

The Influence of Work Discipline and Leadership Style on Employee Performance Through Work Effectiveness

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Abstract

This research aims to analyze the influence of work discipline and leadership style on employee performance through work effectiveness. Research was conducted on employees of PT. Elektrindo Sarana Abadi. The sampling technique used saturated sampling with a total of 60 respondents. The research uses Structural Equation Modeling (SEM) using smartPLS 4.0. The research results show that work discipline has a positive and significant influence on work effectiveness. Leadership style has no effect on work effectiveness. Work discipline has a significant positive effect on employee performance. Leadership style has no effect on employee performance. Work effectiveness has a positive and significant influence on employee performance. Work discipline influences employee performance through work effectiveness. Leadership style does not affect employee performance through work effectiveness.

Keywords

work discipline, leadership style, work effectiveness, employee performance

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INTRODUCTION

Optimal performance improvement and utilization of employee human resource potential to build company goals that have a positive impact on organizational development are two ways to achieve high employee performance (Rahayuni et al., 2022). The company will progress if its employees perform better, therefore leaders must identify the right leadership philosophy for the business while trying to improve employee performance. The research will be conducted at PT. Elektrindo Sarana Abadi, PT. Elektrindo Sarana Abadi has been established since 2012 and is engaged in the electricity sector which focuses on selling components and assembling electrical panels with a sales market for PLN. In 2014, its subsidiary, PT. Maxindo Energitama, was established with the same field, only different in its sales market. PT. Maxindo Energitama focuses on the private sector, namely contractors, consultants, panel builders, and retail stores. Both companies are domiciled in Jakarta, the head office is in North Jakarta, and the warehouse and workshop are in East Jakarta. In 2024, it inaugurated the opening of a branch office in Surabaya which was named PT. Maxindo Energitama Perkasa and focuses on developing the private market with the eastern part of Indonesia. This company provides goods that are sold as imports and for the PLN market there is a mixture of imports and local content produced in the company's workshop.

Problems regarding human resources at PT. Elektrindo Sarana Abadi often occur. The main problem is regarding poor employee discipline. For example, many employees are often late and many employees often ask for permission not to come to work because of less assertive management. The existence of problems with human resources in the company is certainly interesting to conduct research on whether this affects the level of work effectiveness and employee performance or not. Factors that can affect employee performance in this study are work discipline and leadership style.

Work discipline in employee work is very good for work process activities by carrying out supervision and supervision according to the existing system, where the work system uses employee assessments according to established procedures (Astuti & Aryati, 2021). Thus, the performance of an employee will increase with increasing work discipline and vice versa (Iptian et al., 2020). However, it is not in line with the research of Muna & Isnowati, (2022) which shows that work discipline has no effect on employee performance. In addition, leadership style is very important to improve employee performance. Because to be able to manage an organization effectively in this case, leaders must be able to set an example for their subordinates and be able to realize their vision and goals in serving the community. Research by Erri et al. (2021) states that leadership style is an important factor in improving the quality and quantity of employee performance, therefore it is very influential if leaders do not motivate their employees to work

harder, by giving awards (rewards) to employees, so that employee performance will increase and the relationship between leaders and employees will be closer. However, it is not in line with research (Araffat et al., 2020) which shows that leadership style (directive, participatory, supportive) does not have a significant effect on employee performance. Previous research has shown inconsistent results, so further research is needed to fill the existing gap. The renewal of this research is by adding work effectiveness as an intervening variable. When a target has been set, effectiveness is a condition that shows how much management has achieved its targets, both in terms of quality, quantity, and time (Syam, 2020). So based on the phenomena, research gaps, and updates made, this study will further examine the influence of work discipline and leadership style on employee performance directly and indirectly through work effectiveness.

Employee performance is a multifaceted concept that involves managing both individual and team outputs to meet organizational objectives. Dessler (2015) describes performance management as a continuous process that seeks to improve employee outcomes by aligning them with company goals. According to Mangkunegara (2016), employee performance reflects the quality and quantity of work produced in line with assigned tasks. Zysman and Costinot (2022) emphasize the personal nature of performance, noting that it varies according to individual motivations and values. When job responsibilities align with employees' preferences, their performance often improves, demonstrating the importance of personalized task alignment in achieving company standards.

Work effectiveness, another critical dimension, measures an organization's success in meeting its objectives. Mardiasmo (2017) highlights effectiveness as a key metric for evaluating goal achievement quality, while Beni (2016) expands this view by associating effectiveness with the alignment of organizational outputs, policies, and processes with set objectives. High effectiveness levels indicate a strong relationship between efforts and results. Rahayuni et al. (2022) further define work effectiveness as the ability to complete tasks on schedule, influenced by factors such as cost efficiency, task completion methods, and overall work quality, all of which ensure that organizational goals are consistently met.

Work discipline serves as a foundational element in promoting consistent adherence to organizational standards. According to Singodimedjo, as cited by Edy (2016), discipline is an individual's willingness to follow established norms within their environment. Hasibuan (2012) adds that discipline reflects employees' commitment to both organizational and social norms. Rumondang and Nawangsari (2020) describe discipline as a behavioral commitment to abide by written and unwritten policies, which facilitates both productivity and efficiency. These perspectives underscore that discipline is not just about compliance but also an internalized commitment to meet organizational standards effectively.

Leadership style plays a pivotal role in influencing employees' approach to their work. Hidayat (2018) suggests that effective leadership involves guiding subordinates to enhance both personal and organizational performance. According to Araffat et al. (2020), leadership is about attentiveness, encouragement, and inclusiveness, allowing employees to participate in decision-making and problem-solving. By promoting a supportive and collaborative environment, leaders foster a cohesive team dynamic that enhances performance outcomes, illustrating the critical role leadership plays in organizational success.

Research into the impact of work discipline shows that it is vital for achieving organizational goals, as it directly influences individual job performance. Nasution (2021) explains that discipline drives employees to work more effectively, aligning with studies by Sobirin and Suwarsi (2022) and Fianta et al. (2021), which confirm the significant role of work discipline in improving work effectiveness. Employees with strong discipline are more likely to adhere to schedules, meet targets, and contribute meaningfully to their organization's success. Thus, disciplined behaviors create a productive work environment that supports overall organizational objectives.

Leadership style also contributes to work effectiveness by promoting employee engagement and high productivity. Nasution (2021) and Nurpati (2020) emphasize that effective leadership can inspire employees to perform their tasks well and reach high-quality outcomes. Leaders who can guide, support, and motivate their teams create an environment where employees reach their full potential. By fostering a sense of purpose and shared goals, leadership becomes a powerful tool for enhancing productivity and organizational performance, illustrating how leadership style is a central factor in achieving effectiveness.

Work effectiveness mediates the relationships between work discipline, leadership style, and employee performance. Studies by Muna and Isnowati (2022) indicate that work discipline alone may not always impact performance directly, suggesting that effectiveness is an important intermediary. Effectiveness, as Syam (2020) explains, reflects how well an organization meets its targets concerning quality, quantity, and timeliness, enhancing employee performance when high standards are met. Similarly, although Araffat et al. (2020) found no direct relationship between leadership style and performance, work effectiveness can bridge this gap, reinforcing the idea that effectiveness acts as a mediator in these relationships, guiding disciplined and well-led teams toward better performance outcomes.

METHODS

This study uses quantitative techniques to investigate causal relationships, often referred to as causal relationships. Sugiyono (2019:14) defines quantitative methods as research techniques based on positivism, applied to study certain populations or samples, data collection

through research instruments, and statistical or quantitative data analysis with the aim of verifying pre-existing hypotheses. The causal relationship of this study between leadership style and work discipline on employee work effectiveness and performance. The variables in this study have several indicators, the indicators are as follows:

Table 1. Research Indicators

No	Variabel	Indikator	Sumber
1	Employee Performances	1. Quantity of work results 2. Quality of work results 3. Efficiency in carrying out tasks 4. Work discipline 5. Initiative 6. Accuracy 7. Leadership 8. Honesty 9. Creativity	Afandi (2018:89)
2	Work Effectiveness	1. Quality of Work 2. Quantity of Work 3. Time Utilization	Hasibuan (2020:132)
3	Work Discipline	1. Goals and capabilities 2. Leadership role models 3. Rewards 4. Justice 5. Inherent Supervision (Waskat) 6. Punishment sanctions 7. Firmness Human relations	Hasibuan (2020:43)
4	Leadership Style	1. Nature 2. Habits 3. Communication	Kartono (2019:39)

In order for the data to be interpreted, it must be processed and analyzed first. This process, called analysis techniques, makes it easier for researchers to read and understand data as a basis and reference in making decisions. The purpose of analysis techniques is to provide information that researchers can use for research purposes. SmartPLS software will be used to process data for this study.

RESULTS AND DISCUSSION

Measurement Model Analysis (Outer Model)

The convergent validity test has a loading factor value of >0.70 and an Average Variance Extract (AVE) value of > 0.50 . So it is concluded that all constructs of this study have valid values. The results of the reliability test can be seen in the following Table 2.

Table 2. Validity and Reliability Test Results

<i>Variables</i>	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
<i>Work Discipline</i>	0.874	0.900
<i>Leadership Style</i>	0.956	0.964
<i>Work Effectiveness</i>	0.875	0.908
<i>Employee Performances</i>	0.880	0.904

Based on table 2, the reliability test has a composite reliability value greater than 0.70 and a Cronbach alpha value > 0.60, so it is concluded that the variables in this study can be declared reliable.

Structural Model Analysis (Inner Model)

R-Square

The results of the R-square test in this study can be seen in the table below:

Table 3. R-square Test Results

Variable	R-square	R-square adjusted
Work Effectiveness	0.487	0.469
Employee Performances	0.784	0.772

The R-square results presented in Table 3 indicate that the work effectiveness variable has an R-square value of 0.487. This suggests that the variables of work discipline and leadership style account for 48.7% of the variance in work effectiveness, while the remaining 51.3% is influenced by other factors not examined in this study. Additionally, the R-square value for employee performance is 0.784, implying that work discipline, leadership style, and work effectiveness collectively explain 78.4% of the variation in employee performance. The remaining 21.6% can be attributed to other factors outside the scope of this research. These findings highlight the substantial impact of discipline, leadership style, and effectiveness on performance, while also indicating room for additional influences.

F-Square

The results of the F-square test can be seen in the following table:

Table 4. F-square Test Results

Variable	Work Effectiveness	Employee Performances
Work Discipline	0.418	0.166
Leadership Style	0.007	0.010
Work Effectiveness		1.095
Employee Performances		

Based on Table 4, the independent variable of work discipline has a strong influence (0.418) on the effectiveness of work, while the independent variable of leadership style has a weak influence (0.007) on work effectiveness. Additionally, work discipline has a moderate influence (0.166) on employee performance, and leadership style again shows a weak influence (0.010) on employee performance. Furthermore, work effectiveness has a strong influence (1.095) on employee performance.

Q-Square

The results of the test indicate the following:

Table 5. Q-square Test Results

Variable	CV Commuality	CV Redundancy
Work Discipline	0.391	
Leadership Style	0.714	
Work Effectiveness	0.475	0.289
Employee Performances	0.399	0.377

The research findings, as shown in Table 5, demonstrate that the Q-square values for all variables are greater than 0, indicating that the model has predictive relevance. This study provides evidence of the model's predictive validity, allowing us to conclude that the model is appropriate or a good fit, as all latent variables have positive cross-validation redundancy and communality values greater than 0.

Hypothesis Results

The findings of this study indicate that Figure 1. The significance test results for each hypothesis are presented in the table below, illustrating how the SmartPLS outputs were obtained Table 6.

The results of hypothesis testing reveal several key relationships between work discipline, leadership style, work effectiveness, and employee performance. First, hypothesis testing indicates that work discipline has a positive and significant impact on work effectiveness, with a path coefficient of 0.639 and a p-value of 0.000 ($p < 0.05$). This result supports the idea that higher levels of work discipline enhance work effectiveness, leading to the rejection of H0 and acceptance of H1. In contrast, leadership style was found to have a positive but statistically insignificant effect on work effectiveness, as shown by a path coefficient of 0.082 and a p-value of 0.315 ($p > 0.05$), leading to the acceptance of H0 and rejection of H2. This suggests that, within this study's context, leadership style does not significantly influence work effectiveness on its own. Further testing reveals that work discipline also has a positive and significant effect on employee performance, demonstrated by a path coefficient of 0.312 and a p-value of 0.002 ($p <$

0.05). This result leads to the rejection of H0 and acceptance of H3, confirming that employee performance improves with higher levels of discipline. Conversely, leadership style showed no significant effect on employee performance, as indicated by a negative path coefficient of -0.065 and a p-value of 0.251 ($p > 0.05$). Consequently, H0 is accepted and H4 is rejected, suggesting that leadership style alone does not directly affect employee performance in this context.

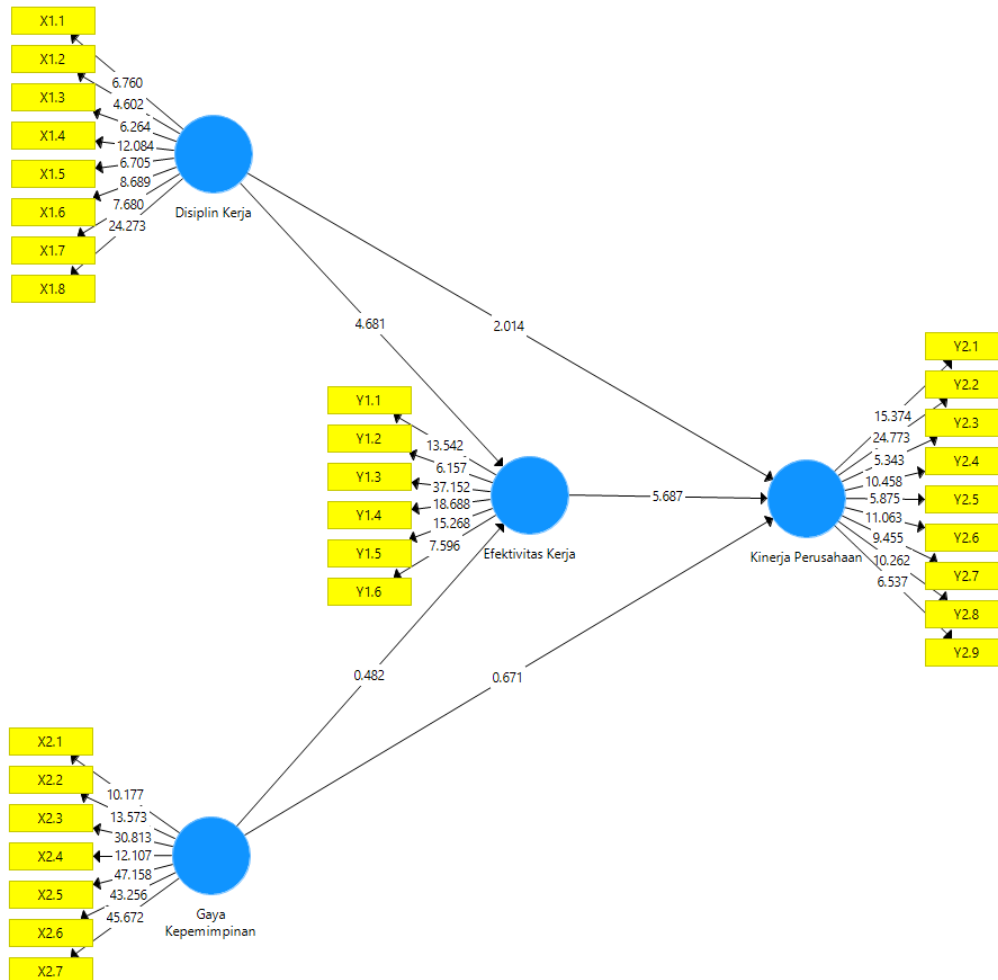


Figure 1 Bootstrapping Test Result

The study further finds that work effectiveness has a positive and significant influence on employee performance, supported by a path coefficient of 0.680 and a p-value of 0.000 ($p < 0.05$). This leads to the rejection of H0 and acceptance of H5, indicating that greater work effectiveness is strongly associated with improved employee performance. Additionally, it was found that work discipline affects employee performance indirectly through work effectiveness, as shown by a path coefficient of 0.434 and a p-value of 0.000 ($p < 0.05$). This result rejects H0 and accepts H6, highlighting that disciplined employees achieve better performance partly due to their enhanced work effectiveness. Finally, the results show that leadership style does not impact employee

performance through work effectiveness, with a path coefficient of 0.056 and a p-value of 0.319 ($p > 0.05$), leading to the acceptance of H0 and rejection of H7. This suggests that leadership style lacks an indirect effect on employee performance when mediated by work effectiveness. Collectively, these findings emphasize the critical roles of work discipline and work effectiveness in influencing employee performance, while leadership style appears to have a limited impact in this specific study setting.

Table 6. Significance Test Results

	Original Sample (O)	Sample Mean (M)	Std Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline → Work Effectiveness	0.639	0.652	0.137	4.681	0.000
Leadership Style → Work Effectiveness	0.082	0.086	0.170	0.482	0.315
Work Discipline → Employee Performance	0.312	0.328	0.155	2.014	0.022
Leadership Style → Employee Performance	-0.065	-0.067	0.097	0.671	0.251
Work Effectiveness → Employee Performance	0.680	0.673	0.120	5.687	0.000
Work Discipline → Work Effectiveness → Employee Performance	0.434	0.438	0.119	3.665	0.000
Leadership Style → Work Effectiveness → Employee Performance	0.056	0.059	0.118	0.471	0.319

Discussion

The findings reveal that work discipline has a strong, positive, and significant impact on work effectiveness, as evidenced by a path coefficient of 0.639 and a p-value of 0.000 ($p < 0.05$). This suggests that employees who exhibit greater discipline tend to work more effectively, aligning with Nasution's (2021) view that discipline signifies an employee's commitment and enthusiasm for their job, which in turn boosts productivity. High levels of discipline create a proactive workplace culture where employees are motivated to meet and even surpass expected performance standards.

Conversely, the results show that leadership style, though positively associated with work effectiveness, has an insignificant impact, with a path coefficient of 0.082 and a p-value of 0.315 ($p > 0.05$). This outcome contrasts with the assertions of Nasution (2021) and Nurpati (2020), who propose that effective leadership is essential for maximizing work effectiveness by fostering motivation and driving high performance. However, in this context, leadership style alone does not play a decisive role in enhancing work effectiveness, indicating that other factors may be more influential in achieving organizational goals and optimizing employee output.

The analysis further indicates that work discipline has a significant positive effect on employee performance, supported by a path coefficient of 0.312 and a p-value of 0.002 ($p < 0.05$).

This suggests that disciplined employees are more likely to perform well, a finding that resonates with the conclusions of Rumondang and Nawangsari (2020), who emphasize discipline as a key factor in employee performance. Iptian et al. (2020) reinforce this perspective, noting that as an employee's discipline increases, so too does their performance, leading to a continuous cycle of productivity and commitment, benefiting both the individual and the organization.

In contrast, leadership style appears to have no significant effect on employee performance, as shown by a negative path coefficient of -0.065 and a p-value of 0.251 ($p > 0.05$). This finding aligns with the research by Araffat et al. (2020), which also observed no direct connection between leadership style and performance outcomes. Although Erri et al. (2021) argue that leadership style can enhance both the quality and quantity of employee output, this study suggests that any influence leadership style might have on performance may be indirect or dependent on specific contexts rather than universally applicable.

Additionally, the study highlights that work effectiveness has a significant and positive impact on employee performance, with a path coefficient of 0.680 and a p-value of 0.000 ($p < 0.05$). This finding underscores that effective work practices significantly enhance performance, supporting Basri and Aarsal's (2022) assertion that performance is bolstered by increased service quality, productivity, innovative and creative contributions, and the efficient use of information technology to streamline tasks and improve work outcomes.

The results also indicate that work discipline positively impacts employee performance through its effect on work effectiveness, with a path coefficient of 0.434 and a p-value of 0.000 ($p < 0.05$). This demonstrates that discipline not only directly enhances performance but also does so indirectly by improving work effectiveness. Syam (2020) notes that effectiveness reflects the degree to which organizational goals are met in terms of quality, quantity, and timeliness, which in turn reinforces the positive link between discipline and performance.

Finally, leadership style does not appear to impact employee performance indirectly through work effectiveness, as indicated by a path coefficient of 0.056 and a p-value of 0.319 ($p > 0.05$). This outcome suggests that, despite its role in shaping workplace culture, leadership style does not significantly affect performance when mediated by work effectiveness. This finding highlights that while leadership may influence certain aspects of the work environment, it does not serve as a consistent predictor of performance outcomes in this specific study context.

CONCLUSION

Work discipline has a positive and significant effect on work effectiveness. Leadership style does not influence work effectiveness. Additionally, work discipline significantly impacts employee performance, while leadership style does not affect employee performance. Work effectiveness has a positive and significant influence on employee performance. Furthermore,

work discipline affects employee performance through work effectiveness, whereas leadership style does not influence employee performance via work effectiveness. The results indicate that leadership style does not affect work effectiveness and overall company performance. Future research is recommended to explore leadership using different indicators.

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