

The Influence of Leadership and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable: Case Study at PT. Masaji Tatanan Kontainer Indonesia Medan Branch

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ABSTRACT

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The purpose of this study was to determine and analyze the effect of leadership on employee performance, the influence of work discipline on employee performance, the influence of leadership on work motivation, the influence of work discipline on work motivation, the influence of work motivation on employee performance, the influence of leadership on employee performance through work motivation, and the effect of work discipline on employee performance with motivation. This research uses associative research with a sample of 46 respondents who are employees of PT. Masaji Tatanan Kontainer Indonesia Medan Branch. Data collection techniques used interviews and lists of statements such as questionnaires and data analysis techniques using Partial Least Square (SmartPLS) to test the seven hypotheses proposed in this study. In summary, the research findings indicate that leadership and work discipline both play significant roles in influencing employee performance and work motivation. Furthermore, work motivation serves as a key intermediary factor in the relationship between leadership, work discipline, and employee performance

Keywords: Leadership; Work Discipline; Work Motivation; and Employee Performance

INTRODUCTION

Every company certainly has goals to achieve. To be able to achieve the desired goals, every company must have adequate resources, namely human resources. Human resources are an important asset in a company, therefore the performance of human resources must be improved in order to cause the company to develop. Performance is a benchmark for achieving organizational goals. All existing human resource potential greatly influences the organization's efforts to achieve its goals. To improve employee performance in an organization, one way is to provide training and development programs to its employees. Human resources are the only resources that have reason, feelings, skills, knowledge and creativity. Like each person's role in their environment which cannot be separated from their attitude of development and the potential that exists within them to develop the environment, foster and improve the welfare of society in a sustainable manner. The function of human resources is generally to increase productivity in supporting the organization to be more competitive and achieve goals. Factors that influence employee performance are ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline (Kasmir, 2016). One of the factors that influences employee performance is leadership. The role of leaders really needs to be considered for the progress of an organization or agency because leaders are a key resource in any organization. Another factor that influences employee performance is work discipline. According to Astuti, R., & Lesmana (2018), work discipline is a form of employee effort that tries to improve and shape employee knowledge, attitudes and behavior so that the employee's behavior voluntarily tries to work cooperatively with other employees and improves work performance. In an organization, a leader's leadership style is an important thing to pay attention to. Leadership style is a process by which someone can influence or encourage people to achieve common goals and can manage a group for organizational goals. Leadership in an organization is required to be able to make individuals in the organization they lead behave in accordance with what the leader wants to achieve organizational goals. High work discipline will increase the speed at which a company's goals are achieved because discipline plays an important role in increasing employee achievement and performance. Vice versa, low work discipline will slow down and hinder the company's achievements. A disciplined person tends to work in accordance with existing obligations and regulations with obedience and supported by full awareness. PT. Masaji Tatanan Kontainer Indonesia (MTKI) is a company that provides services for storing empty containers, cleaning, washing, maintenance and repair, as well as reefer containers. In an effort to survive the company, of course adequate human resources are needed. Based on initial observations of research objects at PT. Masaji Tatanan Kontainer Indonesia Medan Branch, employee performance has not been effective and optimal, this is due to too much employee workload and there are still many employees who do not pay attention to the regulations that have been made. Specifically problems related to leadership at PT. Masaji Tatanan Kontainer Indonesia Medan Branch Order has not been running effectively. Judging from the role of leaders, there is a lack of communication and lack of promptness in providing direction to employees, so that many employees are undisciplined and there is still a lack of direct supervision from leaders to their employees, so this affects the quality of work and problems that are never resolved.

Based on the results of observations made by researchers by observing and conducting interviews directly, it can be seen that several problem phenomena related to employee performance have not been running effectively. Judging from the role of leaders, there is a lack of communication and a lack of promptness in providing

direction to employees, so that many employees are undisciplined and there is a lack of direct supervision from leaders to their employees. It was found that there was a tendency to decrease discipline, it was suspected that employees were less punctual in completing work, resulting in the completion of the work being delayed and there was still a lack of employee work between departments, which caused the target schedule for a task or work that had been given to be hampered in being completed and there were still employees who were absent without explanation. and leaving tasks during working hours. To motivate employees to be self-disciplined in carrying out work, both individually and in groups, work discipline is very important in the organization's efforts to achieve its goals, so various activities must be carried out to improve work discipline by providing motivation. The problem phenomenon related to reducing employee performance can be seen from indicators of low employee motivation at work because employees feel less confident and there are still many employees who do not have responsibility for their work. Such as the lack of motivation given by superiors to employees to give awards to employees who excel, to motivate employees to be able to discipline themselves in carrying out work, both individually and in groups and work discipline is very important in the organization's efforts to achieve its goals, so various activities must be carried out to improve work discipline by providing motivation.

LITERATURE REVIEW

Employee performance is a very important thing in an organization's efforts to achieve its goals. Therefore, one of the best ways to improve the quality of employee performance is to link compensation to employee performance. In a company, employee performance is required to advance the company's organization. One indicator of a company's success is good performance. Compensation plays an important role in increasing employee performance because one of the primary reasons a person works is to fulfill their life needs from the rewards they receive from work (Riana & Alsyaumi, 2016).

Leadership that can increase the motivation of each employee will improve employee performance, so that ultimately the organization can use its human resources efficiently and effectively. Leadership is needed in directing and motivating employees to increase job satisfaction which will have an impact on their productivity (work performance). The productivity shown by employees will have a direct impact on achieving organizational performance.

Meanwhile, according to (Hasibuan & Bahri, 2018) leadership is a leader's ability to influence his subordinates by generating positive feelings from the people he leads to achieve the expected goals.

According to Yusnanda, W., & Nefri, R. (2020) Good discipline reflects a person's great sense of responsibility for the tasks given to him. This encourages work enthusiasm, work enthusiasm, and the realization of company, employee and community goals. Therefore, everyone always tries to ensure that their employees have good discipline. A leader is said to be efficient in his leadership if his subordinates are well disciplined.

Every organization certainly wants to achieve its goals. To achieve this goal, the role of the humans involved is very important. To move people according to the wishes of the organization, it is necessary to understand the motivation of the people who work within the organization, because this motivation is what determines people's behavior in working, or in other words, behavior is the simplest reflection.

According to Harahap, S. F., & Tirtayasa, S. (2020) In realizing the desired targets, employees must have high motivation so that success can be achieved. In essence, motivation is used as a solution to achieve goals. Motivation can also be a determinant of success. An organization without motivation will not achieve its goals or targets.

RESEARCH METHOD

The research approach used in this research is an associative approach. Meanwhile, data analysis in this research is quantitative data analysis. According to (Sugiyono, 2015) Quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion. The research was conducted at PT. Masaji Tatanan Kontainer Indonesia Medan Branch. The population in this study was determined by the researcher to be studied and then conclusions were drawn. So as many as 46 employees of PT. Masaji Tatanan Kontainer Indonesia Medan Branch will be the population in this research. The sampling procedure used in this research was a saturated sample. Where all members of the population are used as samples, namely all employees of PT. Masaji Tatanan Kontainer Indonesia Medan Branch. So the sample in this study was 46. This is in accordance with (Sugiyono, 2015) who said that saturated sampling is a sample determination technique when the entire population is used as a sample. The analysis technique used in this research is quantitative data analysis. The data analysis technique used in this research is Partial Least Square (PLS) using the Moderated Regression Analysis (MRA) model with the help of SmartPLS version 3.

RESULTS

Data analysis

Measurement Model Analysis (Outer Model)

Measurement model analysis (outer model) uses 4 tests, including: convergent validity, discriminant validity, composite reliability, and Cronbach alpha, the following are the test results:

Convergent Validity

An individual reflexive measure is said to be high if it correlates > 0.70 with the measured construct. However, according to (Ghozali, 2013) for early stage research from the development of a measurement scale, a loading value of 0.5-0.6 is considered sufficient..

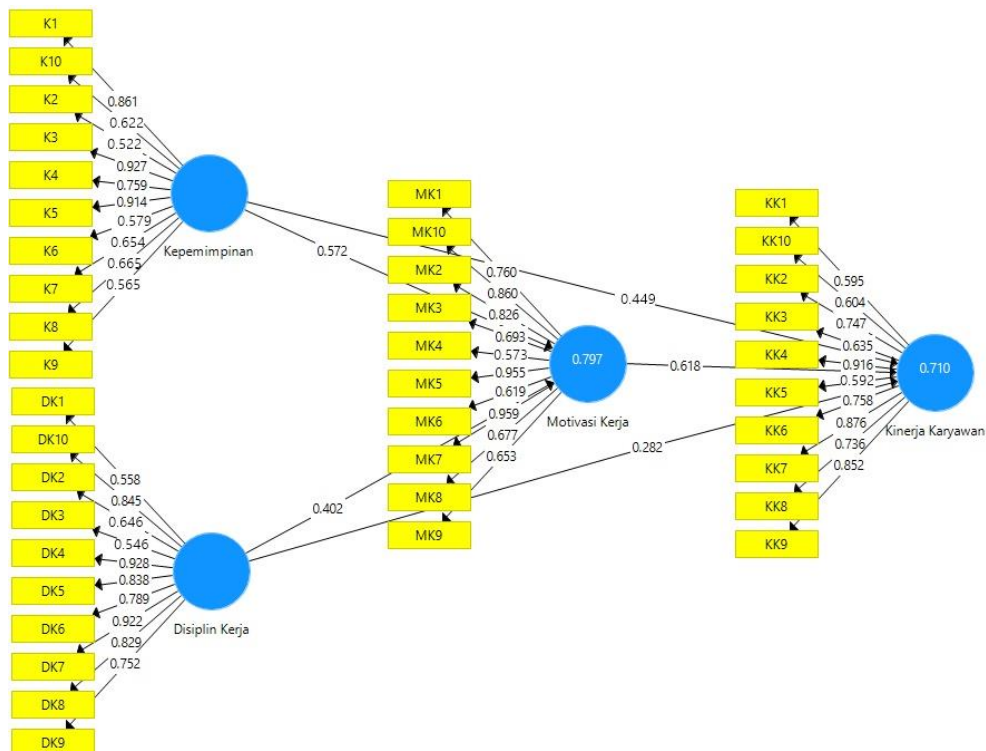
Tabel 1. Outer Loading

	Work Discipline	Leadership	Employee	Motivation
DK1	0,558			
DK10	0,845			
DK2	0,655			
DK3	0,546			
DK4	0,928			
DK5	0,838			
DK6	0,789			
DK7	0,922			
DK8	0,829			
DK9	0,752			
K1		0,861		
K10		0,622		
K2		0,522		
K3		0,927		
K4		0,759		
K5		0,914		

	Work Discipline	Leadership	Employee	Motivation
K6		0,579		
K7		0,654		
K8		0,665		
K9		0,565		
KK1			0,595	
KK10			0,604	
KK2			0,747	
KK3			0,635	
KK4			0,916	
KK5			0,592	
KK6			0,758	
KK7			0,876	
KK8			0,736	
KK9			0,852	
MK1				0,760
MK10				0,860
MK2				0,826
MK3				0,693
MK4				0,573
MK5				0,955
MK6				0,619
MK7				0,959
MK8				0,677
MK9				0,653

Source : SmartPLS 3 Data Processing Results (2023)

The conclusion of the convergent validity test is that all loading values are above 0.5, so it can be concluded that all loading values are adequate.



Picture 1

Source: Data Processing Results SmartPLS 3 (2023)

Discriminant Validity

It is a measurement model with reflexive indicators assessed based on cross-loading of measurements with constructs. (Ghozali, 2013) states that this measurement can be used to measure the reliability of component scores of latent variables and the results are more conservative than composite reliability. It is recommended that the AVE value should be greater than the value of 0.50.

Tabel 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Work Discipline	0,564
Leadership	0,554
Employee	0,522
Motivation	0,580

Source: SmartPLS 3 Data Processing Results (2023)

Based on the table above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value of > 0.50 . Therefore, there is no discriminant validity problem in the model tested.

Cronbach Alpha

Cronbach alpha must be > 0.70 for confirmatory research, and > 0.53 is still acceptable for exploratory research (Hair et al., 2021).

Tabel 3. Cronbach Alpha

	Cronbach's Alpha
Work Discipline	0,906
Leadership	0,812
Employee	0,888
Motivation	0,913

Source: SmartPLS 3 Data Processing Results (2023)

By looking at the Cronbach alpha value of the indicator block that measures the construct, it can be concluded from the table above that all constructs have reliability that is in accordance with the minimum value limit required.

Composite Reliability

Composite reliability must be > 0.70 for confirmatory research, $0.53-0.70$ is still acceptable for exploratory research (Hair et al., 2021)..

Tabel 4. Composite Reliability

	Composite Reliability
Work Discipline	0,924
Leadership	0,949
Employee	0,911
Motivation	0,930

Source: SmartPLS 3 Data Processing Results (2023)

The table above shows that the composite reliability value for all constructs is above 0.53. Thus it can be concluded that all constructs have good reliability.

Structural Model Analysis (Inner Model)

Structural model analysis uses 3 tests, including: (1) R- Square; (2) F-Square; (3) Hypothesis Test: The following are the test results:

R-Square

The criteria for R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if the value (adjusted) = 0.50 → the model is moderate; (3) if the value (adjusted) = 0.25 → the model is weak (bad) (Juliandi, 2018).

Tabel 5. R-Square

	R Square	R Square Adjusted
Employee	0,710	0,689
Motivation	0,797	0,788

SmartPLS 3 Data Processing Results (2023)

The conclusion from testing the R-square value: R-Square Adjusted model path I = 0.689. This means that the ability of variable moderate); R-Square Adjusted path II model = 0.788. This means that the ability of variable X, namely leadership and work discipline, to explain Z (work motivation) is 78.8%, thus the model is classified as strong (substantial).

F-Square

The F-Square measurement or effect size is a measure used to assess the relative impact of an influencing (exogenous) variable on the influenced (endogenous) variable. Changes in values when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct (Juliandi, 2018).

The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If the value = 0.02 → Small effect of exogenous variables on endogenous; (2) If value = 0.15 → Medium/moderate effect of exogenous variables on endogenous; and (3) If value = 0.35 → Large effect of exogenous variables on endogenous variables.

Tabel 6. F-Square

	Work Discipline	Leadership	Employee	Motivation
Work Discipline			0,105	0,441
Leadership			0,000	0,893
Employee				
Motivation			0,268	

SmartPLS 3 Data Processing Results (2023)

The conclusion of the F-Square value that can be seen in the table above is as follows:

- 1) Variable X1 (leadership) on Y (employee performance) has a value = 0.000, so there is a small effect of the exogenous variable on the endogenous.
- 2) The variable X2 (work discipline) on Y (employee performance) has a value = 0.105, so the exogenous variable has a small effect on the endogenous variable.
- 3) Variable X1 (leadership) on Z (work motivation) has a value = 0.893, so the exogenous variable has a large effect on the mediator.
- 4) Variable X2 (work discipline) on Z (work motivation) has a value = 0.441, so

- the exogenous variable has a large effect on the mediator
- 5) The variable Z (work motivation) on Y (employee performance) has a value = 0.268, so there is a moderate effect of the mediator variable on endogenous.

Hypothesis test

Direct Effects (Direct Influence)

This test is to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or test hypotheses. If the P-Values < 0.05, then it is significant; and if the P-values are > 0.05, then it is not significant (Juliandi, 2018).

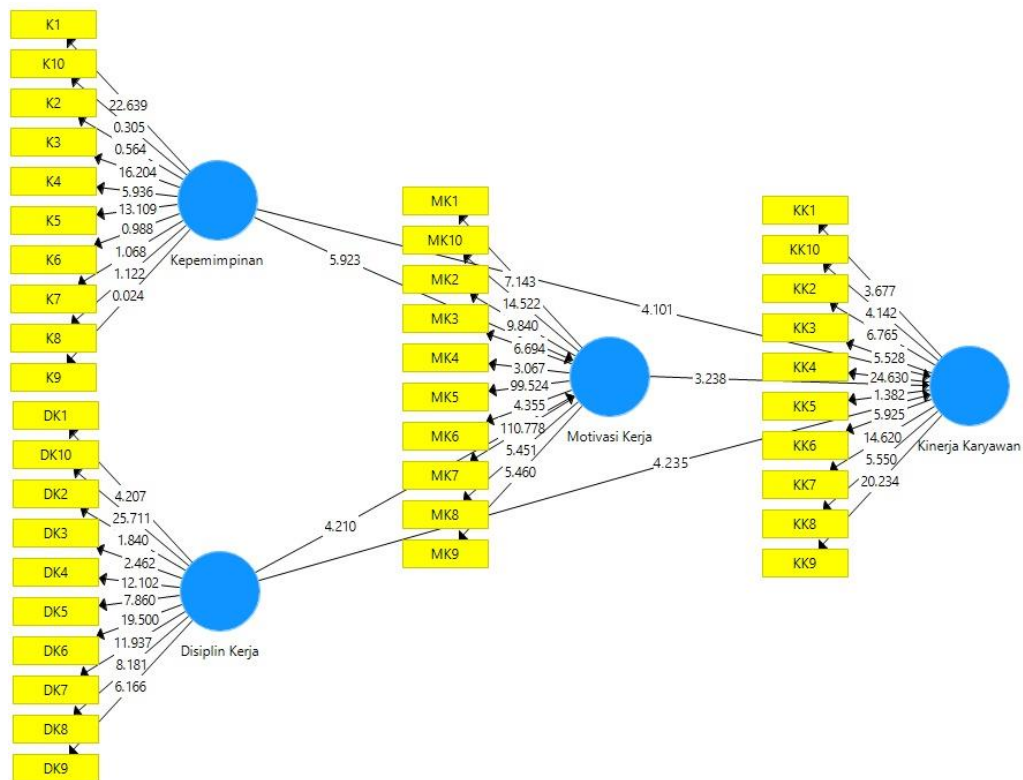
Tabel 7. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Employee Performance	0,282	0,282	0,176	4,235	0,000
Work Discipline -> Work Motivation	0,402	0,416	0,096	4,210	0,000
Leadership -> Employee Performance	0,227	0,244	0,183	4,101	0,000
Leadership -> Work Motivation	0,572	0,568	0,097	5,923	0,000
Work Motivation -> Employee Performance	0,618	0,637	0,191	3,238	0,001

Source: SmartPLS 3 Data Processing Results (2023)

The path coefficient in the table above shows that all path coefficient values are positive (seen in TStatistic(|O/STDEV|)), including:

- 1) X1 to Y : sign $TStatistics(|O/STDEV|) = 4,101$ dan $P-Value = 0.000 < 0.05$ it means, The influence of X (leadership) on Y (employee performance) is positive and significant.
- 2) X2 to Y : sign $TStatistics(|O/STDEV|) = 4,235$ dan $P-Value = 0.000 < 0.05$ it means,, The influence of X (work discipline) on Y (employee performance) is positive and significant.
- 3) X1 to Z : sign $TStatistics(|O/STDEV|) = 5,923$ dan $P-Value = 0.000 < 0.05$ artinya, The influence of X1 (leadership) on Z (work motivation) is positive and significant.
- 4) X2 to Z : sign $TStatistics(|O/STDEV|) = 4,210$ dan $P-Value = 0.000 < 0.$ it means,, The influence of X2 (work discipline) on Z (work motivation) is positive and significant.
- 5) Z to Y : sign $TStatistics(|O/STDEV|) = 3,238$ dan $P-Values = 0.001 < 0.05$, it means,, The influence of Z (work motivation) on Y (employee performance) is positive and significant.



Picture 2. Direct Effect

Indirect Effect

The purpose of indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable) (Juliandi, 2018). The criteria for determining indirect influence (indirect effect) (Juliandi, 2018) are:

- 1) If the P-Values < 0.05, then it is significant, meaning that the mediator variable (Z/work motivation), mediates the influence of the exogenous variables (X1/leadership) and (X2/work discipline) on the endogenous variable (Y/employee performance).
- 2) If the P-Values value is > 0.05, then it is not significant, meaning that the mediator variable Z/work motivation), does not mediate the influence of the exogenous variables (X1/leadership) and (X2/work discipline) on the endogenous variable (Y/employee performance).

Tabel 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Work Motivation -> Employee Performance	0,249	0,263	0,093	2,683	0,008
Leadership -> Work Motivation -> Employee	0,354	0,364	0,137	2,584	0,010

Performance					
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Source: SmartPLS 3 Data Processing Results (2023)

Thus, it can be concluded that the indirect effect values seen in table are:

- 1) The indirect effect (X1) -> (Z) -> (Y) value of TStatistics(|O/STDEV|) is 2.584, with P-Values $0.010 < 0.05$ (significant), so work motivation mediates the influence of leadership on employee performance .
- 2) The indirect effect (X2) -> (Z) -> (Y) value of TStatistics(|O/STDEV|) is 2.683 with P-Values $0.008 < 0.05$ (significant), so work motivation mediates the influence of work discipline on employee performance .
- 3) Total Effect (Total Influence)

The total effect is the total of direct effects and indirect effects (Juliandi, 2018).

Tabel 9. Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Employee Performance	0,282	0,282	0,176	4,235	0,000
Work Discipline -> Work Motivation	0,402	0,416	0,096	4,210	0,000
Leadership -> Employee Performance	0,227	0,244	0,183	4,101	0,000
Leadership -> Work Motivation	0,572	0,568	0,097	5,923	0,000
Work Motivation -> Employee Performance	0,618	0,637	0,191	3,238	0,001

Source: SmartPLS 3 Data Processing Results (2023)

DISCUSSION

The Influence of Leadership on Employee Performance

Based on the results of partial testing of the influence of leadership on employee performance, employee. Leaders in an organization have an important role in directing and influencing their subordinates. Without people managing and directing an organization, the organization can undoubtedly achieve its goals in accordance with its vision and mission. Leadership is an effort by a leader to be able to realize individual or organizational goals. Therefore, leaders are expected to influence, support and provide motivation so that their followers are willing to carry it out enthusiastically in achieving the desired individual and organizational goals. (Wijono, 2018).

This means that the better leaders at PT. Masaji Tatanan Kontainer Indonesia Medan Branch will improve employee performance. Good leaders are able to motivate employees by providing clear direction, conveying inspiring goals, and providing necessary support and appreciation. With strong motivation, employees tend to work with more enthusiasm and enthusiasm, which can increase their productivity and work quality. The opinion above is in accordance with the results of research conducted by (Jufrizen, 2017)

The Influence of Work Discipline on Employee Performance

Based on the results of partial testing of the influence of work discipline on employee performance, on employee performance.

Good work discipline reflects a person's sense of responsibility for the tasks assigned to that person. This encourages work passion, enthusiasm and the realization of

organizational, employee and community goals (Arda, 2017).

This means that employees are increasingly disciplined in working at PT. Masaji Tatanan Kontainer Indonesia Medan Branch will improve employee performance. High work discipline ensures employees work efficiently and effectively. They respect work schedules, complete tasks on time, and prioritize work well. Thus, employees can get more work done in the allotted time, increasing overall productivity.

Research results (Jufrizen, 2018) show that work discipline has a positive and significant effect on employee performance. Meanwhile, according to (Arda, 2018) work discipline influences employee performance. Well-managed work discipline will result in employee compliance with various organizational regulations aimed at improving performance.

The Influence of Work Motivation on Employee Performance

Based on the results of partial testing of the influence of work motivation on employee performance, Z on Y with a value of $TStatistics(|O/STDEV|) = 3.238$ and P-Values 0.000 with a significance level of $0.001 < 0.05$. From these results it can be concluded that there is a significant influence between work motivation on employee performance. Work motivation gives a person a reason to work well in accordance with predetermined procedures, standards and targets. Then related to this, leaders must be responsive and actively respond to all deficiencies and needs needed to support the motivation of their employees because with high motivation employees can carry out all the work which is their main task and function, and this situation will clearly affect employee performance.

This means the higher the work motivation of PT employees. Masaji Tatanan Kontainer Indonesia Medan Branch will improve employee performance. Strong motivation can encourage employees to think creatively, look for new solutions, and innovate in their work. Motivated employees feel more enthusiastic about providing new ideas, taking initiative, and actively contributing to improving work processes or dealing with complex problems. This can result in an increase in overall work quality, effectiveness and efficiency.

The Influence of Leadership on Work Motivation

Based on the results of partial testing of the influence of leadership on work motivation, Work.Hasibuan (2016) states that leaders who use their authority and leadership direct subordinates to do some of the work to achieve organizational goals. Meanwhile, leadership is the way or style of a leader to influence the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. High work motivation can be supported by appropriate leadership, so that leadership that is not properly implemented will be less motivating for employees in carrying out their activities. This means that the better the leadership at PT. Masaji Tatanan Kontainer Indonesia Medan Branch will increase employee work motivation. A leader who cares about employees is able to provide appropriate support, feedback and appreciation. They recognize employee contributions, celebrate successes, and provide encouragement when employees face challenges. This support and appreciation can increase employee motivation by providing a feeling of being appreciated and valued. The results of research conducted by (Aldino, 2017) state that leadership influences work motivation.

The Influence of Work Discipline on Work Motivation

Based on the results of partial testing of the influence of work discipline on work motivation, Work.

This means that employee discipline is getting better when working at PT. Masaji Tatanan Kontainer Indonesia Medan Branch will increase employee motivation. High

work discipline includes responsibility and compliance with assigned tasks and rules. When employees carry out their responsibilities with discipline, they feel more responsible for their work. This can increase intrinsic motivation because they feel satisfied by completing tasks responsibly and meeting set expectations.

According to Pradipto and Rahardja (2015) discipline must be enforced in a company organization, because without the support of good employee discipline, it is difficult for a company to realize its goals. So, discipline is the key to successful employee motivation to achieve goals. The results of research conducted by (Pradipto & Rahardja, 2015) (Jufrizen & Hadi, 2021) state that work discipline influences work motivation.

The Influence of Leadership on Employee Performance Through Work Motivation

Based on the results of partial testing of the influence of leadership on employee performance through work motivation, significant relationship between leadership and employee performance through work motivation. This means that the mediating variable (work motivation) is a mediator between leadership and employee performance.

Every leader should protect all the potential that exists under his leadership. Leaders function to control power and protect them wisely and wisely. Leadership is the main factor in coordinating all resources and abilities into an effective force so as to produce a unity that can produce every activity optimally (Jufrizen & Lubis, 2020).

The Influence of Work Discipline on Employee Performance Through Work Motivation

Based on the results of simultaneous testing of the influence of work discipline on employee performance through work motivation, between work discipline and employee performance through work motivation. This means that the mediating variable (work motivation) is a mediator between work discipline and employee performance.

By having work discipline for every employee in the company, it will make the company progress. because every employee who is disciplined in carrying out their work can complete the tasks within the company even though they do not overall produce perfect work. But over a certain period of time employees will carry out their work better.

Employees who carry out various work disciplines will give them the opportunity to earn a salary, the opportunity to hold a position, the opportunity to get a promotion, and the opportunity to develop their personal competence in accordance with the provisions applicable in the organization so that this will be more motivating for the work they are responsible for (Jufrizen & Hadi, 2021).

CONCLUSION

Based on the data obtained in this research from respondents totaling 46 people, then analyzed, the conclusions are as follows:

1. Leadership has a significant effect on employee performance at PT. Masaji Tatanan Kontainer Indonesia Cabang Medan
2. Work discipline has a significant effect on employee performance at PT. Masaji Tatanan Kontainer Indonesia Cabang Medan
3. Work motivation influences employee performance at PT. Masaji Tatanan Kontainer Indonesia Cabang Medan
4. Leadership has a significant effect on work motivation at PT. Masaji Tatanan Kontainer Indonesia Cabang Medan

5. Work discipline has a significant effect on work motivation at PT. Masaji Tatanan Kontainer Indonesia Cabang Medan
6. Leadership influences employee performance through work motivation PT. Masaji Tatanan Kontainer Indonesia Cabang Medan
7. Work discipline influences employee performance through work motivation at PT. Masaji Tatanan Kontainer Indonesia Cabang Medan

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DECLARATION OF CONFLICTING INTERESTS

The author has no conflict of interest in writing this article

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