneously the three variables are able to explain 78.7% of the variation in employee performance, while the remainder (21.3%) is influenced by other factors outside the scope of the study, such as the compensation system, physical work environment conditions, and employee welfare.

This finding has strategic implications for the management of PT. Gama Global Tobako in an effort to improve the effectiveness of human resource management. The company is advised to:

Develop employee motivation programs through performance awards, bonuses, career development, and recognition of individual and team contributions.

Implementing an adaptive and participative leadership style, encouraging open communication between leaders and subordinates, and providing space for employees to convey ideas and aspirations.

Enforcing work discipline fairly and consistently, by prioritizing assertiveness but still paying attention to aspects of justice and transparency, in order to build an orderly and professional work culture.

Furthermore, companies also need to pay attention to external factors that can support performance improvement, such as improving work facilities, ongoing training, and work-life balance programs . With a comprehensive and sustainable approach, companies will not only increase productivity but also create a healthy and competitive work environment.

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