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**EXPLORING THE DYNAMICS OF LEADERSHIP, DISCIPLINE, WORKLOAD, AND  
MOTIVATION FOR IMPROVED PERFORMANCE**

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**Abstrak**

Penelitian ini bertujuan untuk mengeksplorasi dinamika kepemimpinan, disiplin, beban kerja, dan motivasi untuk meningkatkan kinerja. Penelitian ini merupakan penelitian kuantitatif dengan menggunakan sampel jenuh sebanyak 79 orang pegawai Lembaga Pemasyarakatan Kelas I Surabaya bagian Pengamanan. Hasil kuesioner yang disebar melalui google form diolah menggunakan program SEM Smart PLS-3. Hasil penelitian sebagai berikut: •Hubungan langsung antar variabel yang berpengaruh signifikan, yaitu: gaya kepemimpinan, disiplin kerja dan beban kerja terhadap motivasi; kemudian disiplin kerja dan beban kerja terhadap kinerja pegawai. •Hubungan langsung antar variabel yang berpengaruh tidak signifikan, yaitu: gaya kepemimpinan dan motivasi terhadap kinerja pegawai. Sedangkan motivasi itu sendiri tidak dapat memediasi gaya kepemimpinan, disiplin kerja dan beban kerja terhadap kinerja pegawai. Penelitian ini bertujuan untuk mengisi kesenjangan dengan mengkaji hubungan antara gaya kepemimpinan, disiplin kerja, dan beban kerja dengan kinerja pegawai di Lembaga Pemasyarakatan melalui motivasi sebagai variabel intervening. Dengan demikian, penelitian ini diharapkan dapat memberikan pemahaman yang lebih komprehensif tentang faktor-faktor yang memengaruhi kinerja pegawai di Lembaga Pemasyarakatan dan memberikan kontribusi yang signifikan pada pengembangan pengetahuan dalam bidang manajemen sumber daya manusia.

**Kata Kunci: Disiplin, Kepemimpinan, Kinerja, Lapas, Motivasi.**

**INTRODUCTION**

Correctional Institutions (Lembaga Pemasyarakatan) are one of the most vital institutions in a country's criminal justice system. In prisons, employee performance has a significant impact on the effectiveness and efficiency of various activities, including maintaining security and order, rehabilitating prisoners, and carrying out resocialization programs. In optimizing employee performance in prisons, various factors can play an important role, including leadership style, work discipline, and workload. Employee motivation is considered as a factor that connects these factors with performance.

Employee performance problems in prisons can be complex due to various factors

that influence them. One of the main problems is low employee motivation, which can be caused by various factors such as lack of incentives, lack of recognition for good performance, or lack of training and career development. Apart from that, an ineffective leadership style can also be a cause of performance problems. Authoritarian or unsupportive leadership can cause dissatisfaction and lack of motivation among prison employees. Low work discipline can also be a serious problem, especially if rules and procedures are not consistently enforced. This can result in a lack of responsibility and low-quality work.



Excessive workload is also a problem in improving employee performance in prisons. Employees may experience physical and mental fatigue due to high workloads, which in turn can cause a decrease in productivity and service quality. Apart from that, a less conducive work environment, such as a lack of adequate facilities or a lack of support from colleagues and management, can also negatively affect employee performance. Therefore, a deep understanding of these issues is very important to improve employee performance in prisons.

Identification of employee performance problems at the Class I Surabaya Penitentiary includes low motivation, lack of work discipline and excessive workload. These factors often result in reduced productivity, employee dissatisfaction, and lower service quality. The impact can be felt in maintaining security, rehabilitating prisoners, and enforcing rules in these institutions. Thus, steps are needed to improve it.

Previous research has revealed the importance of leadership style in influencing employee motivation and performance in various organizational contexts. For example, research by [1] highlights the important role of transformational leadership style in increasing employee motivation and performance. Likewise, research by [2]; [3] found that transformational leadership style positively influences employee performance. In addition, research by [4] show that transformational leadership behavior can increase employees' level of trust in their leaders, which in turn increases their motivation and performance.

Work discipline is also an important factor in improving employee performance in prisons. Research by [5] shows that high work discipline can have a positive impact on employee performance. They emphasize the importance of compliance with work rules and procedures in achieving optimal results. Likewise, research by [6] highlights the important role of employee optimism in

improving their performance, which is an indication of a high level of work discipline.

Apart from leadership style and work discipline, workload can also influence employee performance in prisons. Research by [7] shows that high workload can result in a decrease in employee performance. They found that excessive workloads can cause fatigue and stress, which in turn can reduce employee productivity and performance. Research by [8] also found that high workloads can reduce employee satisfaction and motivation levels, which then have a negative impact on their performance.

Although there have been many studies exploring the relationship between leadership style, work discipline, workload, motivation, and employee performance in various organizational contexts, there is still a need for more in-depth research in the prison context. The research gap identified in this context is the lack of a comprehensive understanding of how the interaction between leadership style, work discipline, and workload influences motivation, and how this motivation then influences employee performance in prisons.

Therefore, this research aims to fill this gap by examining the relationship between leadership style, work discipline, and workload and employee performance in prisons through motivation as an intervention variable. Thus, it is hoped that this research can provide a more comprehensive understanding of the factors that influence employee performance in prisons and provide a significant contribution to the development of knowledge in the field of human resource management.

## LITERATURE REVIEW

Human resource management (HRM) is a scientific discipline and practice related to the management of human resources (HR) in an organization. The main focus of HRM is to ensure that the organization's human resources are managed effectively and efficiently in order to achieve organizational goals well. In the



context of this research, HRM has a very important role in understanding and managing factors such as leadership style, work discipline, workload, motivation and employee performance at the Class I Penitentiary in Surabaya.

One of the main theories in HRM is motivation theory, which studies the factors that influence individual behavior and performance in the workplace. Motivational theories such as the Hierarchy of Needs Theory by [9] and Expectancy Theory by [10] have great relevance in this context. The Hierarchy of Needs theory shows that individuals have a hierarchy of needs that need to be met, starting from physical needs to self-actualization needs. Meanwhile, Expectancy Theory states that individuals will choose certain actions based on their expectations of the expected results and the level of confidence that they can achieve those results.

Furthermore, leadership style is also an important focus in HRM. Leadership theories such as Contingency Theory by [11] and Transformational Theory by [12] have significant relevance in the context of the influence of leadership style on employee performance. Contingency Theory states that the effectiveness of a leadership style depends on the match between the leadership style and the particular work situation. Meanwhile, Transformational Theory highlights the importance of leadership that can inspire and motivate subordinates to achieve common goals.

Work discipline is also an important aspect in HRM. Theories such as Reinforcement Theory by [13] and Social Learning Theory by [14] reveal that work discipline can be influenced by rewards and punishments as well as by observation and learning from the surrounding environment.

Workload is also a relevant issue in HRM, especially in the context of understanding and managing work stress. Theories such as the Demand-Control Theory

by [15] and the Effort-Reward Imbalance Theory by [16] highlight the importance of balance between job demands and the control possessed by workers. Demand-Control Theory shows that work stress can be influenced by the level of job demands and control that workers have over their work. Meanwhile, the Effort-Reward Imbalance Theory shows that work stress can arise when the effort expended by workers is not commensurate with the rewards or recognition they receive.

In the context of the Surabaya Class I Penitentiary, understanding and managing these factors is very important to improve employee performance. The influence of a positive leadership style, consistent work discipline, and balanced workload management can help increase employee motivation, which in turn will contribute to improving their performance.

#### **Leadership style**

The following are several indicators of leadership style that can be used to create research instruments, based on various leadership theories that have been explained previously:

- Leadership Style [17]:

- Participation in decision making: Leaders involve team members in the decision-making process and listen to their opinions.
- Collaboration: Leaders work together with team members to solve problems and achieve common goals.
- Encourage creativity: Leaders provide support for new ideas and encourage team members to contribute in innovative ways.

- Leadership Style [12]:

- Vision development: The leader develops an inspiring vision and communicates it clearly to team members.
- Set a good example: Leaders demonstrate behavior that is consistent



with organizational values and inspires team members.

- Individual support: The leader provides attention and support to the individual needs of team members.
- Intellectual stimulation: Leaders encourage critical thinking and creativity by arousing team members' interest and curiosity.

### Work discipline

Discipline is a means of training employees' personalities so that they always show good performance. Good and disciplined attitudes, behavior and life patterns are not formed in a very short time, but all of this is formed through a process that takes quite a long time [18].

Job Demand-control Theory by [15] becomes relevant in the context of the Surabaya Class I Penitentiary, where work discipline is very important to maintain security, order and operational efficiency. This theory shows that when employee work discipline is affected, it is very important to maintain a balance between job control and job demands.

These are indicators of work discipline that can be taken from the Theory:

- Level of Job Demands by [15]:

- Work Volume: The number of tasks an employee must complete, such as inmate management, security maintenance, and implementation of rehabilitation programs.
- Time Pressure: The level of urgency in completing assigned tasks, such as monitoring schedules and organizing daily activities within the institution.
- Task Complexity: The level of difficulty and complexity of the tasks faced, for example in handling conflict situations between prisoners or in enforcing regulations.

- Job Control Levels by [15]:

- Autonomy in Decision Making: The level of authority and freedom that employees have in making decisions related to their work, such as determining case handling strategies or security policies.
- Work Flexibility: The ability of employees to set their own work schedules or choose work methods that are most effective in handling certain tasks.
- Social Support: The level of support and assistance provided by coworkers and superiors in completing tasks and overcoming challenges faced in the work environment.

### Workload

Workload is the amount of work that must be completed in a certain time. Workload management can have a positive or negative impact on work, this is influenced by the individual's ability to complete the work. Therefore, in relation to employee workload, good analysis is needed to avoid the emergence of an uncomfortable work atmosphere and decreased work productivity due to excessive workload [19].

In work stress theory, there are several workload indicators that are very important for determining a person's stress level. "Job Demand-Control" model by [15] includes:

- Level of Job Demands: This includes all the demands that the job places on the individual, such as time pressure, volume of work, and complexity of tasks. Studies show that high levels of job demands can increase the risk of stress and burnout in employees [15].
- Task Variety: This indicator refers to the variety of tasks that employees must carry out on a regular basis. Monotonous and repetitive tasks can cause boredom and lack of motivation, while varied tasks can increase



employee interest and involvement in their work [20].

- Task Identity: This indicator describes the extent to which employees can see the final results of the tasks they carry out. Employees who can see the immediate impact of their work, as in the case of clear and meaningful projects, tend to feel more satisfied and involved in their work [20].
- Autonomy: This indicator refers to the level of control and freedom that employees have in completing their tasks. Employees who have higher autonomy tend to feel more empowered and involved in their work, because they can use their personal creativity and initiative [20].
- Feedback: This indicator includes employees' ability to receive information about their performance from the work environment. Constructive and clear feedback can help employees understand how well they are doing their jobs, motivate improvement, and increase job satisfaction [20].

### Motivation

Motivation indicators that can be taken from these motivation theories are as follows:

-Expectation Theory by [10]:

- Individual beliefs in their ability to achieve goals (eg: level of self-confidence).
- Individual enthusiasm and motivation in pursuing desired goals (eg: level of commitment).
- The level of individual confidence that their efforts will be recognized and rewarded (eg: perceptions of fairness in rewards).

-Motivation-Hygiene Theory (Multiple Factor Theory) by [21]:

- Level of satisfaction with motivational factors (eg: satisfaction with the job itself, responsibility).
- Level of satisfaction with hygiene factors (eg: satisfaction with salary, working conditions).
- Level of intrinsic motivation (eg: interest and enthusiasm for work tasks).

### Employee performance

There are several employee performance indicators that can be used to create research instruments to measure employee performance. These indicators are derived from expectancy theory and recognition theory. The following are some relevant metrics:

- Motivation Level: This indicator shows how motivated employees are to achieve organizational goals and standards. This can be measured by assessing employees' expectations of their work results and their opinions about related consequences, such as promotions or recognition of achievements.
- Effectiveness in Achieving Goals: This indicator shows how successful employees are in achieving work goals. This may include completing projects on time, achieving sales targets, or achieving other KPIs (Key Performance Indicators) related to the employee's job or responsibilities.
- Work Quality Level: This indicator shows the quality of work performed by employees. Things like accuracy, reliability, and customer satisfaction with goods or services provided by employees fall into this category.
- Level of Innovation: This indicator shows the employee's ability to find creative solutions, develop new processes, or improve organizational performance or efficiency.

- Recognition and Praise: This indicator shows how often employees receive recognition or praise for their performance. Recognition of good achievements can increase intrinsic motivation, self-confidence, and commitment to the organization.
- Work Attendance Rate: This is an indicator that assesses employee discipline and commitment to their work. This includes how often they are at work and whether they are available for work at any given time.

**METHODOLOGY**

Based on the objective to be achieved in this research, namely explaining the influence between variables, the type of research used is explanatory research with quantitative methods and using a questionnaire as a tool for collecting data. The independent variables in this research are leadership style, work discipline and workload. The dependent variable is employee performance, while motivation is an intervening variable.

The sample selection for this research was carried out using saturated sampling. Where the sample in this research is a population, namely all security officers at the Class I Penitentiary in Surabaya, totaling 79 people.

The data in this research are primary data, namely data obtained directly from the source and secondary data, namely those obtained from other published sources. Primary data is data obtained from distributing questionnaires to a sample of employees at the Class I Surabaya Correctional Institution. Secondary data includes employee administrative data.

The research instrument used to measure leadership style, work discipline, workload, motivation and employee performance is to use a questionnaire based on a Likert scale assessment system. This method is a scaling of attitude statements that uses response distribution as the basis for determining the

scale value. There are 5 types of alternative responses on the Likert scale (strongly agree with a score of 5, agree with a score of 4, neutral with a score of 3, disagree with a score of 2, strongly disagree with a score of 1). Next, the collected data was processed using SEM Smart PLS-3.

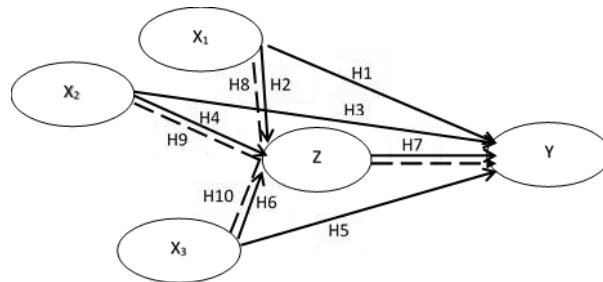


Figure 1 Conceptual Framework

Information:

- X1 = Leadership Style
- X2 = Work Discipline
- X3 = Workload
- Z = Motivation
- Y = Employee Performance

**RESULTS AND DISCUSSION**

**Respondent Characteristics**

The following are the characteristics of the respondents, namely all security officers at the Class I Penitentiary in Surabaya, totaling 79 people.

Table 1 Respondent Characteristics

Description	Frequency	Percentage
Age (year)		
20-25	0	0%
26-30	22	28%
31-35	30	38%
36-40	11	14%
>40	16	20%
Gender		
Male	79	100%
Female	0	0%
Education background		
High school	18	23%



S1	58	73%
S2	2	3%
Others	1	1%
Service year		
< 5	0	0%
5-10	46	58%
11-15	13	16%
16-20	12	15%
>20	8	10%

From table above, it is known that the characteristics of the majority of respondents aged 31-35 years are 38%, all of them are men, the majority have a bachelor's degree at 73% and the majority have 5-10 years of work experience at 58%.

### Outer Model Test

The measurement model was examined using three main criteria: consistency reliability, convergent validity, and discriminant validity. The composite reliability score for each construct must be more than 0.70 to verify that the measure is internally consistent. The convergent validity of a construct is determined by the values of its outer loadings and the average variance extracted (AVE). The outer loading of each item must exceed 0.70, and the AVE must exceed 0.50 [22]. The reliability of the instrument was assessed by assessing the internal consistency of the sample, which was calculated statistically using the Cronbach method [23]. Cronbach's Alpha divides all questions into the instrument and calculates the correlation value for each item. The outer loading value is calculated to test the convergent validity of the research model. An indicator is said to be valid if its correlation value (outer loading) exceeds 0.50 [24].

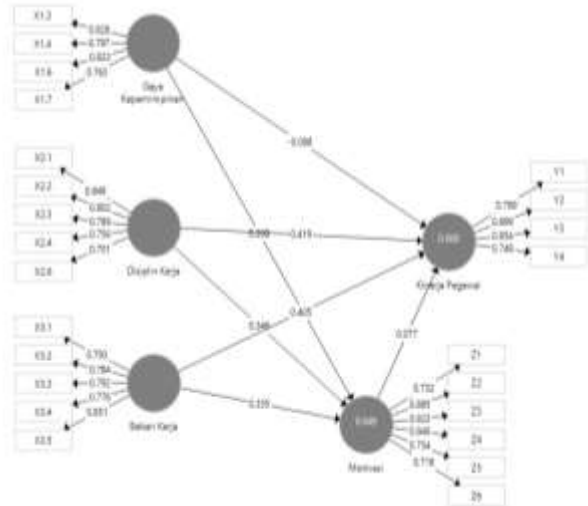


Figure 2 Outerloading value after correction

Once the outer loading value is smaller than 0.7, namely the statements X1.1, X1.2, X1.5, 2 until the data can be processed further. Meanwhile, the assessment of construct validity is seen from the AVE value which must exceed the 0.50 requirement. The results of Cronbach alpha, Composite reliability and AVE for each variable making up the structural research model are presented in Table 2 as follows:

Table 2 Convergent Validity and Reliability Test Results

Description	Cronbach Alpha	Composite Reliability	AVE
X1	0.820	0.879	0.645
X2	0.838	0.886	0.610
X3	0.859	0.899	0.640
Y	0.841	0.894	0.680
Z	0.882	0.911	0.633

The recommended AVE value is above 0.50 (Muijs, 2022). It can be seen that all AVE values are > 0.5, which means they have met the validity criteria based on AVE. The reliability test is then carried out based on the Composite Reliability (CR) value [25]. The recommended CR value is above 0.7 [26]. Specifically, all CR values > 0.7. indicates that the value has met the reliability criteria based on CR. The reliability

test was then continued based on the Cronbach's alpha (CA) value. The recommended CA value is above 0.70 [23]. All CA values were observed > 0.7. Cronbach's Alpha values for all constructs ranged from 0.820 to 0.882. all of which are well above the recommended reliability standard of 0.70 [23]; [25]; [27]. Therefore. The internal consistency of the instrument is demonstrated. All these metrics indicate that the instrument is valid for further analysis. In discriminant validity testing. assessment is carried out based on the Heterotrait-Monotrait Ratio (HTMT) criteria.

Table 3 Heterotrait-Monotrait Ratio (HTMT) Results

	X3	X2	X1	Y	Z
X3					
X2	0.841				
X1	0.672	0.495			
Y	0.824	0.867	0.423		
Z	0.837	0.805	0.679	0.706	

Table 3 above shows that all HTMT values are <0.9, so it can be stated that all constructs are valid in terms of discriminant validity based on HTMT calculations.

**Inner Model Test**

*Path Coefficient Test*

Path coefficients play an important role in indicating the direction of the relationship between variables, especially whether a hypothesis reflects a positive or negative direction. The path coefficient ranges from -1 to 1. Values in the range 0 to 1 are considered positive, while values in the range -1 to 0 are considered negative. The path coefficient of each exogenous (independent) variable on the endogenous (dependent) variable. The evaluation of the external model in partial least squares analysis is explained based on the

results of the research model algorithm estimation using SmartPLS Version 3 which is presented in Table 4 as follows:

Table 4 Path Coefficient & Significance Test

Relationship	Original Sample (O)	T-Stat.	P Values
X1 → Y	-0.088	0.615	0.539
X1 → Z	0.268	2.040	0.042
X2 → Y	0.419	2.918	0.004
X2 → Z	0.346	2.438	0.015
X3 → Y	0.405	2.418	0.016
X3 → Z	0.335	2.151	0.032
Z → Y	0.077	0.406	0.685
X1 → Z → Y	0.020	0.327	0.744
X2 → Z → Y	0.027	0.362	0.717
X3 → Z → Y	0.026	0.376	0.707

From table 4 above it can be seen:

- Direct relationships between variables that have a significant effect, namely:
  - Leadership Style (X1) on Motivation (Z) with P values 0.042 < 0.05.
  - Work Discipline (X2) on Employee Performance (Y) with P values 0.004 < 0.05.
  - Work Discipline (X2) on Motivation (Z) with P values 0.015 < 0.05.
  - Workload (X3) on Employee Performance (Y) with P values 0.016 < 0.05.
  - Workload (X3) on Motivation (Z) with P values 0.032 < 0.05.
- The direct relationship between influencing variables is not significant.





- Leadership Style (X1) on Employee Performance (Y) with P values  $0.539 > 0.05$ .
  - Motivation (Z) on Employee Performance (Y) with P values  $0.685 > 0.05$ .
- Indirect relationships (through motivation as an intervening variable) where all of them are not significant.
- Leadership Style (X1) on Employee Performance (Y) through motivation (Z) with P values  $0.744 > 0.05$ .
  - Work Discipline (X2) on Employee Performance (Y) through motivation (Z) with P values  $0.717 > 0.05$ .
  - Workload ((X3) on Employee Performance (Y) through motivation (Z) with P values  $0.707 > 0.05$ .

*R-Square Test*

R-squared is a number that ranges between 0 and 1 which reflects the combined influence of independent variables on the value of the dependent variable. The R-squared value ( $R^2$ ) is used to determine the extent of the influence of certain independent latent variables on the dependent latent variable [28].

\Table 5 R-Square

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Y</b>	0.608	0.587
<b>Z</b>	0.649	0.635

From table 5, the R-Square value for Motivation was found to be 0.649, which means that Leadership Style (X1), Work Discipline (X2) and Workload (X3) together influence Motivation (Z) by 64.9%, and for Performance Employee is 0.608, which shows that Leadership Style (X1), Work Discipline (X2),

Work Load (X3), and Motivation (Z) together influence Employee Performance (Y) by 60.8% and the strength of this influence is classified as moderate because it is still  $<0.75$ .

**Discussion**

*1. Relationship between leadership style and employee performance.*

Leadership style has no significant effect on employee performance at the Class I Penitentiary in Surabaya with P Values  $0.539 > 0.05$ . This shows that there is not enough statistical evidence to state that there is a significant relationship between leadership style and employee performance in this institution.

However, the results of this study still provide valuable insights regarding specific aspects of leadership style and employee performance that need further consideration. One important finding is related to the lowest and highest scores on each variable, namely leadership style and employee performance.

Where in the leadership style variable, the statement 'Leaders provide attention and support to the individual needs of team members' gets the lowest score (weakness) compared to other statement items. This could indicate that the leader needs to pay more attention to and support the individual needs of his team members. Meanwhile, the statement 'The leader involves team members in the decision-making process and listens to their opinions' received the highest score (strength), showing the strength in this leadership style which can increase the involvement and satisfaction of team members.

And for the employee performance variable, the statement 'Employees in the unit have a strong enthusiasm and desire to make the best contribution in achieving organizational goals' received the lowest score (weakness) compared to other statement items, indicating weaknesses in the motivation and work spirit of employees in the unit the. This can be a focus for improvement in improving employee



performance. Meanwhile, the statement 'Employees in the unit actively create and implement new ideas to improve work efficiency and quality' received the highest score (strength), showing the strength of employee creativity and innovation in improving work efficiency and quality.

Although the research results show that leadership style does not significantly influence employee performance, the findings related to the lowest and highest scores on each variable can be a basis for further recommendations and improvements. For example, leaders can pay more attention to team members' individual needs and involve them in decision making to improve their performance and engagement. Apart from that, it is also necessary to pay attention to employee motivation and work enthusiasm and encourage creativity and innovation in improving work efficiency and quality.

Thus, although there is no significant relationship between leadership style and employee performance in the context of this research, analysis of the lowest and highest scores on each variable can provide a more in-depth view regarding the factors that need to be considered in improving organizational performance.

## *2. Relationship between leadership style and motivation.*

Leadership style has a significant effect on employee motivation at the Class I Penitentiary in Surabaya with P Values  $0.042 < 0.05$ . This shows that there is a significant relationship between leadership style and employee motivation in this institution.

Where in the leadership style variable, the statement 'Leaders provide attention and support to the individual needs of team members' gets the lowest score (weakness) compared to other statement items, this may indicate the need for leaders to be more focused and sensitive to the individual needs of their team members to increase their motivation.

Meanwhile, the statement 'The leader involves team members in the decision-making process and listens to their opinions' received the highest score (strength), indicating that a leadership style that involves participation and listening to team members can increase their motivation.

Meanwhile, for the motivation variable, the statement 'Employees in the unit have high self-confidence in their ability to achieve the goals set at work' received the lowest score (weakness) compared to other statement items, indicating that there is a weakness in terms of employee self-confidence related to achievement. objective. This can be a focus for improvement to increase employee motivation. Meanwhile, the statements 'Employees in the unit are confident that their efforts will be recognized and appreciated by the organization, which provides additional encouragement for them to work with enthusiasm' and 'Employees in the unit feel very satisfied with the level of salary they receive and feel appreciated for their contribution to the organization' got the highest score (strength), indicating that recognition, appreciation and satisfaction related to salary can be important factors in increasing employee motivation.

The results of this research provide important insights regarding the importance of a leadership style that supports and motivates team members, as well as factors that can increase employee motivation in an organization. Recommendations from this research may include developing leaders' abilities to provide attention and support to the individual needs of team members, involving them in decision making, as well as providing recognition, rewards and satisfaction related to salary which can increase employee motivation.

Thus, the results of this research can be a basis for implementing strategies that can increase employee motivation through an effective leadership style and adequate recognition of their contributions to the organization.



*3. Relationship between work discipline and employee performance.*

Work Discipline has a significant effect on employee performance at the Class I Penitentiary in Surabaya with P Values  $0.004 < 0.05$ . This shows that there is a significant relationship between the level of work discipline and employee performance in the institution.

Where in the work discipline variable, the statement 'Employees in the unit show high discipline in responding to large volumes of work with full responsibility' gets the lowest score (weakness) compared to other statement items, this may indicate the need for an increase in responsibility and responsibility. employees for work that requires high discipline. Meanwhile, the statement 'Employees in the unit demonstrate a high level of discipline in using their autonomy in making decisions related to work' received the highest score (strength), indicating that a high level of discipline in decision making can be a strength in achieving good performance.

And for the employee performance variable, the statement 'Employees in the unit have a strong enthusiasm and desire to make the best contribution in achieving organizational goals' received the lowest score (weakness) compared to other statement items, indicating that there is a weakness in employee motivation and work morale related to achievement of organizational goals. This can be a focus for improvement to improve employee performance. Meanwhile, the statement 'Employees in the unit actively create and implement new ideas to improve work efficiency and quality' received the highest score (strength), indicating that creativity and innovation in improving work efficiency and quality can be a strength in employee performance.

The results of this research provide important insights regarding the importance of work discipline in improving employee

performance in an organization. Recommendations from this research may include the development of programs or policies that encourage high levels of discipline in response to large volumes of work, as well as increasing employee motivation and morale related to achieving organizational goals.

Thus, the results of this research can be a basis for implementing strategies that can increase the level of work discipline and employee performance through the development of programs or policies that support work discipline and increase employee motivation in achieving organizational goals.

*4. The relationship between work discipline and motivation.*

Work discipline has a significant effect on employee motivation at the Class I Penitentiary in Surabaya with P Values  $0.015 < 0.05$ . This shows that there is a significant relationship between the level of work discipline and employee motivation in this institution.

Where in the work discipline variable, the statement 'Employees in the unit show high discipline in responding to large volumes of work with full responsibility' gets the lowest score (weakness) compared to other statement items, this may indicate the need for an increase in responsibility and responsibility. employees for work that requires high discipline. Meanwhile, the statement 'Employees in the unit show a high level of discipline in using their autonomy in making decisions related to work' received the highest score (strength), indicating that a high level of discipline in decision making can be a strength in increasing their motivation.

Meanwhile, for the motivation variable, the statement 'Employees in the unit have high self-confidence in their ability to achieve the goals set at work' received the lowest score (weakness) compared to other statement items, indicating that there is a weakness in terms of employee self-confidence related to



achievement. objective. This can be a focus for improvement to increase employee motivation. While the statements 'Employees in the unit are confident that their efforts will be recognized and appreciated by the organization, which provides additional encouragement for them to work with enthusiasm' and 'Employees in the unit feel very satisfied with the level of salary they receive and feel appreciated for their contribution to the organization' got the highest score (strength), indicating that recognition, appreciation and satisfaction related to salary can be important factors in increasing employee motivation.

The results of this research provide important insights regarding the importance of work discipline in increasing employee motivation in an organization. Recommendations from this research may include the development of programs or policies that encourage a high level of discipline in employee responsibility and responsibility for work, as well as increasing employee motivation related to recognition, appreciation and satisfaction regarding salary. Thus, the results of this research can be a basis for implementing strategies that can increase employee motivation through the development of programs or policies that support work discipline and increase employee motivation in achieving organizational goals.

##### *5. Relationship between workload and employee performance.*

Workload has a significant effect on employee performance at the Class I Penitentiary in Surabaya with P Values  $0.016 < 0.05$ . This shows that there is a significant relationship between the level of workload and employee performance in the institution.

Where in the workload variable, the statement 'Employees in the unit are able to cope with high levels of work demands well and still maintain high quality work' gets the lowest score (weakness) compared to other statement items, which indicates a weakness in this case.

This may indicate a need for improvement in the ability to cope with high workloads without sacrificing work quality. Meanwhile, the statement 'Employees in the unit rarely feel bored or fed up because of the variety of tasks that provide new and interesting challenges' received the highest score (strength), indicating that the variety of interesting tasks can be a factor that supports employee performance.

And for the employee performance variable, the statement 'Employees in the unit have a strong enthusiasm and desire to make the best contribution in achieving organizational goals' received the lowest score (weakness) compared to other statement items, indicating that there is a weakness in employee motivation and work morale related to achievement of organizational goals. This can be a focus for improvement to improve employee performance. Meanwhile, the statement 'Employees in the unit actively create and implement new ideas to improve work efficiency and quality' received the highest score (strength), indicating that creativity and innovation in improving work efficiency and quality can be a strength in employee performance.

The results of this research provide important insights regarding the importance of effective workload management in improving employee performance in an organization. Recommendations from this research may include evaluation and adjustment to high work demands so that they can be handled better without sacrificing work quality, as well as the development of programs that increase employee motivation related to a variety of interesting tasks and provide new challenges. Thus, the results of this research can be a basis for implementing strategies that can improve employee performance through effective workload management and developing employee motivation related to a variety of interesting tasks.



6. *Relationship between workload and motivation.*

Workload has a significant effect on employee motivation at the Class I Penitentiary in Surabaya with P Values  $0.032 < 0.05$ . This shows that there is a significant relationship between the level of workload and employee motivation in this institution.

Where in the workload variable, the statement 'Employees in the unit are able to cope with high levels of work demands well and still maintain high quality work' gets the lowest score (weakness) compared to other statement items, which indicates a weakness in this case. This may indicate a need for improvement in the ability to cope with high workloads without sacrificing work quality. Meanwhile, the statement 'Employees in the unit rarely feel bored or fed up because of the variety of tasks that provide new and interesting challenges' received the highest score (strength), indicating that the variety of interesting tasks can be a factor that supports employee motivation.

Meanwhile, for the motivation variable, the statement 'Employees in the unit have high self-confidence in their ability to achieve the goals set at work' received the lowest score (weakness) compared to other statement items, indicating that there is a weakness in terms of employee self-confidence related to achievement. objective. This can be a focus for improvement to increase employee motivation. While the statements 'Employees in the unit are confident that their efforts will be recognized and appreciated by the organization, which provides additional encouragement for them to work with enthusiasm' and 'Employees in the unit feel very satisfied with the level of salary they receive and feel appreciated for their contribution to the organization' got the highest score (strength), indicating that recognition, appreciation and satisfaction related to salary can be important factors in increasing employee motivation.

The results of this research provide important insights regarding the importance of

effective workload management in increasing employee motivation in an organization. Recommendations from this research may include evaluation and adjustment to high work demands so that they can be handled better without sacrificing work quality, as well as the development of programs that increase employee motivation related to recognition, appreciation and salary-related satisfaction. Thus, the results of this research can be a basis for implementing strategies that can increase employee motivation through effective workload management and developing employee motivation related to a variety of interesting tasks.

7. *Relationship between motivation and employee performance.*

Motivation has no significant effect on employee performance at the Class I Penitentiary in Surabaya with P Values  $0.685 > 0.05$ . This shows that there is no significant relationship between the level of motivation and employee performance in this institution.

Where in the motivation variable, the statement 'Employees in the unit have high self-confidence in their ability to achieve the goals set at work' gets the lowest score (weakness) compared to other statement items, which indicates that there is a weakness in terms of employee self-confidence related to achievement of objectives. This can be a focus for improvement to increase employee motivation. Meanwhile, the statements 'Employees in the unit are confident that their efforts will be recognized and appreciated by the organization, which provides additional encouragement for them to work with enthusiasm' and 'Employees in the unit feel very satisfied with the level of salary they receive and feel appreciated for their contribution to the organization' got the highest score (strength), indicating that recognition, appreciation and satisfaction related to salary can be important factors in increasing employee motivation.



And for the employee performance variable, the statement 'Employees in the unit have a strong enthusiasm and desire to make the best contribution in achieving organizational goals' received the lowest score (weakness) compared to other statement items, indicating that there is a weakness in employee motivation and work morale related to achievement of organizational goals. This can be a focus for improvement to improve employee performance. Meanwhile, the statement 'Employees in the unit actively create and implement new ideas to improve work efficiency and quality' received the highest score (strength), indicating that creativity and innovation in improving work efficiency and quality can be a strength in employee performance.

Even though there is no significant influence between employee motivation and performance, the results of this analysis can provide important insights for human resource management in the institution. Recommendations from this research could include efforts to increase employee self-confidence regarding achieving goals, as well as paying attention to recognition, appreciation and satisfaction factors related to salary as part of a strategy to increase employee motivation. Thus, although motivation does not have a significant influence on employee performance, understanding the factors that influence motivation can be the basis for developing more effective strategies in improving employee performance at the Class I Penitentiary in Surabaya.

*8. The relationship between leadership style, work discipline and workload on employee performance through motivation.*

Leadership style has an insignificant effect on employee performance through motivation (P Values  $0.744 > 0.05$ ), work discipline has an insignificant effect on employee performance through motivation (P Values  $0.717 > 0.05$ ), and workload has an

insignificant effect on employee performance through motivation (P Values  $0.707 > 0.05$ ) in the Class I Surabaya Correctional Institution, indicating that there is no statistically significant relationship between these variables in this institution.

One explanation why motivation cannot mediate the relationship between leadership style, work discipline, workload and employee performance is that there are external and internal factors that influence motivation. External factors such as work environment conditions, organizational policies, and social factors can play an important role in determining employee motivation levels. However, if these factors are not appropriate or do not support motivation, then motivation will not be an effective mediator in influencing performance.

On the other hand, internal factors such as personal values, career goals, psychological needs, and perceptions of work also influence employee motivation. If these factors are not met or are not in line with the variables measured in the research (leadership style, work discipline, workload), then motivation will also not function as a strong mediator in the relationship between these variables and performance.

Apart from external and internal factors, the complexity of the interaction between leadership style, work discipline, workload, motivation and performance can also influence the ability of motivation as a mediation. For example, a good leadership style can increase employee motivation, but if low work discipline or excessive workload reduces this motivation, then the relationship between leadership style and performance will not be mediated effectively by motivation.

In addition to these factors, individual differences in response to motivation may also play an important role. Some employees may be more responsive to motivation from certain leadership styles, while others may be more influenced by other factors such as reward



systems, inclusive work environments, or career development opportunities. This shows that motivation as a mediator is not always effective for all individuals in the context of the relationship between these variables.

Understanding that motivation cannot always mediate the relationship between certain variables and employee performance has important implications for human resource management. Managers and leaders need to pay more attention to the external and internal factors that influence motivation, as well as considering the complexity of interactions between different variables in the specific context of the organization.

## CONCLUSION AND RECOMMENDATION

### Conclusion

From the research results it can be concluded as follows:

1. Leadership style has no significant effect on employee performance at the Class I Penitentiary in Surabaya.
2. Leadership style has a significant effect on employee motivation at the Class I Penitentiary in Surabaya.
3. Work discipline has a significant effect on employee performance at the Class I Penitentiary in Surabaya.
4. Work discipline has a significant effect on employee motivation at the Class I Penitentiary in Surabaya.
5. Workload has a significant effect on employee performance at the Class I Penitentiary in Surabaya.
6. Workload has a significant effect on employee motivation at the Class I Penitentiary in Surabaya.
7. Motivation has no significant effect on employee performance at the Class I Penitentiary in Surabaya.
8. Motivation cannot mediate leadership style, work discipline and workload on employee performance at the Class I Penitentiary in Surabaya.

### Recommendation

Based on research results that show a significant relationship between the variables of leadership style, work discipline, workload, motivation and employee performance at the Class I Surabaya Penitentiary, here are five suggestions for increasing employee motivation and performance:

1. Developing Leader Ability: In the context of leadership styles, it is important to develop the leader's ability to provide attention and support to the individual needs of team members. Leaders who are more focused and sensitive to individual needs can increase overall employee motivation.
2. Recognition and Rewards: It is important to provide adequate salary-related recognition, appreciation and satisfaction to employees. This can be an important factor in increasing their motivation, as seen from the highest scores on motivational variables related to recognition and salary satisfaction.
3. Developing Work Discipline Programs: Evaluation and development of programs or policies that encourage high levels of discipline in response to large volumes of work can help improve employee performance. This includes an increase in employee responsibility and responsibility for work that requires high levels of discipline.
4. Workload Management: There needs to be evaluation and adjustment to high work demands so that they can be handled better without sacrificing work quality. This will help reduce weaknesses in dealing with high workloads, which appear in the lowest scores on motivation variables related to employee self-confidence.
5. Stimulation of Creativity and Innovation: Programs that encourage creativity and innovation in improving work efficiency and quality can be



factors that support employee performance. Varying interesting tasks and providing new challenges can increase employee motivation and their contribution to achieving organizational goals.

By implementing these suggestions, it is hoped that it can increase employee motivation and performance at the Surabaya Class I Correctional Institution and other organizations.

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