

The Effect of Work Motivation and Discipline on Employee Performance Through Leadership as A Mediating Variable

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Abstract. *Feri Ferdian. Student ID: 20402400178. The Influence of Motivation and Work Discipline on Employee Performance Through Leadership as a Mediating Variable (Case Study at PT. Bank Muamalat Indonesia, West Jakarta Region). Master of Management Program, Sultan Agung Islamic University, Semarang. A company's success can be achieved by improving its employee performance. A decline in financing disbursements at PT. Bank Muamalat Indonesia West Jakarta Region in 2024 indicates a decline in employee performance. Many factors influence employee performance, including motivation, work discipline, and leadership. This research is an explanatory research with a quantitative approach. The research population all employees PT. Bank Muamalat Indonesia West Region Jakarta totaling 117 people The sample was taken using a census technique, resulting in a sample size of 117 employees. The data collection technique used a questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results 1) Motivation has a positive and significant influence on leadership with a P-Value of $0.000 < 0.05$ and a T-Statistics value $(5.143) > 1.96$. 2) Work discipline has a positive and significant effect on leadership with a P-Value of $0.000 < 0.05$ and a T-Statistics value $(5.927) > 1.96$. 3) Motivation has a positive and significant effect on HR performance with a P-Value of $0.008 < 0.05$ and a T-Statistics value $(2.660) > 1.96$. 4) Work discipline has a positive and significant effect on HR performance with a P-Value of $0.000 < 0.05$ and a T-Statistics value $(3.809) > 1.96$. 5) Leadership has a positive and significant effect on HR performance with a P-Value of $0.000 < 0.05$ and a T-Statistics value $(4.686) > 1.96$. 6) Leadership plays a role in mediating the positive and significant influence of motivation on HR performance with a specific indirect effect P-Value of $0.001 < 0.05$ and a positive T-Statistics value $(3.420) > 1.96$. 7) Leadership plays a role in mediating the positive and significant influence of work discipline on HR performance with a specific indirect effect P-Value of $0.000 < 0.05$ and a positive T-Statistics value $(3.531) > 1.96$.*

Keywords: Employee Performance; Leadership; Mediating Variable; Work Motivation.

1. Introduction

Human resources are one of the factors that significantly influence a company's development, alongside several other factors. Human resources are a crucial company asset and need to be managed and developed to support the organization's survival and achievement of its goals (Pasaribu et al., 2020). The achievement of organizational goals is influenced by employees, who are expected to perform optimally in carrying out their duties (Fazira & Mirani, 2019). Therefore, a company's success can be achieved by improving employee performance (Rasyid, 2022).

Performance is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Husnaini & Murti, 2023). Employee performance plays a crucial role because it reflects a deep sense of satisfaction with the work performed, resulting in faster completion and better results (Okadarma, Suwena & Heryanda, 2024). High employee performance will positively contribute to the company. High-performing employees demonstrate a sense of enjoyment in working, completing tasks on time, exhibiting dynamic interactions, maximal participation, collaboration with colleagues, and innovation (Sunarni et al., 2024).

Talking about banking, PT. Bank Muamalat Indonesia Region Jakarta West is part of the national banking sector. Belief in the truth of the economy and muamalat activities that are in accordance with sharia, and public acceptance of sharia banking activities, has given PT. Bank Muamalat Indonesia Region Jakarta West the spirit to provide the best service based on four operational principles, namely: justice, partnership, openness, and universality; which are oriented towards serving all groups of society without distinguishing ethnic, religious, and racial backgrounds. Therefore, as a company, PT Bank Muamalat Indonesia Tbk Region West Jakarta also pays close attention to employee performance aspects. However, the gap phenomenon that researchers found was a decline in Financing and net profit.

Table

Total Funding, Financing, Assets, and Net Profit Report 2021 – 2024

(In billions of Rupiah)

Tahun	Funding	Financing	Asset	Laba Bersih
2021	4,829	2,178	4,834	80
2022	4,873	1,868	4,712	78
2023	5,106	1,838	5,168	79
2024	5,129	1,775	5,174	77

Source: (PT. Bank Muamalat Indonesia West Jakarta Region, 2025)

The data above concludes that total Funding and Assets have increased, but Financing has decreased annually, resulting in a decrease in net profit as well. In this case, the profitability of PT. Bank Muamalat Indonesia Region West Jakarta has generally decreased, indicating a decline in employee performance at PT. Bank Muamalat Indonesia Region West Jakarta.

Many factors influence employee performance, one of which is motivation. Motivation is a stimulus that encourages a person to carry out an activity to achieve a goal (Sutoro & Darmadi, 2024). When a goal has been achieved, the need for motivation has been properly met. Organizations need to implement motivation as a positive need for employees to achieve organizational goals (Ratnasari, 2020). Motivation is the underlying reason for an individual's actions. A person said to be highly motivated can be interpreted as having a very strong reason to achieve what they want by doing their current job (Umar, et al., 2022). Providing motivation can build and increase employee morale, thus improving employee performance (Tamami, Magi & Muslim, 2024).

Besides motivation, another factor influencing employee performance is work discipline (Rasyid, 2022). Work discipline is a tool managers use to communicate with employees to encourage them to change their behavior and to increase their awareness and willingness to comply with all company regulations (Rivai, 2018). Work discipline is also used to educate employees to comply with and appreciate existing regulations, procedures, and policies, resulting in good performance (Pertiwi & Gorda, 2019). The more disciplined employees are, the higher their performance can be achieved. Conversely, indiscipline prevents all work from being completed properly (Mane et al., 2020).

The existing literature related to the influence of motivation and work discipline on employee performance, found a research gap, where several studies show that motivation and work discipline affect employee performance (Ariesni & Asnur, 2021; Aminah, Irfan & Armelia, 2024; Pauji, Nadeak & Hartelina, 2024; Esisuarni, Alqadri & Nellitawati, 2024), on the other hand, research results were found that stated motivation and work discipline do not affect employee performance (Hidayat, 2021; Irawan, Kusjono & Suprianto, 2021; Tanjung, Romi & Firmansyah, 2023; Ulang et al, 2023).

The gap above requires a solution. This study includes leadership variables as a solution to this gap. The inclusion of leadership as a mediator is based on previous research demonstrating that leadership influences employee performance (Iwah, Irfan & Jumaidah, 2023; Alamtaha, Yantu & Padungge, 2023; Adriyanti, Latief & Bahasoan, 2023; Selvi et al., 2024).

Several previous journals have demonstrated the existence of leadership variables that can mediate work motivation and work discipline on employee performance, such as Hamdzan (2016: 65) and Haryono (2020). Leadership is how a leader influences the behavior of subordinates, so they are willing to cooperate and work productively to achieve organizational goals (Hasibuan, 2020). Leadership is an important factor in providing direction to employees, especially in today's times when everything is open, so the leadership needed is leadership that can empower its employees (Adriyanti, Latief & Bahasoan, 2023). A good leader will provide a conducive situation for employees to complete everything given to them (Iwah, Irfan & Jumaidah, 2023). The leadership's ability to innovate, the leadership's ability to conceptualize, the ability to convey the intent and purpose of communication, the leadership's ability to understand, comprehend, and take the essence of the conversation, the leadership's ability to encourage employees to work

according to their responsibilities, the leadership's ability to contribute to the successful achievement of organizational goals, the leadership's ability to supervise, and the leadership's ability to use resources can affect employee performance (Selvi et al, 2024).

2. Research Methods

The type of research used in this study is explanatory research with quantitative methods. According to Sugiyono (2018), explanatory research is a type of research that aims to explain the position of the variables studied and the influence between one variable and another. While this quantitative method is used to study predetermined populations and samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. Based on this theory, this type of explanatory research is used to examine the influence of motivation and work discipline on employee performance through leadership as a Mediating variable (Case Study at PT. Bank Muamalat Indonesia West Jakarta Region).

3. Results and Discussion

3.1. Data Collection Description

The respondents in this study were employees of PT. Bank Muamalat Indonesia, West Jakarta Region. Data collection using a questionnaire was distributed using Google Forms. The results of the questionnaire distribution in this study are shown in the table below:

Table Data Distribution Results

Information	Amount
Questionnaires distributed	117
Returned questionnaire	117
Processable questionnaire	117

Source: Processed primary data (2025)

Variable Description

Description of intended variablesForinterpreting respondents' responses based on the results obtained from the answers of 117 respondents to the measuring indicators for each variable (motivation, work discipline, leadership and HR performance) whether they are in the medium, low or high category.

1. Employee Motivation Description

Table Description of Employee Motivation

Indicator	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		Index Value (Category)
	f	%	f	%	f	%	f	%	f	%	
Physical needs	3	2.6	13	11.1	11	9.4	51	43.6	39	33.3	78.78 (Tall)
The need for safety and security	3	2.6	12	10.3	16	13.7	53	45.3	33	28.2	77.30 (Tall)
Social needs	5	4.3	10	8.5	16	13.7	53	45.3	33	28.2	76.92 (Tall)

Indicator	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		Index Value (Category)
	f	%	f	%	f	%	f	%	f	%	
The need for recognition according to one's abilities	4	3.4	13	11.1	18	15.4	47	40.2	35	29.9	76.42 (Tall)
Average											77.38 Tall

Based on table,showthat the respondents' responses regardingmotivationThe average index value was 77.38, indicating that employees of PT. Bank Muamalat Indonesia, West Jakarta Region, are highly motivated. Respondents' responses regarding physical needs were the highest indicator, with an index value of 78.78 (high). This indicates that employees of PT. Bank Muamalat Indonesia, West Jakarta Region, are highly motivated.Work enthusiasm is the desire to earn a salary to meet living expenses. Furthermore, the response regarding the need for recognition commensurate with one's abilities achieved an index score of 76.42, the lowest indicator in this variable, but still in the high category. This indicates that employees of PT. Bank Muamalat Indonesia, West Jakarta Region, receive sufficient recognition for their performance.

2. Description of Employee Work Discipline

Table Description of Employee Work Discipline

Indicator	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		Index Value (Category)
	f	%	f	%	f	%	f	%	f	%	
Attendance rate	4	3.4	11	9.4	13	11.1	61	52.1	28	23.9	76.68 (Tall)
Working procedures	2	1.7	13	11.1	17	14.5	60	51.3	25	21.4	75.92 (Tall)
Obedience to superiors	4	3.4	11	9.4	14	12	59	50.4	29	24.8	76.76 (Tall)
Work awareness	1	0.9	17	14.5	10	8.5	57	48.7	32	27.4	77.44 (Tall)
Responsibility	4	3.4	14	12	20	17.1	58	49.6	21	17.9	73.32 (Currently)
Average											75.86 Tall

Based on table,showthatresponserespondents regardingwork disciplinehas an average index value of 75.86, indicating that employees of PT. Bank Muamalat Indonesia, West Jakarta Region, have high work discipline. Respondents' responses regarding work awareness were the highest indicator, with an index value of 77.44 (high). This indicates that employees of PT. Bank Muamalat Indonesia, West Jakarta Region, feel thatWork is a part of oneself that must be carried out consciously. Furthermore, the response regarding responsibility received an index score of 73.32 (moderate), making it the lowest indicator in this variable. This indicates that employees of PT. Bank Muamalat Indonesia, West Jakarta Region, have not yet been able to fully take responsibility for their job descriptions.

3. Leadership Description

Table Leadership Description

Indicator	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		Index Value (Category)
	f	%	f	%	f	%	f	%	f	%	
Analytical skills	1	0.9	15	12.8	19	16.2	60	51.3	22	18.8	74.86 (Tall)
Communication skills	5	4.3	10	8.5	16	13.7	62	53	24	20.5	75.38 (Tall)
Courage	6	5.1	11	9.4	21	17.9	61	52.1	18	15.4	72.60 (Currently)
Hearing ability	5	4.3	13	11.1	12	10.3	64	54.7	23	19.7	74.94 (Tall)
Firmness	3	2.6	14	12	14	12	57	48.7	29	24.8	76.28 (Tall)
Average											74.80 Tall

Based on table, show that response respondents regarding leadership has an average index value of 74.80, indicating that PT. Bank Muamalat Indonesia, West Jakarta Region, has a high level of leadership. Respondents' responses regarding assertiveness were the highest indicator, with an index value of 76.28 (high). This indicates that the leadership at PT. Bank Muamalat Indonesia, West Jakarta Region, assertiveness in resolving internal conflicts. Furthermore, the response regarding courage received an index score of 72.60 (moderate), the lowest indicator in this variable. This indicates that the leadership of PT. Bank Muamalat Indonesia, West Jakarta Region, lacks the courage to make appropriate and swift decisions.

After conducting a model evaluation and finding that each construct has met the validity and reliability requirements, the next step is to evaluate the structural model which includes model fit, R^2 and F^2 with the following results:

Hypothesis Testing

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. The stability of the estimates is tested using the t-statistic through a bootstrapping procedure.

Direct Effect Hypothesis Test

The basis for hypothesis testing in this study is the value of the path coefficient. The path coefficient results for structural model testing are obtained by comparing the p-value with alpha (0.005) or a t-statistic (>1.96). **The path coefficient results can be seen in the following table:**

Table. Path Coefficient

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H1	Motivation -> HR Performance	0.209	2,660	0.008	H1 accepted
H2	Work Discipline -> HR Performance	0.333	3,809	0.000	H2 accepted

Based on the data presented in table above, it can be seen that the two hypotheses proposed in this study are explained as follows:

a. The Influence of Motivation on HR Performance

The results of the hypothesis test show that the P-values that determine the influence of motivation on HR performance are $0.008 < 0.05$ and the T-Statistics value $(2.660) > 1.96$. Meanwhile, the original sample has a value of 0.209 (positive). These results support the first hypothesis, namely that motivation has a positive and significant effect on HR performance, meaning H1 is accepted.

b. The Influence of Work Discipline on HR Performance

The results of the hypothesis test show that the P-values that determine the influence of work discipline on HR performance are $0.000 < 0.05$ and the T-Statistics value $(3.809) > 1.96$. Meanwhile, the original sample has a value of 0.333 (positive). These results support the second hypothesis, namely that work discipline has a positive and significant effect on HR performance, meaning H2 is accepted.

3.1.1. Indirect Effect Hypothesis Test (Mediation Effect)

The results of testing the hypothesis of indirect influence through leadership as a mediating variable were carried out by looking at the results of the specific Indirect Effect which can be presented in the following table:

Table. Specific Indirect Effects

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H3	Motivation -> Leadership -> HR Performance	0.174	3,420	0.001	H3 is accepted
H4	Work Discipline -> Leadership -> HR Performance	0.208	3,531	0.000	H4 accepted

Based on the data presented in table above, it can be seen that the two hypotheses proposed in this study are explained as follows:

a. The Role of Leadership in Mediating the Influence of Motivation on HR Performance

The results of the hypothesis test show that the P-Values specific indirect effect is $0.001 < 0.05$ and the T-Statistics value is positive $(3.420) > 1.96$ with the original sample value of 0.174 (positive). These results support the third hypothesis, namely that leadership plays a role in mediating the positive and significant influence of motivation. on HR performance.

b. The Role of Leadership in Mediating the Influence of Work Discipline on HR Performance

The results of the hypothesis test show that the P-Values specific indirect effect is $0.000 < 0.05$ and the T-Statistics value is positive $(3.531) > 1.96$ with the original sample value of 0.208 (positive). These results support the fourth hypothesis, namely that leadership plays a role in mediating the positive and significant influence of work discipline. on HR performance.

3.2. The Influence of Motivation on HR Performance

Results Research shows that motivation has a positive and significant effect on HR performance. This indicates that the higher the motivation, the higher the HR performance. This means that motivated employees tend to perform better, while less motivated employees tend to experience decreased performance. Motivation helps employees be more productive and effective in carrying out their duties.

Motivation is anything that creates enthusiasm or work drive so that the strength or weakness of an employee's work motivation will determine their performance (Indy & Handoyo, 2018). Motivation within individual employees stems from fundamental needs within the company. Nguyen et al. (2020) state that several factors underlie motivation, including recognition from the company, attention from the company for good performance, and awards as a form of appreciation for good performance. Motivated employees tend to be more productive, produce more, and make greater contributions to the organization.

Motivation is crucial because it serves as a driving force for human resources to improve their performance (Devi, Septiandika & Tantri, 2023). Employees with good work motivation will carry out every task assigned to them to the best of their ability and utilize all their abilities to complete it (Ekawaty, Oktaviani, & Asri, 2023). If an agency provides appropriate motivation to employees, their work performance will automatically improve. This is as stated by Siagian (2018), who stated that with the right motivation, employees will be encouraged to do their best in carrying out his duties. High motivation can encourage employees to work harder, more effectively, and achieve better results, which ultimately contributes to improving the overall performance of the organization (Rahmawati & Suktoni, 2024).

The results of this study are in line with research conducted by Suparman, Jajang & Wahyudin (2023); Hendri (2022); Norkhalisah, Budiman & Noorrahman (2024); Septiadi, Marnisah & Handayani (2020) which states that Motivation has a significant influence on HR performance. This can be interpreted as Human resource performance will improve if there is motivation, and vice versa. If employees are not motivated, it will result in poor performance. With work motivation, it is easier to see the good performance that is expected in this institution.

The results of this study can be concluded that motivation is a crucial factor in improving human resource performance in a company. If motivation is continuously encouraged to improve, employees will naturally be able to work according to their respective duties. Conversely, if motivation is unstable, lazy, undisciplined, or lacks work enthusiasm, it will impact human resource performance. Therefore, companies need to continuously improve employee motivation to boost productivity and performance across all components.

3.2.1. The Influence of Work Discipline on HR Performance

Results Research shows that work discipline has a positive and significant effect on HR performance. This shows that The higher the level of work discipline, the better the

resulting human resource performance. A high level of discipline can increase work productivity, job quality, and job satisfaction, thereby improving overall human resource and company performance.

Discipline is one of the most important functions of HR management, which is key to achieving a goal. Without good discipline, it will be difficult to achieve a goal optimally (Hasibuan, 2020). Discipline will create a healthy and balanced work environment because each employee carries out their roles, functions, and responsibilities in accordance with applicable regulations, so that employees will work effectively and efficiently, avoiding wasted time and energy. Good work discipline will support the achievement of company goals, as disciplined employees tend to be more compliant with regulations, more productive, and more responsible (Rarung, Aeros & Tatimu, 2021). By improving work discipline, companies can increase productivity, work quality, and employee work ethic, thereby creating a more harmonious and productive work environment. This means that the higher the level of employee work discipline, the higher their performance, and vice versa.

Work discipline is very important for companies, because work discipline is a tool used to train employee personalities to produce maximum performance (Istiqomah & Suhartini, 2020). High discipline essentially improves work quality and productivity, thereby achieving desired performance. Work discipline helps employees follow established procedures and regulations, thereby reducing the risk of errors in their work. Implementing work discipline is not only beneficial for achieving organizational goals but also for encouraging and motivating employees, thereby fostering work enthusiasm and passion (Tyas & Sunuharyo, 2018). Therefore, employees who work in a disciplined manner and adhere to the organization's regulations and vision and mission will perform well.

Several studies have shown a significant positive relationship between work discipline and employee performance. This means that the higher an employee's work discipline, the higher their performance. Research result This is in line with research conducted by Rarung, Areros & Tatimu (2021); Hidayat & Suryani (2024); Mu'ah, Firdawati & Mas'adah (2023); Ariesni & Asnur (2021); Anwar, Pakya & Mendo (2022) which states that Work discipline has a significant influence on HR performance.

3.2.2. The Role of Leadership in Mediating the Influence of Motivation on HR Performance

Results Research shows that leadership plays a role in mediating the positive and significant influence of motivation on HR performance. This shows that effective leadership can increase employee motivation, which in turn positively impacts their performance. A good leadership style can create a conducive work environment, provide clear direction, and motivate employees to achieve organizational goals.

Leadership is how a leader influences the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals (Hasibuan, 2020). Leadership plays an important role in improving employee motivation and performance. (Adriyanti, latief & Bahasoan, 2023). A good leader is able to create a conducive environment for employees to complete whatever tasks are assigned to them (Iwah, Irfan &

Jumaidah, 2023). Furthermore, A good leader can create a positive work environment, provide clear direction, and provide the support employees need to achieve goals, thereby sparking motivation and improving performance. (Okadarma, Suwena & Heryanda, 2024).

According to research Priyanto, Sucandrawati & Yusmini (2023), A good leadership style can influence employee motivation, performance, and success. In this case, the role of a leader who is able to encourage employees to work according to their responsibilities, the leader's ability to contribute to the successful achievement of organizational goals, the leader's ability to supervise, and the leader's ability to utilize resources can influence employee performance (Selvi et al., 2024). A good leader can provide clear direction, inspire, and motivate employees to achieve organizational goals. By paying attention to and encouraging high motivation and building effective leadership, organizations can create a work environment that enables optimal employee performance (Irwansyah et al., 2019).

Effective leadership can stimulate employee motivation, and high motivation, in turn, improves employee performance. Therefore, developing effective leadership and understanding how to motivate employees is key to improving overall organizational performance. The results of this study are in line with research by Okadarma, Suwena and Heryanda (2024); This finding suggests that leadership plays a role in mediating the positive and significant influence of motivation on performance. These findings are also supported by research by Maryati et al., 2021 and Irvansyah et al., 2019, which found that motivation can mediate the influence of leadership on employee performance.

3.2.3. The Role of Leadership in Mediating the Influence of Work Discipline on HR Performance

Results Research shows that leadership plays a role in mediating the positive and significant influence of work discipline on HR performance. This indicates Good leadership can create a work environment that supports discipline, thereby improving employee performance.

Leadership style is a method used by a leader to influence the behavior of others (Kaswan, 2020). Leadership style will determine employee work discipline, thereby achieving maximum performance. (Husnaini & Murti, 2023) A good leader who is able to provide clear direction, provide constructive feedback, and create a positive work environment will encourage employees to be disciplined in their work (Ali & Simamora, 2022). Leaders who provide motivation, support, and development opportunities to employees can improve their discipline and, ultimately, their performance. Effective leaders can create an organizational culture that supports work discipline. (Rosalina & Wati, 2020).

Work discipline is a factor that can influence leadership which will ultimately improve employee performance. Good work discipline, such as adhering to work rules and standards, will improve performance, and a supportive leadership style contributes to improved discipline and performance. High levels of obedience ultimately lead to better task completion (Likdanawati, 2018). High levels of discipline lead to improved leadership (Candana et al., 2020). High levels of discipline, which arise from a strong internal drive, will lead to improved work performance (Saputra, Bagia, & Suwendra, 2016). Leadership

ultimately serves as a bridge or mediator between work discipline and performance (Sucipto & Rauf, 2021). Good leadership fosters employee discipline, which ultimately improves employee performance.

In linewith the research conductedby Wijaksana and Lestari (2024), thatLeadership plays a role in mediating the positive and significant influence of work discipline on HR performance. Previous research by Susanty and Baskoro (2018) in their research showed that there is a positive influence between leadership style and work discipline and employee performance. This indicates thatThe better a person's leadership, the more employee work discipline will increase, which in turn will improve employee performance.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn:

1. Motivation has a positive and significant effect on HR performance, meaning that the better the motivation applied to the organization, the more it will improve HR performance.
2. Work discipline has a positive and significant effect on HR performance, meaning that the higher the work discipline, the better the HR performance.
3. Leadership plays a role in mediating the positive and significant influence of motivation on HR performance, meaning that effective leadership can increase employee motivation, and ultimately have a positive impact on improving performance.
4. Leadership plays a role in mediating the positive and significant influence of work discipline on HR performance, meaning that the better a person's leadership, the better the employee's work discipline will be, which in turn will improve employee performance.

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