



The Influence of Work Motivation and Leadership Style on Employee Work Discipline in the Environmental Management and Mining Support Unit

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Abstract

This study aims to determine the influence of work motivation and leadership style on employee work discipline in the environmental management and mining support work unit at PT Bukit Asam, Tbk. The population in this study is all employees in the environmental management and mining support work unit at PT Bukit Asam, Tbk in 2023 as many as 300 organic and outsourcing employees. The sample of respondents in this study became 172 organic and outsourced employees at PT Bukit Asam, Tbk with calculations using the slovin formula. The results of multiple linear regression analysis show that work motivation and leadership style have a positive and significant effect on work discipline. Work motivation, is expected to maintain good relations between fellow employees and superiors in one work team. Leadership style, the role of superiors needs to be evaluated in giving appreciation to employees, especially employees who provide good work results.

Introduction

Human resources are the most valuable investment and the most solid foundation to support the success of a company. In this case, the company will look for the potential of quality human resources and develop them into a figure rich in competencies so that they can support the company's performance in the future. Companies really need competent and qualified human resources, especially in this era of globalization. All business organizations must be ready to adapt and strengthen themselves in order to compete so that they are able to answer all challenges in the future. Human resources who are employees must always play an active and dominant role in every organizational activity because humans are planners, actors and determinants of the realization of goals (Mahavong, 2022; Maryadi et al., 2024).

In research by Anwar & Indasah (2021) explain that motivation and leadership style are thought to greatly affect employee work discipline. One of them is PT Bukit Asam, Tbk, where this is a company engaged in coal mining, employees who are required to be able to comply with all regulations that have been set, especially for employees in the environmental management and mining support work unit that requires employees to obey all applicable regulations (Ambarita et al., 2021; Wollff, 2023). This is done because this part of the work has a direct relationship with the environment, where there needs to be obedience that must be done by employees so that unwanted risks do not occur.

However, the state of work discipline of employees of PT Bukit Asam, Tbk, especially in the Environmental Management and Mining Support Work Unit (PLPT) as follows: (1) Attendance at General Safety Talk, less than 70%; (2) The reason for the absence of General Safety Talk is more than 50% due to the reason of no vehicle; (3) There are still many employees who do not comply with the rules of working hours (not absent / TA, not absent

from home/TAP, absent or leave prematurely/U, and late/Law). From the situation as mentioned above, research on this situation is needed to obtain clear and representative information data; (4) The accuracy and speed of completion of work targets given by superiors, which are included in the employee's Key Performance Indicator (KPI).

Table 1. Attendance Data of the Environmental Management and Mining Support Work Unit/PLPT for the January-July 2023 Period

Moon	Number of Employees	Information			
		No Absence/ TA	No Absence from Home/ TAP	Defaulter/ U	Late/ UU
January	100	12	18	1	3
February	100	11	17	0	5
March	100	15	13	0	10
April	100	8	10	1	9
May	100	5	8	0	2
June	100	6	11	0	3
July	100	9	10	0	2

Source: Operational HR, Processed 2023

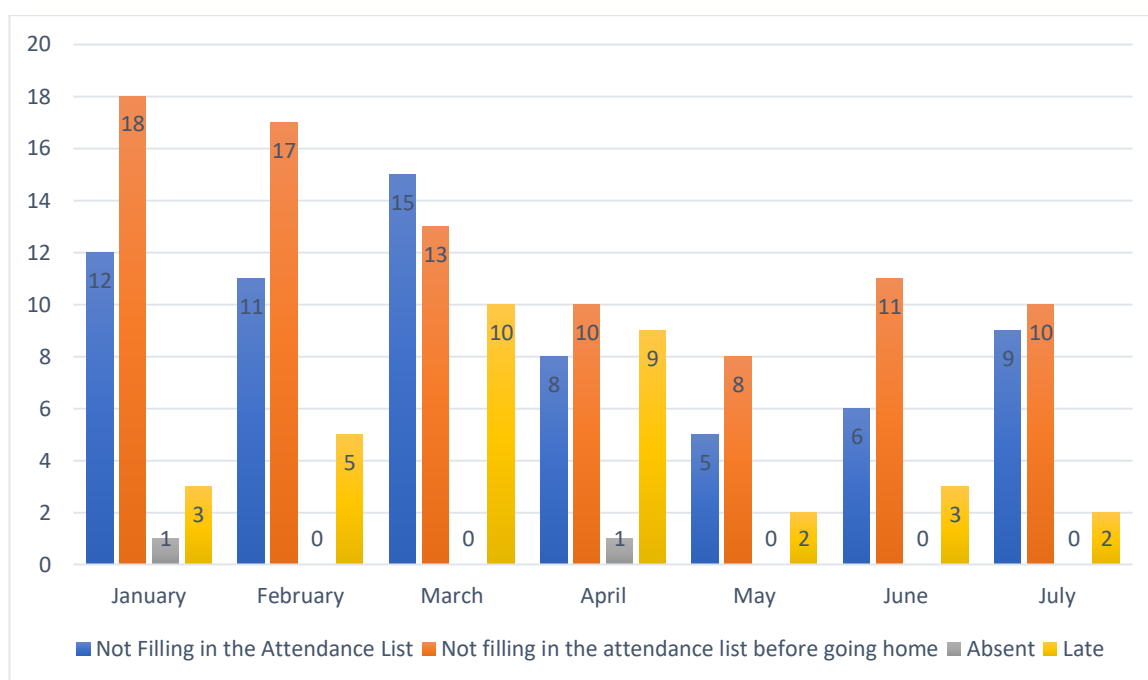


Figure 1. Discipline Index for the Period January 2023 to July 2023

Based on the data in Table 1 and Figure 1 above, it can be seen that in the period from January to July 2023 there are still employees whose absenteeism rate is less disciplined in terms of absenteeism and employee delay, this shows an indication of not optimal work discipline in the Environmental Management and Mining Support Task Force/PLPT where the level of indiscipline for the January to July 2023 period is still 30%.

Methods

This research uses a quantitative approach to analyse the effects of work motivation and leadership on work discipline in the environmental management and mining support work unit

at PT Bukit Asam Tbk. The study employed a crosssectional research design, where data was collected at one time point to capture the associations between the examined variables.

Population and Sample

The sample population for this study will be all the employees of the environmental management and mining support work unit in PT Bukit Asam, Tbk in 2023 consisting of 300 employee which includes organic employees and outsourced employees. To achieve this, the Slovin formula was used and it was found that the sample size was 172 employees. The study adopted a random sampling approach that made it possible for any given employee to participate in the study. This helps to minimize selection bias and increase the external validity of the findings.

Data Collection

The primary data for this study were collected using a structured questionnaire specifically designed to measure the key variables: individuals, work motivation, leadership style, and work discipline. The development of the questionnaire was guided by the literature review in these areas so as to get the most and most relevant items.

Table 2. Instrument Development and Measurement

Variable	Dimensions	What it Investigates	Measurement Scale
Work Motivation	Intrinsic Motivation	Investigates personal growth, job satisfaction, and fulfillment of professional goals.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)
	Extrinsic Motivation	Investigates external factors such as recognition, salary, and job security.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)
Leadership Style	Supportive Leadership	Investigates the level of support and encouragement provided by supervisors.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)
	Communication Effectiveness	Investigates the clarity and effectiveness of communication from leaders.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)
	Fair Decision Making	Investigates fairness in decision making processes by leaders.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)
Work Discipline	Compliance with Policies	Investigates adherence to company policies and procedures.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)
	Punctuality	Investigates timeliness and adherence to work schedules.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)

Pre Testing and Refinement

In this process, the author first pilot tested the completed questionnaire to a small but selected random sample from the specific work unit, after which full scale survey was conducted. The pretest was done with an intention of determining general aspects and potential problems or concerns, inadequacies in the wording of the questions as well as challenges that may arise from the fact that the questions were capturing the intended construct. Responding to reactions from the pretest, certain modifications were done to enhance the validity and credibility of items included in the test. For instance, some questions posed to the respondents were slightly

altered to reduce equivocality while other items were included or excluded depending on how informative they were in the establishment of the measurement scale.

Data Collection Procedure

The last survey was conducted with the final sample of 172 employees electronically as well as on paper where it was necessary. Using both a web and a paper version of the survey guaranteed a larger response rate and meet the needs of the employees with the different working schedules and the absence of constant internet access. For users who are often using a computer or a smartphone at work the survey was conducted through a web link in email. The online questionnaire was set on proprof survey maker which provided an easy platform to collect the data and also ensured that the responses given were anonymous and confidential. For the cases where employees preferred or needed to have a paper version of questionnaires, these were administered and collected by the research team. All these responses were later transcribed and keyed into the computer for storage in the database for analysis. To promote response rate, the employees were explained the reasons for conducting the study, guarantee given that their identities would not be revealed and the expected time that would be taken to complete the questionnaires. Some of the follow up reminders were used to ensure that a large number of questionnaires were answered and that the sample was a true reflection of the whole population.

Data Analysis

Conditional work motivation and leadership method were regressed with multiple linear regression analysis to find the impact on work discipline of the employee. The study utilized the Statistical Package for Social Sciences (SPSS) in which the influence of each variable was determined individually, as well as cumulatively. Testing for statistical significance of the regression model, the p value obtained was less than 0. 05 considered significant. Using regression analysis, there were some assumptions that had to be checked before running the model, these include checking for normality, homoscedasticity and multicollinearity. Two hypotheses were tested: Therefore, the two hypotheses developed for the study are as follows; (1) Work motivation has a positive and significant relationship with work discipline, and (2) Leadership style, work motivation has a positive and significant relationship with work discipline. The findings obtained were discussed in the light of these assumptions.

Result and Discussion

The findings therefore offer important understanding to how work motivation and leadership behaviour are instrumental in determining the employees work discipline. These points are discussed with reference to the existing literature, applying the analyses and implications to the management of organisations and employees. The descriptive statistics, correlation matrix and regression analysis are summarized in the next subsections in turn. Every table is followed by an analysis of the results presented, thus presenting a more refined view of the results as well as the significance of the findings in both the theoretical and the practical contexts.

Table 3. Descriptive Statistics

Variable	N	Mean	Median	Mode	Standard Deviation
Work Motivation (X1)	172	3.85	4.00	4	0.65
Leadership Style (X2)	172	3.72	3.75	4	0.70
Work Discipline (Y)	172	3.90	4.00	4	0.60

All the means for the Work Motivation, Leadership Style and Work Discipline are at an average of 4 on the scale of 1–5 thus suggesting that the employees uphold high levels of these variables. Standard deviations, these are moderately low, and interns of variability they are indicating that most of the employee’s perceptions to do with these factors are almost similar.

Table 4. Correlation Matrix

Variable	Work Motivation (X1)	Leadership Style (X2)	Work Discipline (Y)
Work Motivation (X1)	1.00	0.65	0.72
Leadership Style (X2)	0.65	1.00	0.68
Work Discipline (Y)	0.72	0.68	1.00

It is possible to note that Work Motivation, Leadership Style, and Work Discipline are positively related. This is to mean that motivation at work and leadership approach have positive correlation to work discipline. From the coefficient calculations it can be seen that the link between Work Motivation and Work Discipline is slightly higher (0.72) than the connection between Leadership Style and Work Discipline (0.68).

Table 5. Regression Coefficients

Variable	Unstandardized Coefficients (B)	Standardized Coefficients	T value	P value	95% (CI)
Work Motivation (X1)	0.45	0.52	8.748	0.000	[0.34, 0.56]
Leadership Style (X2)	0.38	0.46	6.930	0.000	[0.27, 0.49]

Work Motivation (X1) was also found to be positively related to Work Discipline with a Beta coefficient of 0. 52. This means that with increased motivation at the workplace there is always enhanced discipline, and this has a direct correlation to discipline most especially to leadership discipline. Of the variables, Leadership Style (X2) has the most positive impact on Work Discipline with a Beta (Standardised Coefficient) value of 0. 46. While its effectiveness is somewhat lower than that of work motivation, increased discipline is an important factor in increasing work discipline. Thus, both the variables are highly significant on the basis of their p values 0. 000, In general, are situated below the level of the threshold equal to means 0. 05.

Table 6. Model Summary

Statistic	Value
R squared	0.61
Adjusted R squared	0.60
F statistic	132.45
Significance (p value)	0.000

The Analysis of variance of F give RMD a R squared of 0. This means that out of the total variability, 61% of Work Discipline is caused by both Work Motivation and Leadership Style. This gives an indication of the fitness of the model as mentioned above. The resulting Adjusted R squared of 0 60 represents the number of predictors the model and still suggests a good level of explanation. The F statistic of 132. 45 is very much significant ($p < 0.05$) hence the overall regression model is statistically significant and the predictor variables; Work Motivation and Leadership Style.

Table 7. Statistical Results of Multiple Linear Regression Analysis

Variable	T value	Significance (p value)
Work Motivation (X1)	8.748	0.000
Leadership Style (X2)	6.930	0.000

The t value of 8.748 is more than the t value which is 1.974 and the p value of 0.000, thus reflecting a significance $t < \alpha$ level of 0.05. This shows a positive correlation at $p < 0.005$ that work motivation has a positive impact on work discipline of employees of the environmental management and mining support work unit for PT Bukit Asam Tbk. This provides the needed evidence that as the work motivation rises, then employee discipline is likely to enhance. This finding supports Uloli (2023) and Uy (2023) works where the author observed a positive association between work motivation and work discipline.

The t value of 6.930 is also higher than the conventional t value of 1.974 whereas the p value stands at 0.000 as a confirmation of the results revealing a statistically significant impact of leadership style on work discipline of the employees. This has a suggestion that organisational leadership behaviour, which is probably supportive and communicative, holds positive correlation to discipline among the workforce. This finding is in conformity with the findings of Nurhuda et al. (2019) and Kim et al. (2023), who noted comparable on findings on the impact of leadership on work discipline.

The Relationship between Work Motivation and Employee Work Discipline

The correlation that exists between work motivation on the one hand and staff compliance on the other is clearly strong while also being complex signifying that it is not simply a question of organizational citizenry. This is as borne out by other studies revealing a strong positive correlation between work motivation and the level of discipline among employees (Uloli, 2023; Uy, 2023; Kim et al., 2023; Johari & Jha, 2020). A word of caution is called for though in light of the study's results it would be useful to reflect on some of the sources and processes that underpin the work motivation.

Indeed, classical theories of motivation like Maslow's Need Hierarchy Theory and Herzberg's motivator hygiene theory have it that both internal and external motivators are important determinants of people's behaviour in organizational settings. These theories are comparable to the results of this study but also indicate that there are further distinctions between students and those who persisted with their education and now are employees, especially where work discipline is concerned (Philip & Sengupta, 2021). Therefore, how to motivate employees to work becomes very relevant in the sense that; work motivation if properly done exercises a very strong positive influence on discipline stating that intrinsically rewarding employees will be disciplined all the time, as their work motivation factors include growth, satisfaction, and corporate pride. This perspective echoes with the ideas put forward by Martela (2019) and Ahmad (2022), who have stressed that when people work out of genuine interest, better forms of discipline are possible where the standards of behavior become a part of people's self-organization.

Hygiene and motivating factors as advanced by Maslow in his Hierarchy of Needs theory and Herzberg in his Two Factor Theory postulated that both internal and external incentives have an influence on the behavior of employees. Thus, the results of this work confirm these theories but point to the need for a more profound analysis of the issue, especially in regard to work discipline, in line with research by Yadav (2017) and Dellaportas et al. (2022). That discipline is greatly influenced by work motivation means that the employees who work hard because of

personal sake, job content or duty, and organizational pride will exhibit discipline in their work. This idea can be compared to the works of Ahmad (2022), who suggest that motivation from within is conducive to greater longevity of discipline change, and results in employees' embracing of organisational values as a given industry practice.

Nonetheless, this study points at the following fictitious aspect of extrinsic motivation that may be inherited from earlier research. Among the tools for motivation, bonuses, recognition, and promotions are quite useful in working on motivation but can have a negative impact on discipline in the short term (Park & Barry, 2022). This assertion is in tandem with several numerous authors' assertions such as Sean (2022) and Bhavsar et al. (2020), regarding the problem arising from the extrinsic motivators whereby the motivation that is generated from outside the learning context can at times overpower those within the learning situation and can cement itself in a way that can rather harm discipline in a long run, given the fact that those extrinsic motivators may not always be obtained. It is therefore evident from this study that as much as some employees are selfmotivated, others need constant monitoring by the management through other incentives so as to do their work. This is a show of high degrees of dependence which has implications especially for organizations such as PT Bukit Asam Tbk whereby safety compliance as well as regulatory compliance cannot be flexible but has to be stringent for compliance.

To PT Bukit Asam Tbk, these results hence highlight the need to, in its work culture, not only ensure that it provides for the extrinsic motivational factors but also embrace the intrinsic motivational factors. This could involve providing ways in which people can work in a manner that is meaningful to them in relation to their values and aspirations in the workplace, fostering valuing of those exercising specific values. A similar work is done by Susanty (2022) and Ward et al. (2017), where the author has demonstrated how meaningfulness of jobs lead to employees internalising organisational cultures and demonstrating disciplined behaviour at workplace despite lack of incentive.

Furthermore, the study advocacy calls for the establishment to consider the long term implications of flowing motivation strategies (Flammer & Bansal, 2017). Even though, extrinsic type of motivators ensures that there is discipline to ensure compliance is maintained now and in future, basic compliance can be achieved through extrinsic motivation without having to attend to issues of challenge or change. In response to this, PT Bukit Asam Tbk could use short term incentive alongside long term attempts at increasing intrinsic motivation. Such programs and plans may range from workplace educational and training programs involving issues of ethical leadership and professional conduct to those enshrine the culture of employee responsibilities and organizational identification where employees perceive themselves to be substantial organizational assets (Allen et al., 2018; Fawehinmi et al., 2020).

The Influence of Leadership Style on Employee Work Discipline

Another determinant that came out clearly was leadership style which also was confirmed in this study to have a significant positive relationship with employee discipline with regards to supportive and effective leadership styles. Contrary to what has already been researched on leadership behavior and discipline (Uy, 2023, Kim et al., 2023) the results also pose questions that call for further investigation into the relations between Leadership behavior and discipline especially in hazardous sectors.

Leadership paradoxical in discipline is the best way to describe what the study has illustrated about leadership. Administrative backing empathetic, fair and good communication encourages the staff to act in line with the norms set within the organization. This corresponds

with the study of Susanty (2022) and Lessy et al. (2024) that employees tend to act disciplined if they have a fair and communicative leader. Still, supportive leadership only applies partially, which means that not all employees are benefited. implicit within the study is the argument that although, motivated employees would have positive responses to such leadership while the less motivated employees will act in a disciplined manner, but not as much if leadership style employed is considered.

This discovery provides an understanding of the subject matter especially time when the stakes are as high as PT Bukit Asam Tbk. It becomes absolutely obvious that in a mining environment where safety cannot be overemphasized the need for supportive leadership is imperative. For employees to be in a position to be protected, they have to have confidence that their protectors have their best interest at heart or when their stakes are at risk (Minow, 2017; Veale et al., 2018). However, as this study brings out, where the leaders are considered too 'soft' or where they fail to enforce discipline consistently, what is observed is that discipline dwindles away despite high levels of motivation among the employees. This observation corresponds with the notion made by Alam & Dewi (2023) that there is a need for organisations to exercise variable leadership approaches that can address the varying nature and the need recognition and motivation of workers.

To PT Bukit Asam Tbk, these have managerial and leadership implications, this means that any training programs for leadership should encompass technical competencies but also on emotional intelligence, ethical judgment and the ability to motivate people while at the same time displaying discipline. This is in harmony with Pagi (2023) and Goedurov (2020) that noted that leaders who can relate with employees with understanding while at the same time maintain discipline are likely to be effective in high risk environment as noted by Choiriyah et al. (2021). Such programs might be like acting out possible situations that require leadership decision making in the provision of work safety measures versus sacrifice of the employees at the workplace.

In addition, the study found that for discipline to be enforced, there is the need for leaders to be constant. This article postulates that those leaders who are predictable in how they depict discipline are more capable of preserving high standards of organizational discipline; especially when they are promoting disciplined behaviors and punishing indiscipline. Such studies are consistent with Abdelwahed (2023) as well as Kim et al. (2023) and they argue that the most important aspect of structuring discipline and accountability is the constancy of leadership.

The Interaction of Work Motivation and Leadership Style

The argument of work motivation and leadership style, thus, offers an interesting story of how these variables might combine to contribute to discipline. Interactive between motivational and leadership variables suggests that the two not only augment a given environment but multiply its effect, eventually producing a disciplined force capable of withstanding the odds of risky terrains (Li et al., 2020). This is in synch with the data obtained from the study showing to a greater extent that, when work motivation and leadership style match, the discipline yielded is not only sound it is also sustainable. Standardised coefficients reveal that work motivation has a slightly larger effect than leadership style in relation to discipline, but it is the combination of the two variables that is the primary determinant of the adherence to organizational standards.

This finding supports the previous work done by Khan et al. (2020) and Sulistyaningsih (2021) who advocated that employees' motivation strategies aligned to leadership practices can foster and enhance disciplined organizational culture. These meaning conjunctions have massive

implications. It is in settings where the job itself is dangerous, and the opportunity for leaks is limited, that motivation and leadership are not only recommended practices, but essential. For PT Bukit Asam Tbk, therefore, what this means is that motivational strategies and leadership practices have to be optimized to work in parallel. This might entail correcting organizational culture in ways that make it easier for staff to relate their personal objectives to the firm's core principles, and thus reinforce discipline top to bottom.

Thus, for PT Bukit Asam Tbk to take advantage of this synergy it could consider programs that would ensure leaders to get involved and talk to the employees about why they carry out a particular action. It may also be useful to extend it by such measures as implementing organizing peer mentoring for disciplined behavior, where such behavior is demonstrated and encouraged at the workplace, much more than through hierarchy. This course of action is also in line with the findings of Jatari (2020) who argued that peer reinforcement is a useful weapon in regards to the cultivation of discipline since in industries that are considered risky and engaging in substance usage to break the tension is prohibited. Furthermore, the planning of discipline should aim at making the value to be pursued a common affair to every person in the organization and should be enhanced by intrinsic motivation and leadership (Ugaddan & Park, 2019; Balzer, 2020). This may call for measures such as systematic drives to make sure that the staff knows and affirms organizational principles relating to discipline both as a personal and corporate entity.

Contributions and Future Research

Hence, this research adds to theory in a wider way through arguing that there can be other leadership related approaches to discipline apart from motivation. However, it comes up with a more systemic view of these aspects in which each of them constitutes a distinct unit that is equally responsible for employees' conduct. This is a major implication for theory and practice as it points out that, when designing organizational interventions, one has to consider motivation and leadership to understand discipline. The investigation also provides several interesting research objectives for further analyses and insights. History research could offer far more insights into how motivation, leadership, as well as discipline might develop over the course of time with reference to alterations in organization culture or other conditions. Similarly, it is also possible to set other variables that can mediate the relationship between discipline and its consequences; for example, organizational justice or employee empowerment thus adding new layers of understanding of the nature of discipline. However, qualitative research could extend better insights into how employees understand the relationship between motivation and leadership than quantitative research. Others could focus on narrative descriptions of workers, to understand how motivation and leadership affect discipline at the workplace in normal practice.

Conclusion

This paper evinces that work motivation is a strong predictor of disciplined employees especially when selfactualization and career development are encouraged. The findings further suggest that, though such externals may in some small ways help to enforce compliance, they are inadequate to ensure orderly behaviour over time. This is why the leadership must cultivate a work setting whereby the employees get the meaning of contributing to the cause, thereby establishing a strong foundation for discipline apart from the general transient incentive practices. A major predictor of discipline is found to be leadership, but it has a positive effect only if the leader acts as a reinforcement for the subordinates without being oppressive.

This study is a good indication that leaders who are considerate of their followers, but not afraid to ensure that they stay disciplined, are the ones who get the best results among the followers. Consequently, there is the significance of leadership training that helps managers to have the appropriate attributes regarding motivational type differences and retain discipline among the employees in regard to various situations and problems. Perhaps the most striking finding of the research is the additive interaction of work motivation and leadership behaviors on discipline. If motivation is backed by leadership, what you get is a positive spiral of discipline in which motivated workers are supported by leader who in turn, motivate other workers leaving a cycle of discipline. Therefore, there is the need to have motivational strategies to work hand in hand with the leadership practices so as to ensure disciplined behavior cuts across the working organization.

For organizations like PT Bukit Asam Tbk, where operational safety and regulatory compliance are critical, these findings provide a clear directive: for positive sustainable discipline at the workplace there should be efforts aimed at matching motivation with leadership. This could entail redesigning reward practices to focus on the motivation from within, together with strengthening leadership to enhance positive relationship and responsibility. In this way, an organization can create disciplined employees who do not violate the rules of proper behaviour and who are fully loyal to the organization's goals and principles. This paper therefore adds to the current knowledge on organizational behaviour by showing that while motivation and leadership may impact discipline in organisations, they are heavily associated with each other. It alters the work done by previous theories which specify these constructs as distinct forces independently and suggests a new framework where their combined relationship is most facilitative in explaining how integrated compliance behavior is learned and enacted within organizations.

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