

The Effect of Leadership Style, Supervision, and Work Discipline on Employee Performance (Case Study at: PT. JINGGA SYRUP Bunulrejo, Blimbing District, Malang City)

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ABSTRACT

This study aims to analyze the influence of leadership style, supervision, and work discipline on employee performance at PT. Jingga Syrup. The research method used is quantitative with an explanatory approach to test the causal relationship between variables. The study population consisted of 44 employees, all of whom were taken as samples using a total sampling technique. Data were collected through questionnaires as primary data, then analyzed using hypothesis testing based on multiple linear regression. The results show that leadership style has a positive but insignificant impact on employee performance (p-value = 0.108), most likely due to weak communication between the leadership level and staff. In contrast, supervision shows a positive and significant influence (p-value = 0.005), reflecting the effectiveness of the internal control system in maintaining work quality and responsibility. Meanwhile, work discipline produces a very significant influence on performance (p-value = 0.000), becoming a dominant factor in supporting the achievement of organizational goals. Overall, work discipline is the most powerful variable in improving employee performance.

INTRODUCTION

In the contemporary business landscape, the role of human resources in executing and attaining organizational objectives is paramount. Effective business management necessitates the consideration of multifaceted elements, such as leadership style, supervisory practices, and work discipline. The efficacy of human resources in driving performance hinges on systematic development initiatives, which entail strategic investments of time, financial resources, and intellectual effort to enhance employees' core competencies (Cresna, 2021). Enhancing employee performance is intrinsically linked to leadership style, which plays a pivotal role in oversight, assessment, and decision-making processes to align organizational activities with predefined goals. Additional determinants of employee performance within a corporate setting include work discipline and supervisory mechanisms.

Employee performance is conceptualized as the outcomes realized by individuals in their professional roles, evaluated against established criteria specific to their positions (Budiyanto & Mochklas, 2020). Such performance serves as a diagnostic instrument for organizations to gauge employee capabilities. To foster effectiveness, employees must execute their responsibilities proficiently, thereby underscoring the imperative for targeted human resource development aimed at elevating overall quality.

Leadership style embodies a multifaceted dynamic wherein leaders exert influence over subordinates to advance the organization's vision, mission, tasks, and objectives, fostering unity and progress (Daryoto, Mulyadi, & Candra, 2024). It encompasses the demonstration of exemplary behavior and motivational influence to propel the attainment of corporate aims. As an ongoing process, leadership style emphasizes leaders' actions in elucidating organizational goals to employees and subordinates, inspiring commitment to these objectives, and cultivating a productive work environment.

Empirical evidence indicates that leadership style exerts a positive and significant influence on employee performance (Hakim, 2023; Kusdianto, 2022). Conversely, Abdurokhim (2020) posits a positive yet insignificant effect, while Sari and Martha (2022) report a negative and insignificant relationship.

Supervision, in turn, involves the systematic monitoring of workplace activities to ensure alignment with expectations (Afrina, 2023). Broadly, it represents an organizational strategy to promote efficient and effective operations, thereby advancing the realization of strategic visions and missions. Through vigilant oversight, leaders can assess the fidelity of task execution to planned protocols and promptly implement remedial measures in response to deviations.

Research findings affirm that supervision positively and significantly impacts employee performance (Kurniasari Rani & Rosdiana, 2023; Nugraha & Heliyani, 2022). However, Dwi (2024) identifies a positive but insignificant effect, and Kanety (2021) notes a negative and insignificant association.

Work discipline emerges as another critical element, functioning as a cornerstone for goal attainment; its absence impedes optimal results (Pranitasari & Khotimah, 2021). It manifests as an individual's accountability toward organizational duties and responsibilities, promoting consistent, punctual, and

procedural adherence. High discipline levels enhance operational efficiency and facilitate the fulfillment of collective targets. Studies by Dewi (2023) and Susanti and Aesah (2022) substantiate a significant positive effect of work discipline on employee performance. In contrast, Farid (2022) observes a positive but insignificant influence, while Hidayat (2020) documents a negative and insignificant impact.

This investigation focuses on PT. Jingga Syrup, a small-scale enterprise in Malang City that has evolved into a manufacturing and supply entity specializing in syrup production—a staple ingredient for flavoring beverages in restaurants and cafes. Recent observations reveal suboptimal employee performance in meeting company targets, exacerbated by inadequate leadership oversight, and persistent issues with work discipline, including task delays, elevated absenteeism, and tardiness.

Given this context, leadership style, supervision, and work discipline demonstrably shape employee performance. Consequently, this study delves into "The Influence of Leadership Style, Supervision, and Work Discipline on Employee Performance at PT. Jingga Syrup."

The research addresses the following inquiries:

1. Does leadership style exert a significant influence on employee performance?
2. Does supervision significantly affect employee performance?
3. Does work discipline impact employee performance?

Research Objectives The primary aims are to examine, ascertain, and validate the existence of influences as follows:

1. To determine the effect of leadership style on employee performance.
2. To assess the impact of supervision on employee performance.
3. To evaluate the influence of work discipline on employee performance.

THEORETICAL REVIEW

Leadership Style

Leadership style represents a domain within applied sciences rooted in social sciences, as its foundational principles and frameworks are designed to enhance human well-being (Sihaloho, 2021). Although leadership has long been a perennial subject of scholarly inquiry, it continues to captivate researchers due to its pivotal role in sustaining organizational viability. At its core, leadership embodies accountability (Daryoto Mulyadi Candra, 2024). In essence, it involves strategic initiatives that influence subordinates by optimizing resource allocation with efficiency and effectiveness across managerial functions, thereby attaining organizational objectives and yielding superior output quality (Pranogyo & Hendro, 2023). Furthermore, leadership style can be viewed as an individual's capacity to guide and motivate both internal and external stakeholders toward collective goal attainment (Anna, 2023). It constitutes a dynamic process of persuasion that shapes organizational objectives, inspires adherent conduct to realize those aims, and fosters enhancements in group dynamics and cultural norms (Hisyam et al., 2022).

Indicators of Leadership Style

Drawing from Kurt Lewin's framework (1992), leadership styles are categorized into three primary types—authoritarian, democratic, and laissez-faire—and can be evaluated or delineated via the subsequent four key indicators:

1. **Decision-Making Processes:** This pertains to the locus of authority in decision formulation, whether centralized with the leader or distributed through participatory involvement of team members.
2. **Communication Dynamics:** This examines the directional flow of information exchange, distinguishing between unidirectional (top-down) and bidirectional (interactive) patterns.
3. **Member Engagement:** This assesses the degree of participation by team members in operational tasks or deliberative activities.
4. **Freedom of Expression:** This evaluates the extent of autonomy afforded to members for voicing perspectives or proposing innovative ideas.

Supervision

Definition of Supervision

Supervision entails proactive measures and interventions aimed at monitoring employee activities to foster professional development, encompassing advancements in knowledge, abilities, expertise, and accountability to accomplish objectives with enhanced outcomes (Soedibyo, 2003). It involves the systematic evaluation of performance metrics and subsequent remedial actions to align results with expectations (Amiruddin, 2021). Moreover, supervision serves to regulate workforce conduct, ensuring adherence to predefined protocols and benchmarks (Hendra, 2021). As a critical mechanism, it safeguards operational efficacy and productivity within organizations by mitigating inefficiencies, resource misallocation in time, finances, and infrastructure, thereby enabling streamlined execution of all endeavors (Sandewa, 2023). Undoubtedly, supervision forms an integral component of managerial functions in specialized domains, with empirical evidence linking it inextricably to individual output and efficacy (Wiratama et al., 2021). Functioning as an inherent managerial process, it encompasses leadership-driven oversight to verify that institutional aims, targets, and responsibilities are executed meticulously in accordance with strategic blueprints (Ernawati, 2020).

In synthesizing the aforementioned perspectives, supervision emerges as an indispensable managerial facet, focused on observing, appraising, and directing employee contributions to synchronize with institutional expectations and aspirations. By bolstering cognitive, technical, and ethical capacities, it cultivates operational precision, resource conservation, and superior results. Ultimately, it mitigates potential disruptions and upholds alignment with planned initiatives.

Indicators of Supervision

As articulated by George R. Terry (2005), supervision comprises the evaluation of accomplishments, their appraisal, and, where warranted, remedial adjustments to maintain conformity with intended pathways. The process unfolds across four discernible indicators or phases:

1. **Establishing Standards:** This initial step involves defining measurable criteria or benchmarks to gauge anticipated achievements.
2. **Performance Measurement:** It requires observing and documenting the tangible outcomes of in-progress operations.
3. **Result Comparison:** This entails scrutinizing variances between observed performance and predefined norms.
4. **Corrective Interventions:** Upon identifying discrepancies, targeted measures are implemented to realign efforts with objectives.

Work Discipline

Understanding Work Discipline

Per Helmi and Fadila (2020), work discipline manifests as the attitudinal and behavioral orientation reflecting employees' adherence to institutional directives. It functions as a managerial instrument for behavioral modification, heightening individual consciousness and volition to observe corporate policies and prevailing societal conventions (Afandi, 2021). Within organizational contexts, work discipline imposes structured conduct on personnel, cultivating an environment where actions conform to stipulated guidelines (Pt & Samudra, 2024). It serves as a developmental tool to instill consistent excellence in employee output, with disciplined traits evolving gradually through sustained reinforcement (Adriana Th. Duka et al., 2023). Fundamentally, discipline denotes a voluntary commitment to upholding and conforming to ambient regulatory frameworks (Diana & Rahmat, 2022).

From the collective insights of these investigations, work discipline is characterized by employees' attitudinal, behavioral, and motivational alignment with regulatory, normative, and procedural expectations. As a behavioral sculpting mechanism, it promotes orderliness, regulatory mindfulness, and elevated productivity. Over time, it molds professional identities to resonate with workplace ethos.

Indicators of Work Discipline

Stephen P. Robbins (2006), in *Organizational Behavior*, posits that work discipline encapsulates the attitudinal and conduct patterns exhibited by employees in fulfilling duties. It is gauged through the following indicators:

1. **Adherence to Protocols and Procedures:** Personnel conform to organizational stipulations and operational guidelines.
2. **Responsibility Awareness:** Individuals recognize and proactively address their assigned obligations.
3. **Excellence in Output:** Employees deliver superior workmanship and fulfill designated benchmarks.
4. **Temporal Adherence:** Punctuality is emphasized, encompassing timely attendance and task fulfillment.

Employee Performance

Understanding Employee Performance

Employee performance, as defined by Husna and Prasetya (2024), signifies the proficiency in attaining operational states wherein tasks are consummated

within temporal constraints, harmonizing with institutional ethical and moral imperatives. It delineates a continuum from inception to the realization of optimal yields, appraised against quality, volume, and established criteria (Putri et al., 2023). Performance manifests as the observable actions of individuals, embodying the deliverables aligned with their organizational roles (Hatidah & Agung Indriansyah, 2022). Essentially, it quantifies the outcomes derived from delegated responsibilities (Ginting et al., 2020).

The synthesized viewpoint from these analyses underscores employee performance as the demonstrated competencies, conducts, and quantifiable achievements in task execution, calibrated to corporate benchmarks, ethical standards, and moral guidelines. It spans the full spectrum of work endeavors, yielding assessable products in qualitative and quantitative dimensions that mirror individual contributions and duties.

Indicators of Employee Performance

According to Drs. AA Anwar Prabu Mangkunegara (2013), employee performance is evaluated based on the qualitative and quantitative aspects of work accomplishments

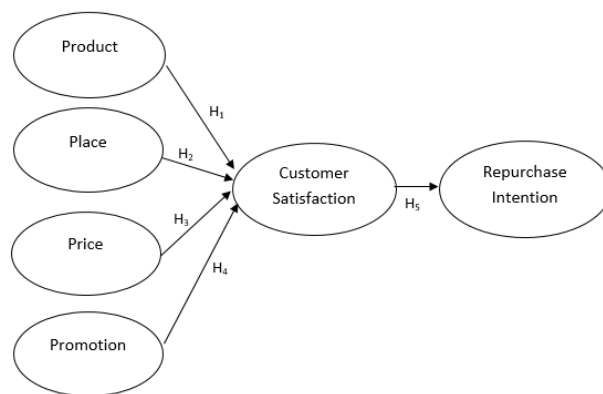


Figure 1. Conceptual Framework (The image has to be in good quality)

METHODOLOGY

This investigation employs an explanatory research paradigm, which seeks to elucidate the causal linkages among variables via rigorous hypothesis testing (Sugiyono, 2013). Complementing this, a quantitative methodology is adopted, characterized by the utilization of numerically scaled data to facilitate empirical analysis (Sugiyono, 2013). Such an approach enables the systematic examination of interrelationships, ensuring objectivity and replicability in deriving conclusions.

Research Context and Setting

The empirical inquiry was conducted at PT. Jingga Syrup, with the site selection informed by preliminary observational assessments spanning several days. This choice of locale provides a contextual foundation for exploring the dynamics of organizational behavior within a real-world industrial setting.

Sampling Strategy and Population Parameters

The target population encompasses the entirety of PT. Jingga Syrup's workforce, comprising 44 employees. Given the modest size of this cohort, a census-based sampling technique – known as total sampling – was implemented, whereby all population members served as participants (Sugiyono, 2007). This method optimizes representational accuracy while minimizing sampling error, particularly suitable for smaller populations. In broader terms, sample selection adheres to established guidelines: for populations under 100, exhaustive inclusion is preferable to yield comprehensive insights. For larger groups, proportional sampling (e.g., 10–25%) may suffice, modulated by factors such as resource constraints (time, effort, and funding), the scope of observational granularity per subject, and the inherent risks associated with the research endeavor. A larger sample size correspondingly amplifies the robustness and generalizability of findings.

Data Acquisition Procedures

Data were gathered employing a survey methodology, specifically through the distribution of structured questionnaires as the primary instrument. This study scrutinizes the impacts of leadership style, supervision, and work discipline on employee performance at PT. Jingga Syrup, adopting an explanatory quantitative framework. Questionnaires were disseminated electronically to the full population of 44 employees, leveraging total sampling for inclusivity. Instruments were meticulously designed to align with the focal variables, incorporating statements calibrated to elicit responses on a four-point Likert scale—from "strongly disagree" to "strongly agree." This scaling mechanism captures respondents' attitudes, perceptions, and behavioral inclinations toward pertinent work dimensions, thereby quantifying psychosocial influences on performance. The online format enhances efficiency, data integrity, and ease of administration, paving the way for subsequent statistical scrutiny in hypothesis validation.

Analytical Framework and Techniques

In scholarly research, data analysis serves to underpin evidentiary outcomes through statistical apparatuses, including descriptive metrics and inferential hypothesis testing. The present study utilized SemPLS 4.0 software as the core analytical platform to process and interpret the dataset, facilitating structural equation modeling for causal inference.

1. Empirical Findings: Assessment of the Measurement Model (Outer Model)

The evaluation of the outer model is pivotal for ascertaining the validity and reliability of the research constructs, confirming that the employed indicators authentically reflect their intended theoretical domains. Prior to probing inter-variable influences, this phase validates the instrument's psychometric properties. Key assessments encompass convergent validity (via loading factors and Average Variance Extracted [AVE]), discriminant validity, and internal consistency (via Composite Reliability and Cronbach's Alpha). Additionally, the Variance Inflation Factor (VIF) was examined to detect potential multicollinearity among indicators.

a. Convergent Validity Analysis

Convergent validity evaluates the degree of correlation among indicators within a given construct, ensuring cohesive measurement. A threshold loading factor of ≥ 0.70 is conventionally recommended, signifying a robust association between each indicator and its latent variable. Elevated loading values thereby affirm the indicator's efficacy in operationalizing the construct, bolstering the model's overall integrity.

Table 1 : Convergent Validity

Variables	Leadership Style (X1)	Supervision (X2)	Work Discipline (X3)	Employee Performance (X4)
X1.1	0.896			
X1.2	0.882			
X1.3	0.917			
X1.4	0.902			
X2.1		0.899		
X2.2		0.886		
X2.3		0.879		
X2.4		0.897		
X3.1			0.879	
X3.2			0.899	
X3.3			0.885	
X3.4			0.894	
Y1				0.923
Y2				0.901
Y3				0.902

Data Source Processed 2025

Based on the table above, all loading factor values for each indicator are above the minimum value of 0.70, with most exceeding 0.80. This indicates that each indicator has excellent convergent validity. Therefore, it can be concluded that all indicators validly measure their intended constructs.

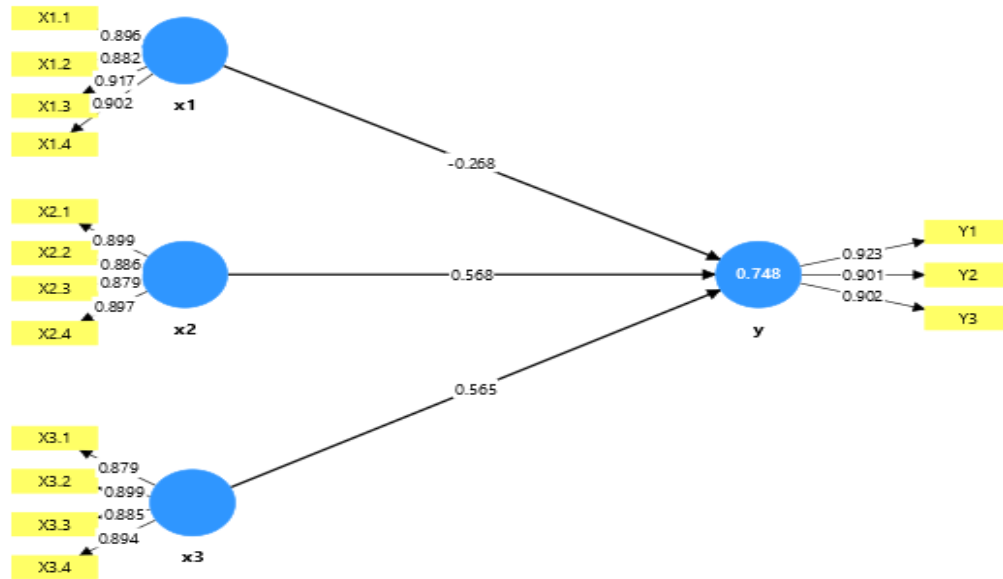


Figure 1 Outer Model

Source: Data processed by the author (2025)

b. Discriminant Validity

Discriminant validity is used to ensure that each construct in the model is truly distinct from one another. One method used to test discriminant validity is the Heterotrait-Monotrait Ratio (HTMT). HTMT measures the ratio between cross-construct correlations (heterotrait) and correlations within the same construct (monotrait). A construct is said to have good discriminant validity if the HTMT value between constructs is below the recommended threshold, which is <0.90.

Table 2: Discriminant Validity

Variables	Leadership Style (X1)	Supervision (X2)	Work Discipline (X3)	Employee Performance (X4)
X1				
X2	0.899			
X3	0.828	0.890		
Y	0.679	0.881	0.893	

Data Source Processed 2025

From the table above, it can be seen that all HTMT values between constructs, such as Leadership and Supervision (0.899), Leadership and Work Discipline (0.828), and Leadership and Employee Performance (0.679), are below the maximum threshold of 0.90. This indicates that each construct in the model is truly distinct from one another and there are no multicollinearity or redundancy problems between constructs. Thus, it can be concluded that discriminant validity has been met.

Good discriminant validity is shown if the correlation value between constructs is lower than the root value of AVE (Average Variance Extracted) of each construct.

Table 3: Average variance extracted (AVE)

Variables	Average variance extracted (AVE)
Leadership Style (X1)	0.809
Supervision (X2)	0.793
Work Discipline (X3)	0.791
Employee Performance (X4)	0.826

Data Source Processed 2025

Based on the table above, the AVE for all variables is above the minimum threshold of 0.5 (X1 = 0.809; X2 = 0.793; X3 = 0.791; Y = 0.826). This value indicates that more than 79% of the variance of each indicator can be explained by its construct, which means it has high convergent validity.

c. Composite Reliability

Composite reliability measures the internal consistency between indicators within a construct. A good composite reliability value should be above 0.70. Unlike Cronbach's Alpha, composite reliability is more accurate because it doesn't assume that all indicators have equal weight.

Table 4. Composite Reliability

Variables	Composite reliability
Leadership Style (X1)	0.944
Supervision (X2)	0.939
Work Discipline (X3)	0.938
Employee Performance (X4)	0.934

Data Source Processed 2025

All constructs had composite reliability values above 0.90, far exceeding the minimum threshold of 0.70. This indicates that each construct in the model has a very high level of internal consistency. Therefore, the instruments in this study can be considered compositely reliable.

d. Cronbach Alpha

Cronbach's Alpha is used to measure internal reliability, namely the extent to which items within a construct are interrelated. A good Cronbach's Alpha value is ≥ 0.70 . The higher the value, the greater the consistency of respondents' responses to items within the same construct.

Table 5: Cronbach Alpha

Variables	Cronbach's alpha
Leadership Style (X1)	0.922
Supervision (X2)	0.913
Work Discipline (X3)	0.912
Employee Performance (X4)	0.895

Data Source Processed 2025

The results show that all constructs have Cronbach's Alpha values above 0.89. This indicates that the indicators within each construct have excellent internal reliability. This means that respondents provided consistent answers to each item within the same variable.

e. Variance Inflation Factor (VIF)

The VIF is used to detect multicollinearity between indicators. High levels of multicollinearity can cause distortion in model estimation. The maximum acceptable VIF limit is 5 , as shown in the VIF test.

Table 6: VIF

Variables	VIF
X1.1	3,279
X1.2	2,782
X1.3	3,049
X1.4	3,547
X2.1	2,981
X2.2	2,890
X2.3	2,545
X2.4	2,972
X3.1	2,756
X3.2	3,202
X3.3	2,949
X3.4	2,984
Y1	3,395
Y2	2,263
Y3	3.32

Data Source Processed 2025

The VIF results show that all indicators have values below 5, with most falling in the 2.5–3.5 range. This indicates that there is no multicollinearity among the indicators in this model. Therefore, the measurement model can be said to be free from the problem of high correlation between independent variables.

2. Structural Model Evaluation (Inner Model)

Structural model evaluation aims to test the causal relationships between latent constructs (variables). This evaluation is conducted by examining the coefficient of determination (R-square), the influence of variables (f^2), and testing the significance of the relationships between variables through hypothesis testing (t-statistic and p-value). This approach allows us to determine the strength of each independent variable's influence on the dependent variable.

a. Determinant Coefficient R (R-Square)

R-Square indicates how much the independent variables are able to explain the variation in the dependent variable. R-Square values range from 0–1, with

the general interpretation being that the higher the value, the better the model's explanatory power for the dependent variable.

Table 7: R-Square

Variables	R-square	R-square adjusted
Employee performance	0.748	0.730

Data Source Processed 2025

From the results obtained, the R-square value for the employee performance variable (Y) was 0.748 , indicating that 74.8% of the variation in employee performance can be explained by the variables of leadership style, supervision, and work discipline. This value is considered strong, and the model is considered to have high predictive power for employee performance variables.

b. F-Square

F-square is used to see how much each independent variable contributes to the increase in the R² value of the dependent variable. The f² value can be interpreted as small (0.02), medium (0.15), or large (0.35).

Table 8: F-Square

Variables	Leadership Style (X1)	Supervision (X2)	Work Discipline (X3)	Employee Performance (X4)
Leadership Style (X1)				0.080
Supervision (X2)				0.302
Work Discipline (X3)				0.391
Employee Performance (Y)				

Data Source Processed 2025

The highest f-square value is found in the work discipline variable (X3) at 0.391, followed by supervision (X2) at 0.302. This indicates that work discipline makes the greatest contribution in influencing employee performance, while leadership style has a relatively small influence (0.080). Therefore, it can be concluded that supervision and work discipline are the dominant factors in this model.

c. Hypothesis Testing

Hypothesis testing is conducted to determine whether each independent variable has a significant effect on the dependent variable. The testing criterion is that if the p-value is <0.05 , the relationship is considered significant.

Table 9: Test Hypothesis

Variables	T statistics (O/STDEV)	P values
Leadership (X1)-> Employee Performance (Y)	1,235	0.108
Supervision (X2) -> Employee Performance (Y)	2,590	0.005
Work Discipline (X3) -> Employee Performance (Y)	3,313	0.000

Data Source Processed 2025

Based on the test results, it states that leadership style (X1) has a significant effect on employee performance (Y). Based on the test results, a t-statistics value of 1.235 was obtained with a p-value of 0.108. Because the p-value is greater than 0.05, this hypothesis is rejected. This means that leadership style does not have a significant effect on employee performance in this study.

Hypothesis 2

The test results indicate that supervision (X2) has a significant effect on employee performance (Y). The test results show a t-statistic value of 2.590 and a p-value of 0.005. Because the p-value is less than 0.05, this hypothesis is accepted. This indicates that supervision has a positive and significant effect on employee performance.

Hypothesis 3

The test results indicate that work discipline (X3) has a significant effect on employee performance (Y). The test yielded a t-statistic of 3.313 and a p-value of 0.000. Since the p-value is well below 0.05, this hypothesis is accepted. Thus, work discipline has been shown to have a significant effect on improving employee performance.

RESULTS AND DISCUSSION

Leadership style has a positive and significant effect on employee performance

Based on the results of the hypothesis testing, the leadership style variable (X1) obtained a t-statistic value of 1.235 and a p-value of 0.108, which is greater than 0.05. This means that leadership style does not have a significant influence on employee performance. Although indicators such as decision-making (4.34), member involvement (4.20), and freedom of expression (4.25) showed high scores, the communication indicator actually ranked lowest with a value of 4.16. This signals that the main obstacle in leadership style in this company lies in suboptimal communication. Employees who are predominantly young generally need communicative leaders, able to convey directions openly and clearly, and encourage two-way dialogue. The lack of effective communication in leadership at PT. Jingga Syrup can lead to a lack of understanding of work goals, poorly conveyed instructions, and decreased work motivation, which ultimately is not strong enough to have an impact on improving performance. Ineffective communication can cause information to be conveyed unclearly, lead to misunderstandings, and reduce work morale. With weak communication, leadership decisions cannot be translated

optimally at the operational level, so that ultimately they do not have a significant impact on improving employee performance.

This research is supported by (Hakim, 2023) and (Kusdianto, 2022) . (Abdurokhim, 2020) stated that leadership style has a positive but insignificant effect on employee performance.

Supervision has a positive and significant effect on employee performance

The supervision variable (X2) shows a positive and significant influence on employee performance, with a t-statistic value of 2.590 and a p-value of 0.005, which means the influence is statistically significant. These results reflect that PT. Jingga Syrup has implemented a fairly effective supervision system. Indicators with high values such as setting work standards (4.20) and corrective actions (4.18) indicate the existence of clear work procedures and follow-up if deviations occur. However, the performance measurement and comparison of results with standards indicators still show a relatively low value (4.14), which indicates the need for improvements in systematic evaluation and reporting of work results. Nevertheless, the supervision carried out is sufficient to encourage employees to work according to procedures, maintain work quality, and form individual responsibility for the results of their work. Thus, the overall supervision system is able to motivate employees to work according to expectations, as well as maintain work quality and productivity.

This research is supported by (Kurniasari Rani & Rosdiana, 2023) and (Nugraha & Heliyani, 2022) which state that supervision on employee performance has a positive and significant effect.

Work discipline has a positive and significant effect on employee performance

The work discipline variable (X3) is the strongest factor in influencing employee performance at PT. Jingga Syrup, with a t-statistic value of 3.313 and a p-value of 0.000, which means it has a very significant effect. Employees demonstrate a good work attitude, especially in the indicators of awareness of responsibility (4.27) and good performance (4.25), which reflects a high work ethic and commitment to tasks. However, the value of the punctuality indicator (4.11) indicates that there is still room for improvement regarding time discipline. In the context of a manufacturing industry such as PT. Jingga Syrup, punctuality greatly influences production efficiency, so the company needs to strengthen discipline in terms of attendance, working hours, and completing tasks on time. Apart from that, overall work discipline is considered to be very important in determining employee work success and is key in achieving company targets.

This research is supported by (Dewi, 2023) and (Susanti & Aesah, 2022) Work Discipline has a significant positive influence on Employee Performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research regarding the influence of leadership style and supervision on work discipline and its implications on employee performance , it can be concluded that:

1. Leadership style did not significantly impact employee work discipline. This suggests that implementing a particular leadership style does not necessarily improve employee discipline.
2. Supervision has a significant impact on employee work discipline. The better the supervision, the more employee discipline will improve.
3. Work discipline significantly impacts employee performance. The higher the employee's discipline, the better their performance.

Research Contribution

This research is expected to provide both theoretical and practical benefits. The contributions of this research are as follows:

1. Adding to the literature in the field of human resource management, especially in medium-scale companies such as PT Jingga Syrup.
2. To provide practical input for management in formulating policies for supervision and improving work discipline.
3. To be a reference for further research to develop studies on factors that influence employee performance.

FURTHER STUDY

Every study has limitations that must be considered to inform evaluation and consideration for future research. The limitations of this study are as follows:

1. The research was only conducted at one company, namely PT Jingga Syrup, so the results cannot be generalized widely.
2. The number of samples was limited, namely 44 employees, so the representation of the research results was still limited.
3. Only three variables were used, namely leadership style, supervision, and work discipline, even though there are many other factors that can influence employee performance.
4. Data collection uses questionnaires so it is very dependent on the honesty and perception of respondents.

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