# The Influence of Leadership Style and Work Discipline on Employee Performance with Work Motivation as a Mediating Variable at Bank Woori Saudara, Denpasar Branch Office

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## ABSTRACT

This research aims to determine the influence of leadership style and work discipline on employee performance, with work motivation as a mediating variable at Bank Woori Saudara Denpasar Branch Office. Research was conducted at BWS KC Denpasar located in Renon, Denpasar. The research used a sample of 127 BWS KC Denpasar employees. Path analysis is used as a data analysis technique. Research findings show that leadership style influences employee performance at BWS KC Denpasar, and work discipline also influences employee performance. Apart from that, employee motivation has a significant effect on employee performance. Leadership style also plays a role in influencing work motivation and work discipline also influences worker motivation. Leadership style has an indirect effect on employee performance through work motivation at BWS KC Denpasar, and likewise work discipline has an effect on employee performance through work motivation.

**Keywords:** Leadership, Discipline, Motivation, BWS

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## 1. INTRODUCTION

Law Number 10 of 1998 defines a bank as a business entity with the mandate to collect funds from the public via deposits, and subsequently channel these funds back into the community through credit and other means, with the goal of enhancing overall public welfare. In the fourth quarter of 2023, commercial banks experienced an increase compared to the same period in the previous year (Otoritas Jasa Keuangan, 2024). This improvement is evidenced by a relatively strong level of profitability, which is in line with increased efficiency in the banking sector and the strengthening of banks' capital base, as detailed in the Banking Industry Profile Report for the Fourth Quarter of 2023.
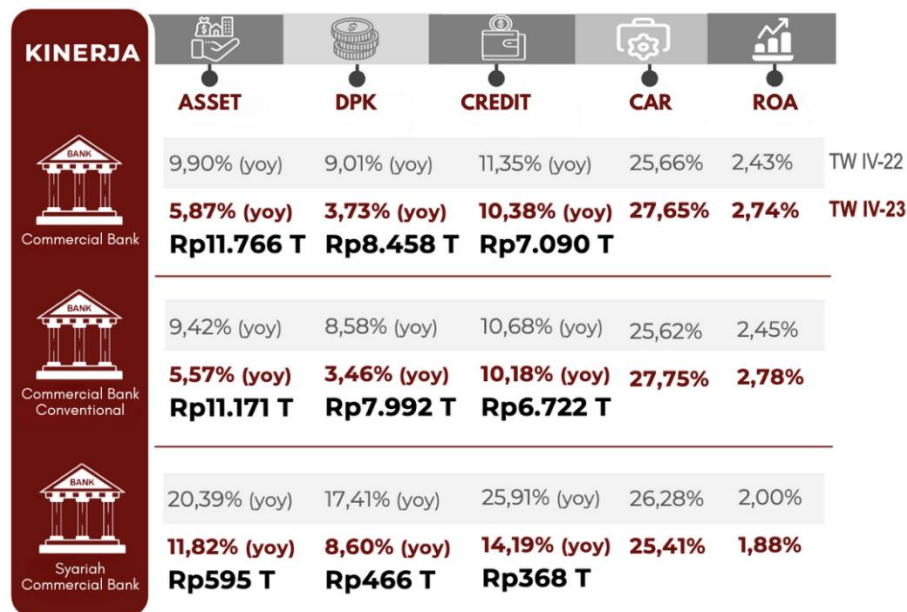
**Figure 1. Summary of the Banking Industry Profile Report – Triwulan IV 2023**

Source: (Otoritas Jasa Keuangan, 2024)

Figure 1 reflects the improvement in the performance of commercial banks, as evidenced by a total asset increase of 5.87%, reaching IDR 11,776 trillion in December 2023. Third-party funds (DPK) also increased by 3.73% year-on-year (yoy), amounting to IDR 8,458 trillion, while credit rose by 10.38%, reaching IDR 7,090 trillion. This was accompanied by an increase in the Capital Adequacy Ratio (CAR) and positive Return on Assets (ROA), which reached 27.65% and 2.74% yoy, respectively. This indicates that the growth of assets, DPK, and credit from commercial banks has generally improved compared to the previous year, although the percentage increase is not as significant as the growth from 2021 to 2022 due to the impact of COVID-19, which resulted in a substantial growth rate in 2022 compared to that of 2023.

The daily activities of the organization at Bank Woori Saudara (BWS), which is the result of the merger between Bank Woori Indonesia (BWI) and Bank Himpunan Saudara (BHS), are not easy (Jaya, Syarief, & Laksana,

2021). Differences in work culture and operational management procedures between BHS and BWI prior to the merger are among several internal issues that have arisen at BWS (Indriani, Hubeis, & Kuswanto, 2021). Despite these internal obstacles, BWS faces increased competition in the banking sector. Nevertheless, BWS has opportunities to succeed in this competitive environment because BWI and BHS previously served different market segments (Sitohang & Budiono, 2021). BWI's market segmentation was for corporate clients, while BHS's was for retail clients (Winata, 2018). Currently, BWS is classified as a Buku 3 Bank. This status, along with the emphasis on different markets, has prompted the researcher to investigate Bank Woori Saudara, specifically Bank Woori KC Denpasar.

The current research aims to explore the effects of leadership style and work discipline on employee performance, considering work motivation as a moderating variable. Employee performance is an individual's outcome or achievement, related to what workers accomplish as a result of their workplace, roles, or positions within the company (Sihaloho & Siregar, 2020). An individual's performance or achievement can be evaluated using qualitative and quantitative methods (Latif, Ismail, Nurmega, & Irwan, 2022). Performance is the process by which organizations measure or evaluate the performance of their employees (Chaidir, Haerofiatna, Kania, & Wahyudi, 2023).

The methods used by leaders to direct and influence their followers are referred to as leadership style (Waedoloh, Purwanta, & Ediyono, 2022). Leadership style refers to the different ways a leader interacts with their subordinates (Lande, Ferliandre, & Anggraini, 2021). Essentially, a leader's style is determined by how they interact with others within their group (Ritonga dkk., 2022).

The importance of disciplined behavior is crucial in daily life, especially in the workplace (Ichsan, Surianta, & Nasution, 2020). Work discipline refers to the activity of systematically organizing and enforcing all organizational policies (Sulaeman & Barima, 2022). It serves as a tool for managers to engage with employees,

support behavioral changes, and instill greater knowledge and willingness to adhere to all institutional requirements and cultural norms (Salam, Rifai, & Ali, 2020).

Work motivation can be defined as the desire to fulfill needs (Pratama & Elistia, 2020). Work motivation is described as an aspect that generates enthusiasm or the drive to work (Rivaldo & Ratnasari, 2020). It is this condition that influences, stimulates, guides, and sustains activities related to work (Isliana & Ghalib, 2023).

## 2. METHODS

### Research Conceptual Framework

Based on the introduction explained previously, the research conceptual framework is presented as follows:
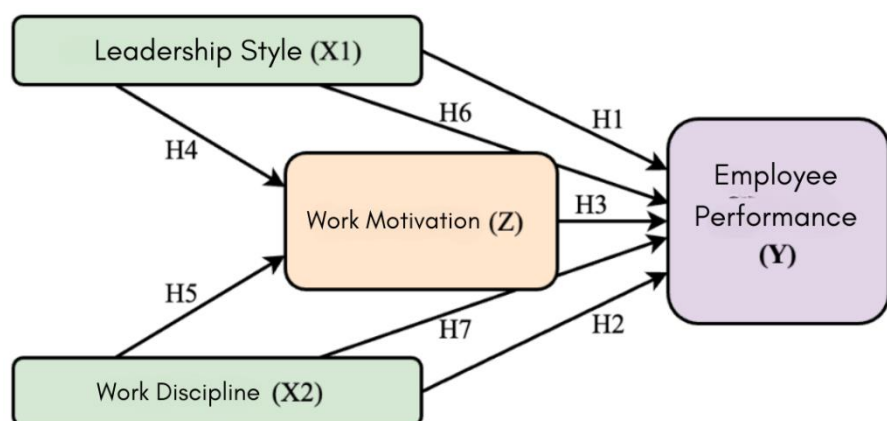


**Figure 2. Research Conceptual Framework**
Source: Data processed (2024)

The hypotheses for this research are:

H1: At Bank Woori Saudara KC Denpasar, employee performance is significantly influenced by leadership style.

H2: Work discipline has a significant effect on employee performance at Bank Woori Saudara KC Denpasar.

H3: Work motivation has a significant effect on employee performance at Bank Woori Saudara KC Denpasar.

H4: Leadership style significantly influences work motivation

within Bank Woori Saudara KC Denpasar.

H5: A noteworthy relationship exists between work discipline and work motivation within Bank Woori Saudara KC Denpasar.

H6: Leadership style has a significant effect on employee performance through work motivation at Bank Woori Saudara KC Denpasar.

H7: Bank Woori Saudara KC Denpasar's employee performance is significantly affected by work discipline via the enhancement of work motivation.

## Research Object

The objects researched in this study are permanent employees who have worked for at least 6 months in the marketing, back office, and front office departments at BWS KC Denpasar. BWS is a privately held commercial bank (Bank BUMS - Badan Usaha Milik Swasta) mainly working to gather savings from people and then loan that money back out, or use it in other ways, to help improve people's lives (Jaenudin,

2024). This research aims to determine the influence of leadership style, work discipline, and work motivation as a mediating variable on employee performance. The research implementation and data collection time took approximately 3 months.

## Research Design and Sampling Technique

This research adopts a descriptive research methodology, which is a type of conclusive research design that aims to define certain factors, typically market characteristics or functions. In this study, the researcher uses quantitative research that will be conducted once in a single period using a Cross-Sectional Design. The purpose of the quantitative approach is to quantify data, which is usually presented using statistical analysis. A survey approach is used in this study, with questionnaires as the primary data collection tool. The data sources used in this study depend on the type of data obtained. This study uses two types of data, namely primary and secondary data. For data analysis, the researcher uses Structural Equation Modeling

(SEM), with sample size guidelines based on the number of indicators multiplied by a factor of 5 to 10, resulting in a sample size of 127 for this study.

## 3. RESULT AND DISCUSSION

### 1. Classical Assumption Tests

### A. Normality Test

The data normality test employs the SPSS Kolmogorov-Smirnov statistic, with probability serving as the basis for decision-making.

**Table 1. Normality Test Results**

| Model | Sig | Keterangan |
|---|---|---|
| X towards Y | 0,587 | Fulfilled |
| X and Z towards Y | 0,917 | Fulfilled |

Source: Data processed (2024)

### B. Multicollinearity Test

The purpose of the multicollinearity test is to assess the extent of correlation among the independent variables within a regression model.

**Table 2. Multicollinearity Test Results**

| Model | Toleransi | VIF | Keterangan |
|---|---|---|---|
| X1 towards Y | 0,407 | 2,450 | Free from Multicollinearity |
| X2 towards Y | 0,388 | 2,574 | Free from Multicollinearity |
| Z towards Y | 0,602 | 1,662 | Free from Multicollinearity |
| X1 towards Z | 0,432 | 2,318 | Free from Multicollinearity |
| X2 towards Z | 0,432 | 2,318 | Free from Multicollinearity |

Source: Data processed (2024)

### C. Heteroscedasticity Test

By examining the scatterplot graph between predicted values of the independent variable and the residual values, one can determine if heteroscedasticity is present.
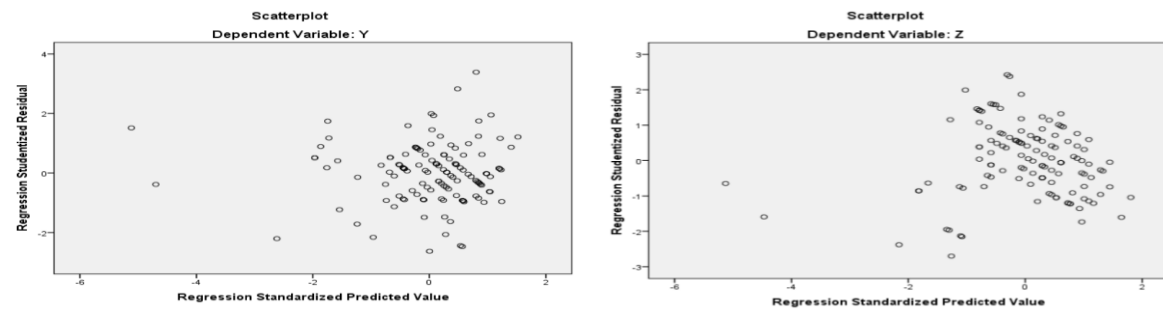
**Figure 3. Scatterplot for the Model of X and Z towards Y, and the Model of X towards Y**
Source: Data processed (2024)

## 2. Multiple Linear Regression Analysis

Researchers use multiple linear regression to determine the degree to which independent variables influence a particular outcome, Leadership Style (X1) and Work Discipline (X2), on the dependent variable, Employee Performance (Y), through the moderator variable, Work Motivation (Z).

**Table 3. Multiple Linear Regression Results of X and Z towards Y**

| | | Coefficients$^a$ | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | **Model** | **Unstandardized Coefficients** | | **Standardized Coefficients Beta** | **t** | **Sig.** | **Collinearity Statistics** | |
| | | **B** | **Std. Error** | | | | **Tolerance** | **VIF** |
| 1 | Constant | 4,028 | 2,171 | | 1,857 | ,066 | | |
| | X1 | ,227 | ,062 | ,282 | 3,741 | ,000 | ,407 | 2,450 |
| | X2 | ,392 | ,073 | ,422 | 5,471 | ,000 | ,388 | 2,574 |
| | Z | ,248 | ,061 | ,620 | 4,101 | ,000 | ,602 | 1,662 |

*a. Dependent Variable: Y*
Source: Data processed (2024)

Table 3 presents processed data that allows us to develop the following multiple linear regression equation model:

**Y = a + b1X1 + b2X2 + b3Z+ e**      **Y = 4,028 + 0,227 X1 + 0,392 X2 + 0,248 Z + e**

Explanation

  Y:   Employee Performance variable

  a:   Constant                                e    Error term

  b1:  Leadership Style variable coefficient   X1   Leadership Style

  b2:  Leadership Style                        X2   Work Discipline

  b3:  Work Discipline variable coefficient    Z    Work Motivation

**Table 4. Multiple Linear Regression Results of X on Z**
**Coefficients[a]**

| | Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | | | | Tolerance | VIF |
| 1 | Constant | 15,517 | 2,918 | | 5,323 | ,000 | | |
| | X1 | ,233 | ,087 | ,622 | 2,654 | ,009 | ,432 | 2,318 |
| | X2 | ,375 | ,103 | ,785 | 3,692 | ,000 | ,432 | 2,318 |

*a. Dependent Variable: Z*
Source: Data processed (2024)

The subsequent multiple linear regression equation model was derived from the processed data presented in Table 4:

**Y = a + b1X1 + b2X2 + b3Z+ e**
**Y = 15,517 + 0,233 X1 + 0,235 X2 + e**

Explanation

  Y:   Coefficient of the employee performance variable

  a:   Constant                                e    Standard error

  b1:  Coefficient of the leadership style variable    X1   Leadership Style

  b2:  Coefficient of the work discipline variable     X2   Work Discipline

### 3. Coefficient of Determination ($R^2$)

The coefficient of determination ($R^2$) test is used to determine the model's ability to explain the dependent variable.

**Table 5. Coefficient of Determination ($R^2$) Test Results for X and Z on Y**
**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,847[a] | ,715 | ,708 | 1,95482 |

*a. Predictors: (Constant), Z, X1, X2*
*b. Dependent Variable: Y*
Source: Data processed (2024)

Table 5 shows an adjusted R-squared of 0.708 (70.8%), meaning that 70.8% of the variability in employee performance can be predicted by leadership style, work discipline, and work motivation. Specifically, these variables account for 70.8% of the variance. The other 29.2% of employee performance is likely influenced by variables beyond those examined in this study.

**Table 6. Coefficient of Determination ($R^2$) Test Results for X on Z**
**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,631[a] | ,399 | ,387 | 2,91233 |

*a. Predictors: (Constant), Z, X1, X2*
*b. Dependent Variable: Y*
Source: Data processed (2024)

Table 6 reveals an adjusted R-squared value of 0.388, corresponding to 38.7%. This suggests that leadership style and work discipline account for 38.7% of the variance in work motivation. The remaining 61.3% of work motivation is attributable to other factors not considered in this study.

### 4. Simultaneous Test (F-test)

A simultaneous F-test will involve comparing the calculated F statistic against the F table value, based on pre-defined decision-making criteria.

**"Table 7. Simultaneous Test Results for X and Z on Y**
**ANOVAᵃ**

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 1178,778 | 3 | 392,927 | 102,823 | ,000ᵇ |
| | Residual | 470,027 | 123 | 3,822 | | |
| | Total | 1648,802 | 126 | | | |

*a. Dependent Variable: Y*
*b. Predictors: (Constant), Z, X1, X2*
Source: Data processed (2024)

As shown in Table 7, the combined effect of Leadership Style, Work Discipline, and Work Motivation significantly and positively predicts Employee Performance. This finding is supported by a calculated F-value of 102.824 ($p < 0.001$), which is less than the 0.05 significance threshold. Because the calculated F-value is greater than the critical F-value from the F-table at a 95% confidence level, the hypothesis is accepted.

**Table 8. Simultaneous Test Results for X on Z**
**ANOVAᵃ**

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 697,167 | 2 | 348,582 | 41,097 | ,000ᵇ |
| | Residual | 1051,733 | 124 | 8,483 | | |
| | Total | 1748,897 | 126 | | | |

*a. Dependent Variable: Z*
*b. Predictors: (Constant), X1, X2*
Source: Data processed (2024)

Table 8 provides evidence that the combined effect of Leadership Style and Work Discipline on Work Motivation is both positive and statistically significant. This is supported by an F-value of 40.027 ($p < 0.001$), which is less than the 0.05 significance threshold. With the calculated F-value exceeding the critical F-value at a 95% confidence level, the hypothesis is accepted.

### 5. Partial Test

In the partial test, a t-test is employed to compare the calculated t-statistic with the corresponding T-table value, based on predetermined decision-making criteria.

**Table 9. Partial Test Results for X and Z on Y**

**Coefficients[a]**

| | Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | | | | Tolerance | VIF |
| 1 | Constant | 4,028 | 2,171 | | 1,857 | ,066 | | |
| | X1 | ,227 | ,062 | ,282 | 3,741 | ,000 | ,407 | 2,450 |
| | X2 | ,392 | ,073 | ,422 | 5,471 | ,000 | ,388 | 2,574 |
| | Z | ,248 | ,061 | ,620 | 4,101 | ,000 | ,602 | 1,662 |

*a. Dependent Variable: Y*
Source: Data processed (2024)

1. Leadership Style

A comparison of the leadership style variable's t-statistic (3.741) with the t-table value (1.98) reveals that the former is greater. Given the significance level of 0.000, which is below the 0.05 threshold, it can be concluded that leadership style positively and significantly affects employee performance

2. Work Discipline

A comparison of the t-statistic for work discipline (5.471) to the t-table value (1.98) reveals a greater t-statistic. The significance level of 0.000, which is below the 0.05 threshold, leads to the conclusion that work discipline exerts a positive and significant effect on employee performance

3. Work Motivation

The work motivation variable shows a t-statistic of 4.101, which is greater than the t-table value of 1.98, with a significance level of $p < 0.001$. This indicates that work motivation has a positive and significant effect on employee performance.

**"Table 10. Partial Test Results for X on Z Coefficientsª**

| | Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | Constant | 15,517 | 2,918 | | 5,323 | ,000 | | |
| | X1 | ,233 | ,087 | ,622 | 2,654 | ,009 | ,432 | 2,318 |
| | X2 | ,375 | ,103 | ,785 | 3,692 | ,000 | ,432 | 2,318 |

*a. Dependent Variable: Z*
Source: Data processed (2024)

1. Leadership Style

   Leadership style significantly influences work motivation. Because the t-statistic (2.654) is higher than the t-table value (1.98) and the p-value (0.009) is less than 0.05, we know this is a statistically significant finding.

2. Work Discipline

   The analysis reveals a positive and significant relationship between work discipline and work motivation. Specifically, the t-statistic for work discipline is 3.692, exceeding the t-table value of 1.98 (p < 0.001).

**6. Path Analysis**

As a statistical technique, path analysis is used to explore causal relationships between variables. A key distinction between path analysis and other regression approaches lies in its capacity to test models involving mediating variables; for example, X influencing Y, which in turn affects Z (X→Y→Z).
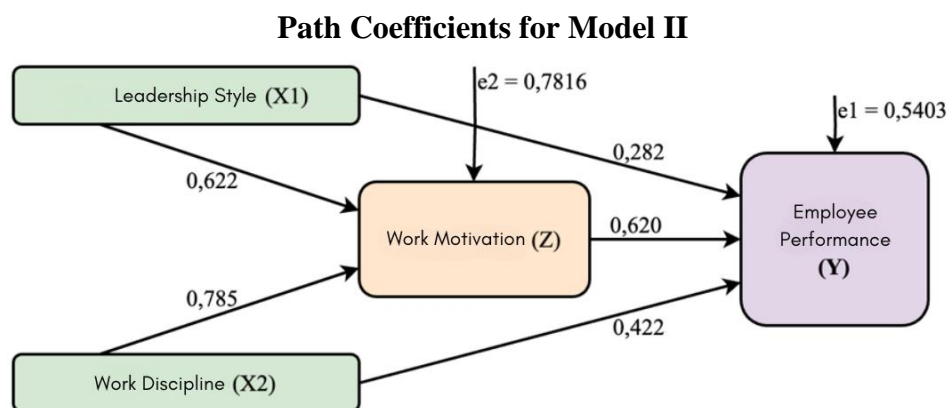
**Path Coefficients for Model I**
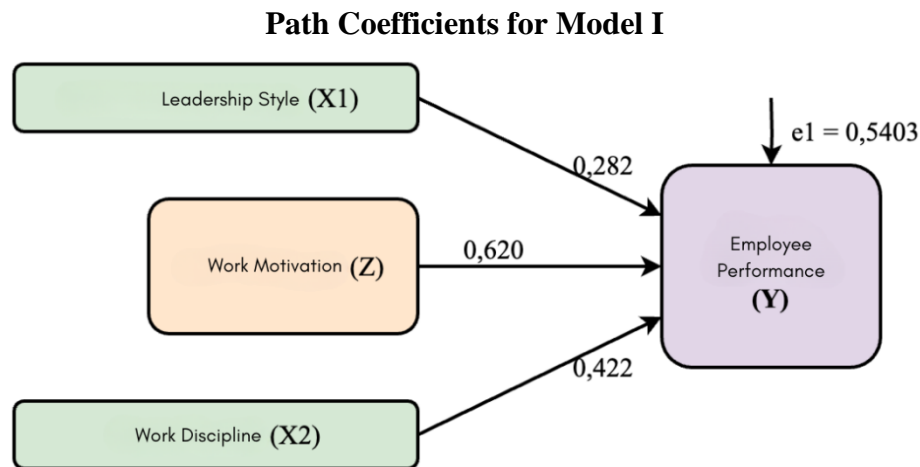


**Figure 4. Path Analysis Model I**
Source: Processed Data (2024)

Based on the coefficient table from Regression Model I (X and Z on Y), the significance values for all modifiers (X1 = 0.000, X2 = 0.000, and Z = 0.000) are below the 0.05 threshold. This suggests that Regression Model I, incorporating modifiers X1, X2, and Z, significantly influences Y.

**Path Coefficients for Model II**



**"Figure 5. Path Analysis Model II**
Source: Processed Data (2024)

The coefficient table from Regression Model II (X to Z) reveals that the significance values for the two modifiers, X1 (0.009) and X2 (0.000), are less than 0.05. This conclusion indicates that Regression Model II, with modifiers X1 and X2, has a significant effect on Z.

**Discussion and Hypothesis Testing**

**A. Influence of Leadership Style on Employee Performance at BWS KC Denpasar**

The variable leadership style ($\beta1$ (X1) = 0.227) has a statistically significant positive effect on employee performance. For every one-unit increase in leadership style, employee performance increases by 0.227, assuming all other variables are held constant. This is supported by the partial test results, which yield a t-statistic of 3.741, exceeding the t-table value of 1.98, and a significance level below 0.05 (p = 0.000). These results affirm that leadership style positively and significantly influences employee performance.

**B. Influence of Work Discipline on Employee Performance at BWS KC Denpasar**

The work discipline variable ($\beta2$ (X2) = 0.392) demonstrates a statistically significant positive relationship with employee performance. Holding other variables constant, a one-unit increase in work discipline leads to a 0.392 unit increase in employee performance. Supporting this, the partial test reveals a t-statistic of 5.471, surpassing the t-table value of 1.98, and a significance level less than 0.05 (p = 0.000). This evidence affirms the positive and significant effect of work discipline on employee performance.

**C. Influence of Work Motivation on Employee Performance at BWS KC Denpasar**

The work motivation variable ($\beta3$ (Z) = 0.248) has a positive and significant effect on employee performance. An increase in work motivation by one unit results in an increase in employee performance by 0.248, assuming other variables remain constant. The partial test results show a t-statistic of 4.100, which is greater than the t-table value of 1.98, with a significance level of 0.000 < 0.05. This confirms that work motivation has a positive and significant effect on employee performance.

**D. Influence of Leadership Style on Work Motivation at BWS KC Denpasar**

Leadership style (ß1 (X1) = 0.233) exerts a positive and significant influence on work motivation. Specifically, for each one-unit increase in leadership style, work motivation is expected to increase by 0.233, holding all other variables constant. This finding is supported by the partial test, which reveals a t-statistic of 2.654, exceeding the t-table value of 1.98, and a significance level of 0.009 (p < 0.01). Therefore, the positive and significant impact of leadership style on work motivation is confirmed.

## E. Influence of Work Discipline on Work Motivation at BWS KC Denpasar

The work discipline variable (ß2 (X2) = 0.375) demonstrates a statistically significant positive relationship with work motivation. With all other variables being equal, increasing work discipline by one unit leads to an increase of 0.375 units in work motivation. The partial test results further support this, showing a t-statistic of 3.692, which is more than the t-table value of 1.98, and a significance level of 0.000, which is less than 0.05. These findings confirm the positive and significant relationship between work discipline and work motivation.

## F. Influence of Leadership Style on Employee Performance Through Work Motivation at BWS KC Denpasar

X1 directly affects Y with a coefficient of 0.282, and also indirectly influences Y through Z, with an effect size of 0.385 (the product of 0.622 and 0.620). The total effect of X1 on Y is 0.667 (0.282 + 0.385). The larger indirect effect compared to the direct effect indicates a significant influence of X1 on Y via Z. This suggests that work motivation enhances the positive and significant impact of leadership style on employee performance. Thus, increasing work motivation strengthens the relationship between leadership style and employee performance.

## G. Influence of Work Discipline on Employee Performance Through Work Motivation at BWS KC Denpasar

The direct effect of X2 on Y is 0.422, and the indirect effect of X2 on Y

through Z is 0.486 (0.785 multiplied by 0.620). The total effect of X2 on Y is 0.908, summing the direct and indirect effects (0.422 + 0.486). The larger indirect effect compared to the direct effect indicates a significant influence of X2 on Y through Z. This suggests that work motivation strengthens the positive and significant relationship between work discipline and employee performance. Therefore, enhancing work motivation amplifies the positive impact of work discipline on employee performance.

## 4. CONCLUSIONS

Leadership style influences the employee performance of Bank Woori Saudara, Denpasar Branch. Work discipline influences the employee performance of Bank Woori Saudara, Denpasar Branch. Work motivation influences the employee performance of Bank Woori Saudara, Denpasar Branch. Leadership style also influences the work motivation of employees at Bank Woori Saudara, Denpasar Branch. Work discipline influences the work motivation of Bank Woori Saudara, Denpasar Branch. Leadership style also influences employee performance through work motivation at Bank Woori Saudara, Denpasar Branch. Work discipline influences employee performance through work motivation at Bank Woori Saudara, Denpasar Branch.

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