Journal of Mathematics Instruction, Social Research and Opinion
Vol. 5, No. 4, December 2026, pp.2685 · 2694 , https://doi.org/10.58421/misro.v5i4.2166
ISSN 2962-7842

The Influence of Leadership Style, Work Discipline, and Work Motivation on Organizational Performance at the Investment and One-Stop Integrated Service Agency of Palopo City

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Article Info

Article history:

Received 2026-09-19
Revised 2026-11-11
Accepted 2026-11-14

Keywords:

Leadership Style
Organizational Performace
Work Discipline
Work Motivation

ABSTRACT

This study aims to analyze the effects of leadership style, work discipline, and work motivation on organizational performance at the Investment and One-Stop Integrated Services Agency of Palopo City. The research employed a quantitative approach and used a saturated sampling technique, in which the entire population of 120 employees constituted the research sample. Data were collected using questionnaires and analyzed through validity and reliability tests, partial significance testing (t-test), and simultaneous significance testing (F-test). The results indicate that leadership style does not have a statistically significant partial effect on organizational performance, whereas work discipline and work motivation do. Simultaneously, leadership style, work discipline, and work motivation have a significant effect on organizational performance. These findings suggest that strengthening work discipline and work motivation is important for improving organizational performance. Although leadership style does not demonstrate a significant individual effect, it remains part of the combined model of factors associated with organizational performance.

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1. INTRODUCTION

In today's era of globalization, organizations and institutions strive to become superior and competitive. Technological evolution and competition in this era require companies to continually adapt and develop in response to the changes occurring in the current competitive business environment. For this reason, companies seek to make employees, or human resources, their main objective [1].

Human resources are one of the most important factors in an organization, because the organization itself depends heavily on the quality of the human resources who serve as its employees and service providers. To obtain human resources that fit its needs, an

https://doi.org/10.58421/misro.v5i4.2166

organization needs a strategy for managing them, and effective human resource management can drive progress, especially when it faces constantly changing conditions. Organizations also have goals that must be carried out by managers, who provide the driving force that channels and maintains employee behavior so that employees are willing to work in accordance with what the organization desires.

An organization's most important asset is its human resources because people manage all the other resources the organization owns. Organizational goal achievement depends, in part, on the human resources an organization has. Organizations therefore place great demands on their human resources, expecting high enthusiasm, motivation, and discipline in exercising their rights and obligations, both as members of groups or organizations and as individuals. Consequently, an organization's progress can be judged by the capabilities of its human resources.

Through performance assessment, an agency can monitor employee performance and, if problems arise, identify them and seek solutions, because employee performance reflects an organization's productivity [2].

Several factors can influence employee performance, and leadership is one of them. Leadership is a person's ability to direct and motivate others while influencing their mindset so they can act independently, make appropriate decisions, and achieve set goals effectively.

Leadership is a highly valuable foundation for determining the direction of an organization's movement, such as toward expansion, survival, or even stagnation. Leadership success depends on the leader, who is seen as someone capable of influencing the continuity of the organization he or she leads. The direction of an organization's movement is interpreted as change, and organizational change brought about by a leader is known as *Leading Change* in Organizational Management [3].

In addition to leadership, work discipline also affects performance. Good work discipline among employees reflects their level of responsibility for assigned tasks. It aims to improve employee performance and can also positively affect the work atmosphere, thereby increasing enthusiasm at work. In this way, the company becomes more orderly, operates smoothly, and can achieve its goals [4].

Work motivation is also important for increasing employee productivity, as incentives and a supportive work environment play a key role in influencing performance. Work motivation is a hallmark of an organization. It is especially necessary in public institutions, such as the "Investment and One-Stop Integrated Agency of Palopo City," where it must be applied to ensure employees have motivation, reference, and guidance [5]. Work motivation is a set of energetic forces originating from both within and outside the individual that initiate work-related behavior and determine its form, direction, intensity, and duration [6].

Motivated employees give their best effort in completing their assigned work, so that their job performance can improve. Motivation can also encourage employees to become more involved in their company's work and activities. This enthusiasm is shown through low turnover rates, perfect attendance, and good relations among coworkers, which is why motivation is so important [4].

Beyond motivation, employee performance is influenced by various factors originating both from within employees themselves and from outside. Internal factors include employees' knowledge, skills, and competence, as well as their work motivation, personality, attitude, and behavior, all of which affect performance. External factors include superiors' leadership style, relationships among employees, and the work environment in which they operate [7].

Organizational goals can be achieved through the good performance of employees. Conversely, an organization faces obstacles in achieving its goals when employee performance is ineffective, meaning employees cannot meet the job demands set by the organization. For organizational leaders, employee performance matters because it serves as a benchmark of their success in managing the work unit they lead. Performance is therefore a central concern of management in running the organization. Accordingly, management must recognize and understand the various aspects of employee performance.

Companies must recognize their workforce's potential because the business environment is increasingly competitive. High employee performance increases a company's productivity and, thereby, its profits. Research by Naharudin and Sadegi, reported in [8], demonstrates that employee performance depends on employees' willingness and openness, both toward themselves and toward others, in carrying out their work. Furthermore, they stated that employees' willingness and openness in carrying out their tasks can increase employee productivity, which in turn leads to better performance.

1.1. Leadership Style

Leadership style is a pattern of behavior, attitudes, and strategies a leader uses to influence, direct, and motivate subordinates to achieve organizational goals [9]. Leadership style can refer to leadership that inspires and motivates followers to achieve extraordinary goals. Furthermore, such leadership can elicit loyalty, admiration, trust, and respect toward leaders who inspire their followers to set more ambitious personal goals and to develop a greater capacity to help others. Leadership is a power or capacity a person possesses, and this leadership attitude is evident when someone leads.

A leader, in accordance with their role, has main functions that must be thoroughly understood, namely those related to accomplishing tasks and solving problems. Group or social cohesion and unity constitute the next function, which is often neglected [10].

Leadership style is a key factor in the success of human resource management and in achieving organizational goals. Leaders help members understand their own perspectives, increase their self-esteem, and inspire and motivate them to work more effectively toward organizational goals [11].

1.2. Work Discipline

Work discipline is a tool leaders use to communicate with employees so they are willing to change their behavior in accordance with company rules [12]. Everyone must understand and respect the rules and regulations that apply to them [11]. As employee discipline increases, so does the level of performance that can be achieved, making discipline a crucial operational function of HRM. Good discipline is also essential for

https://doi.org/10.58421/misro.v5i4.2166

business organizations to achieve the best results. Work discipline is employees' awareness and willingness to obey organizational regulations and applicable social norms.

According to Veithzal Rivai and Ella Jauvani (2011:825), as cited in [13], work discipline is a tool managers use to communicate with employees so they are willing to change their behavior and increase their awareness and willingness to obey all regulations and applicable social norms. From a human resource management perspective, no one is perfect, and everyone makes mistakes.

1.3. Work Motivation

Work motivation is one of the factors that helps determine whether an employee's performance is high or low. Motivation is also related to a person's psychological factors, as a manifestation of the relationship among attitudes, needs, and satisfaction that occur within a human being [14]. Work motivation is also a set of forces or energy, originating both within and outside the job, that shapes work-related effort, intensity, and persistence. In addition, work motivation is an attitude or mentality, shaped both internally and by external factors, that makes a person enthusiastic [4].

Good motivation significantly impacts a company's growth and development. Many factors drive improvements in work achievement, including enforcing work discipline, because an organization's success can be measured by the degree of its employees' discipline. Discipline, in turn, helps maintain order in the company [15].

1.4. Organizational Performance

Organizational performance is the overall effectiveness of the organization in meeting the needs set by each relevant group, through systematic efforts and the continuous improvement of the organization's capability to achieve those needs effectively [16]. Organizational performance is also the organization's ability to manage funds to achieve certain organizational goals. It can serve as a reference for determining an organization's success in achieving a goal, because the process of pursuing that goal reflects the organization's performance achievements. Performance is therefore a critical issue [17].

Organizational performance has become a central consideration for every organization, whether profit or non-profit. Managers therefore need to understand which factors influence organizational performance so they can take appropriate steps to improve it. However, organizational researchers hold differing views on performance, which has become a controversial issue over time. In general terms, organizational performance is an organization's ability to achieve its goals by using resources efficiently and effectively [18].

2. METHOD

2.1. Research Design

Research design is a systematic strategy that guides the design, data collection, analysis, and presentation of a study so that it can answer research questions or test hypotheses effectively and efficiently.

2.2. Research Location and Time

This research was conducted at the Investment and One-Stop Integrated Service Agency of Palopo City, located at Jalan K.H.M. Hasyim No. 5, Palopo City, South Sulawesi. The research period was 1 month.

2.3. Population, Sample, and Research Technique

A population is a general area consisting of objects or subjects with certain qualities and characteristics that the researcher selects to study and draw conclusions. The population in this study comprised all employees of the Investment and One-Stop Integrated Service Agency of Palopo City, totaling 120 people.

A sample is a part of the population, consisting of several of its members. This study used saturated sampling, a sample determination technique in which all members of the population are included in the sample. Thus, the sample comprised 120 people [19].

2.4. Type and Source of Data

The type of data used in this study was quantitative data. Quantitative data analysis relies on measurements that can be counted in certain units or expressed in numbers.

2.5. Data Collection Technique

A data collection method is a technique or means that researchers can use to collect data. The data collection technique used in this study was a questionnaire. A questionnaire is a data collection technique in which respondents are given a set of written questions or statements to answer. It is an efficient technique when the researcher knows exactly which variables are to be measured and what is expected from the respondents [20].

https://doi.org/10.58421/misro.v5i4.2166

3. RESULTS AND DISCUSSION

3.1. Validity Test

Table 1. Validity Test

Variable	Item	r-count	r-table	Remarks
Leadership Style (X1)	X1.1	0.683	0.179	Valid
	X1.2	0.685	0.179	Valid
	X1.3	0.696	0.179	Valid
	X1.4	0.740	0.179	Valid
	X1.5	0.805	0.179	Valid
	X1.6	0.724	0.179	Valid
	X1.7	0.770	0.179	Valid
	X1.8	0.762	0.179	Valid
Work Discipline (X2)	X2.1	0.992	0.179	Valid
	X2.2	0.997	0.179	Valid
	X2.3	0.948	0.179	Valid
	X2.4	0.983	0.179	Valid
	X2.5	0.966	0.179	Valid
	X2.6	0.995	0.179	Valid
	X2.7	0.993	0.179	Valid
	X2.8	0.997	0.179	Valid
Work Motivation (X3)	X3.1	0.997	0.179	Valid
	X3.2	0.988	0.179	Valid
	X3.3	0.986	0.179	Valid
	X3.4	0.983	0.179	Valid
	X3.5	0.967	0.179	Valid
	X3.6	0.980	0.179	Valid
	X3.7	0.997	0.179	Valid
	X3.8	0.997	0.179	Valid
Organizational Performance (Y)	Y.1	0.994	0.179	Valid
	Y.2	0.999	0.179	Valid
	Y.3	0.985	0.179	Valid
	Y.4	0.983	0.179	Valid
	Y.5	0.999	0.179	Valid
	Y.6	0.999	0.179	Valid
	Y.7	0.990	0.179	Valid
	Y.8	0.999	0.179	Valid

The validity test was conducted to determine whether each statement in the questionnaire was valid. Validity was determined by comparing r-count with r-table. If r-count is greater than r-table, the statement is considered valid; however, if r-count is smaller than r-table, the data are considered invalid. The validity test results for Leadership Style (X1), Work Discipline (X2), Work Motivation (X3), and Organizational Performance (Y) are presented below.

3.2. Reliability Test

Table 2. Results of the Variable Reliability Test

Variable	Cronbach's Alpha K	Remarks
Leadership Style (X1)	0.887	Reliable
Work Discipline (X2)	0.995	Reliable
Work Motivation (X3)	0.996	Reliable
Organizational Performance (Y)	0.998	Reliable

The table above shows that the reliability test was carried out for each variable rather than for each statement item within a variable. The *Cronbach's alpha* values are greater than 0.60; therefore, Leadership Style (X1), Work Discipline (X2), Work Motivation (X3), and Organizational Performance (Y1) can be considered reliable, because their *Cronbach's alpha* values are > 0.60.

3.3. Partial Hypothesis Test (T-Test)

Table 3. Partial Test (T-Test)

Coefficients^a

Model		Unstandardized Coefficients: B	Unstandardized Coefficients: Std. Error	Standardized Coefficients: Beta	t	Sig.
1	(Constant)	-.413	.286		-1.444	.151
	Leadership Style (X1)	.006	.0 rejected and H13	.004	.423	.673
	Work Discipline (X2)	.525	.079	.517	6.604	.000
	Work Motivation (X3)	.484	.079	.478	6.096	.000

a. Dependent Variable: Organizational Performance (Y)

The t-test results show that the significance value of Leadership Style (X1) on Organizational Performance (Y) is 0.673 > 0.05 and that the t-count of 0.423 is smaller than the t-table value of 1.980, so H01 is accepted, and Ha1 is rejected.

For Work Discipline (X2) on Organizational Performance (Y), the significance value is 0.000 < 0.05, and the t-count value of 6.604 is greater than the t-table value of 1.980, so H02 is rejected, and Ha2 is accepted.

Similarly, for Work Motivation (X3) on Organizational Performance (Y), the significance value is 0.000 < 0.05 and the t-count value of 6.096 is greater than the t-table value of 1.980, so H03 is rejected, and Ha3 is accepted.

3.4. F Test

Table 5. F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4511.220	3	1503.740	8264.914	.000 b
	Residual	21.105	116	.182		
	Total	4532.325	119			

a. This Proves That H_0 Is Rejected and H_a Is Accepted.

The significance value for Leadership Style (X1), Work Discipline (X2), and Work Motivation (X3) on Organizational Performance (Y) is 0.000 < 0.05, and the F-count of 8264.914 is greater than the F-table value of 2.68. This means that Leadership Style (X1), Work Discipline (X2), and Work Motivation (X3) together have a significant effect on Organizational Performance (Y).

3.5. DISCUSSION

3.5.1. The Effect of Leadership Style (X1) on Organizational Performance (Y)

The test results show that Leadership Style (X1) has a t-count value of 0.423 and a significance value of 0.673. Because the significance value is greater than 0.05 (0.673 > 0.05) and the t-count is smaller than the t-table value (0.423 < 1.980), it can be concluded that Leadership Style has no significant effect on Organizational Performance.

This finding indicates that the leadership style applied in the organization has not yet had a substantial influence on improving employee performance. This may be due to a lack of leader effectiveness in providing guidance, support, or examples that can motivate employees to work more optimally. Thus, although leadership style is important within the organizational structure, in the context of this study, it has not been the main determinant of improved organizational performance. The results are consistent with the research conducted by [21] and [22], which state that leadership style has a positive and significant effect on employee performance.

3.5.2. The Effect of Work Discipline (X2) on Organizational Performance (Y)

The test results for the Work Discipline variable (X2) show a t-count value of 6.604 with a significance value of 0.000. Because the significance value is smaller than 0.05 (0.000 < 0.05) and the t-count value is greater than the t-table value (6.604 > 1.980), Work Discipline significantly affects Organizational Performance.

These results show that the higher the level of employee discipline, the better the overall organizational performance. Good Work Discipline reflects compliance with rules, punctuality, and responsibility in carrying out tasks. Employees with high discipline tend to work more effectively and efficiently, increasing productivity and contributing to the achievement of organizational goals. The results of this study are consistent with the research conducted by [21]; however, the research conducted by [23] states that work discipline has no influence and no significant effect on employee performance.

3.5.3. The Effect of Work Motivation (X3) on Organizational Performance (Y)

The Work Motivation variable (X3) has a t-count value of 6.096 with a significance value of 0.000. Because the significance value is smaller than 0.05 (0.000 < 0.05) and the t-count value is greater than the t-table value (6.096 > 1.980), Work Motivation significantly affects Organizational Performance.

This means that the higher employees' work motivation, the higher the performance they produce. Employees with high work motivation work with enthusiasm, have a strong sense of responsibility, and strive to achieve the targets set by the organization. Thus, work motivation is an important factor in improving both individual performance and overall

organizational performance. The results of this study are consistent with the research conducted by [24].

3.5.4. The Simultaneous Effect of Leadership Style (X1), Work Discipline (X2), and Work Motivation (X3) on Organizational Performance (Y)

Based on the F-test results, an F-count value of 8264.914 > F-table 2.68 with a significance of 0.000 < 0.5 was obtained. This shows that leadership style, work discipline, and work motivation simultaneously have a significant effect on organizational performance. Thus, although leadership style does not have a significant partial influence, its presence remains important when combined with discipline and motivation, and it can support the creation of more optimal organizational performance [25].

4. CONCLUSION

Based on the results of this research on the influence of leadership style, work discipline, and work motivation on organizational performance at the Investment and One-Stop Integrated Service Agency of Palopo City, it can be concluded that Leadership Style (X1) has no significant effect on Organizational Performance (Y). This indicates that the leadership pattern has not contributed to improving employee performance. Work Discipline (X2) has a significant effect on Organizational Performance (Y): the higher the employees' discipline, the better the performance produced. Work Motivation (X3) also significantly affects Organizational Performance (Y), as highly motivated employees tend to be more productive in achieving targets.

Overall, leadership style, work discipline, and work motivation together significantly affect organizational performance. This means that organizational performance will improve more optimally if the three factors are managed in an integrated manner.

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