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The influence of leadership and work motivation on employee discipline at PT Datascript Indonesia

Erwin Timbang[*], Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa, Indonesia
Bobby W. Saputra, Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa, Indonesia

[*]Email for Correspondence: mm-23138@students.ithb.ac.id bobby@ithb.ac.id

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ABSTRACT

This study aims to analyze the influence of leadership and work motivation on employee work discipline at PT Datascript Indonesia. The study's population consisted of 1,045 employees, with a sample of 289 employees determined using the Slovin formula. Data collection was conducted through questionnaires and documentation, utilizing an incidental sampling method. The results of the study showed that leadership in this company is included in the good category, with an average respondent response of 3,887 from 13 statement items. Work motivation has a significant positive influence on the work discipline of the workforce (p 0.05). Multivariate linear regression analysis shows that both leadership and workplace motivation have a positive impact on work discipline simultaneously. The findings of this study are expected to provide additional information about the relationship between leadership, work motivation, and work discipline, as well as provide useful insights for employees at Datascript, so that it can improve the company's performance and achieve its strategic goals.

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INTRODUCTION

The rapid development of technology, increasingly fierce competition and fluctuating changes in consumer tastes require business actors to be able to maintain their existence in society. The digital industry is an industry that faces these external challenges. To gain a competitive advantage, companies in the digital industry must not only innovate in product development but also ensure the quality of their resources to provide satisfactory services to their customers. To improve the quality of human resources, companies must manage their employees well. This management must be supported by employee discipline in accordance with the rules and programs for human resource management and development that have been set by the company.

Work discipline is the awareness and willingness of employees to obey all organization/company regulations and applicable social norms. Therefore, work discipline is a tool that managers use to communicate with their employees so that they are willing to change their behavior to follow the rules of the game. Discipline must be followed in the organization (Sinambela & Poltak, 2018). This means that without good work discipline from employees, it will be difficult for the organization to realize its goals (Noviyanti et al., 2023; Sitopu et al., 2021; Titisari et al., 2021). This is also strengthened by the opinion of Supomo & Nurhayati (2018) explaining that work discipline is a person's behavior that is in accordance with existing rules and work procedures, or discipline is an attitude of behavior and change in accordance with existing regulations in the organization, both written and unwritten.

Work discipline is an obligation of the office or agency where the employee works is obliged to pay attention to the work discipline of employees so that the work of employees is more improved than before and employees do not arbitrarily carry out unimportant activities during working hours. One of the companies that implements employee discipline is PT Datascript Indonesia as one of the digital companies, PT Datascript faces challenges in maintaining optimal productivity and performance of employees. Employee work discipline is a crucial factor that affects operational efficiency and service to customers. In this context, leadership and work motivation are two factors that are considered crucial in influencing employee work discipline.

In an organizational environment, there are many incidents where employees often violate rules, such as arriving late, ignoring work safety procedures, or even not complying with established operational standards. The necessity of enforcing discipline is essential in the company environment because without solid discipline

from employees, the company's vision and mission are difficult to realize. Employee work discipline is assessed based on the accuracy of working hours, compliance with regulations, and attendance levels. This is also strengthened by the opinion of Afandi (2016) where the indicators of work discipline are seen from two dimensions, namely the first dimension of punctuality with the indicator of entering work on time, and never absenteeism/non-work. Second, the dimension of work responsibility with indicators of compliance with all regulations of the organization or company. The same is true for employee discipline in Datascript which has been determined which covers all employees regardless of their respective divisions or positions. Employee working hours at Datascript start at 08.00 WIB and end at 17:00 WIB. Based on the table below, it is a tangible form of how the lack of discipline of employees in the company is. When it comes to the stability of a company's operations, discipline is an important benchmark. The higher the level of employee discipline, the better the operational performance. On the other hand, a low level of discipline can affect the company's operations. Information regarding the level of discipline can be presented in the form of a table to provide a clear picture of the existing discipline situation.

In 2020, the number of employees who were late was 155 people and the number of employees who left early this year was 110 people. In 2021, the number of employees who were late was 258 people and the number of employees who went home early was 313 people. In 2022, the number of employees who were late was 465 people and the number of employees who went home early in 2022 was 515 people. Table 1.1 shows data on the number of employees who were late and left early over a three-year period, from 2020 to 2022. From the data in the table, it can be seen that more employees are late than those who leave early. The lack of punitive sanctions given to employees who violate the rules is still lacking a deterrent effect on employees because they are only given a reprimand without issuing a warning letter, if the punitive sanctions given to employees are getting heavier, of course employees will feel afraid to violate company rules. The high number of employees who are late on schedule indirectly reduces effective working time and its impact on the completion of tasks and work results.

Employee work discipline is influenced by several factors, notably leadership, which, according to Contingency theory, benefits from a clear and consistent style that helps employees understand their roles and responsibilities, thus enhancing discipline (Nurjaya & Riswan, 2019). In a dynamic technology company like PT Datascrip Indonesia, effective leadership is crucial for aligning productivity, especially as the company adopts remote work models that increase flexibility but also pose challenges in maintaining discipline among employees. The rapid digital transformation in the tech industry necessitates leaders who can drive innovation and adapt to ongoing changes. Previous research indicates a significant relationship between leadership and work discipline, prompting further exploration of how leadership styles can address these challenges in flexible environments (Alblooshi et al., 2020; Smithson, 2022; Tvedt et al., 2023). Additionally, work motivation—shaped by various internal and external factors—plays a vital role in enhancing employee performance and satisfaction, influencing productivity, job satisfaction, and engagement (Sutrisno, 2016).

The researcher conducted interviews with several outstanding employees at PT Datascrip Indonesia, revealing dissatisfaction with the rewards and incentives system, which contributes to a lack of employee discipline. Key issues include rewards being exclusive to permanent employees who have served for 24 months, while contract and outsourced employees receive no rewards, and incentives are delayed despite immediate performance demands. This disparity in treatment leads to decreased motivation and negatively impacts work discipline, aligning with the theory of fairness, which posits that perceived unfair treatment results in employee dissatisfaction. Additionally, an authoritarian leadership style that excludes employees from decision-making further diminishes their sense of ownership and responsibility. The decline in discipline among Datascript employees from 2020-2023 is supported by studies indicating that leadership and motivation significantly influence work discipline, with findings from Rahmayanti & Afandi (2016) affirming that both factors positively affect work discipline, a conclusion reinforced by Sholeh et al. (2022).

This study was conducted to address existing issues within the company and build on previous research indicating that leadership and motivation affect discipline. This focus on leadership and motivation is crucial for fostering a conducive work environment and promoting disciplined behavior among employees. While some studies have explored the relationship between these factors and work discipline, there is a lack of specific research in the digital industry, particularly in startups like Datascript, which contrasts with the emphasis on traditional manufacturing and service sectors in previous studies. The study aims to analyze whether leadership and work motivation individually and collectively influence employee work discipline at PT Datascript Indonesia. Given the urgency due to low employee discipline potentially leading to increased operational costs, decreased product quality, and lower customer satisfaction, the findings are expected to offer valuable insights and concrete recommendations for improving employee discipline, ultimately enhancing the company's performance and strategic goals.

The hypotheses used in this study are:

1) H1: There is an influence between leadership and work discipline at PT Datascript Indonesia

2) H2: There is an influence between work motivation and work discipline at PT Datascript Indonesia
3) H3: there is an influence between leadership and work motivation on work discipline at PT Datascript Indonesia

METHOD

The subjects of this study were employees of PT Datascrip Indonesia, selected for their relevant knowledge and experience. The focus of the research is on the influence of leadership and work motivation on employee work discipline within the company.

The research employs a quantitative method with descriptive and verifiable approaches to test the hypothesis regarding the influence of leadership and work motivation on work discipline. The study's population consisted of 1,045 employees, with a sample of 289 employees determined using the Slovin formula. Data collection was conducted through questionnaires and documentation, utilizing an incidental sampling method.

For data analysis, validity and reliability tests were performed, employing the correlation formula for validity and Cronbach's Alpha for reliability. Descriptive analysis provided an overview of the data, while classical assumption tests included normality, multicollinearity, and heteroscedasticity. Hypothesis testing utilized multiple linear regression analysis to assess the influence of independent variables on the dependent variable and to conduct significance tests.

The study results will be presented in tables and narrative form, detailing the demographic characteristics of employees and the analysis of test outcomes. This document outlines the research methodology and examines how leadership and work motivation impact work discipline at PT Datascrip Indonesia.

RESULTS AND DISCUSSION

Validity Test

Table 1. Validity Test Results

Variable	Items	Correlation Value (r calculate)	r tabel (N = 295 ; α = 5%)	Information
Leadership (X1)	X1.1	0.634	0.114	valid
	X1.2	0.564	0.114	valid
	X1.3	0.685	0.114	valid
	X1.4	0.698	0.114	valid
	X1.5	0.7	0.114	valid
	X1.6	0.728	0.114	valid
	X1.7	0.735	0.114	valid
	X1.8	0.728	0.114	valid
	X1.9	0.738	0.114	valid
	X1.10	0.695	0.114	valid
	X1.11	0.709	0.114	valid
	X1.12	0.514	0.114	valid
	X1.13	0.666	0.114	valid
Work Motivation (X2)	X2.1	0.648	0.114	valid
	X2.2	0.753	0.114	valid
	X2.3	0.748	0.114	valid
	X2.4	0.752	0.114	valid
	X2.5	0.731	0.114	valid
	X2.6	0.765	0.114	valid
	X2.7	0.681	0.114	valid
	X2.8	0.504	0.114	valid
	X2.9	0.494	0.114	valid
	X2.10	0.77	0.114	valid
Work Discipline (Y)	Y1	0.778	0.114	valid
	Y2	0.767	0.114	valid
	Y3	0.779	0.114	valid
	Y4	0.757	0.114	valid
	Y5	0.784	0.114	valid
	Y6	0.783	0.114	valid

Y7	0.769	0.114	valid

From the results of the product moment correlation calculation in the table above, it can be seen that the score on each statement is significantly correlated with the total score, indicated by r calculation greater than r table. So it can be concluded that all question items are valid so that they can be used as a data collection tool for this research.

Reliability Test

Table 2. Sample Reliability Test

Variable	Alpha-Cronbach	Information
Leadership (X1)	0.901	Reliable
Work Motivation (X2)	0.874	Reliable
Work Discipline (Y)	0.888	Reliable

From the table above, it is known that the Alpha-Cronbach value for all variables is greater than 0.6. Thus, all questionnaire items are declared reliable so that they are declared good and suitable for use as a data collection tool.

Qualification determination is used for each variable, for which the first thing that must be determined is the width of the interval class. According to Hadi in Sholichah (2008) said that, "to determine the width of the class interval (i) is the distance of measurement (R) divided by the number of class intervals (K). Thus the formula used in determining the length of the interval class (i)", is as follows:

$$i = \frac{Highest\ score - Lowest\ score}{Total\ interval\ class}$$

The questionnaire uses a tiered type of measurement with the Likert Scale. The range used to measure the degree of very bad or very good for the variable indicators in this study is 1 (one) to 5 (five), namely with the following weighting levels: Strongly disagree with the weight of value 1, answer disagree, weight of value 2, answer disagree, weight of value 3, answer agree, weight of value 4, and answer strongly agree, value weight 5.

Based on the formula above, a scale range can be obtained with the following calculations:

Highest answer score = 5

Lowest answer score = 1

So the length of the interval class (i) is:

$$i = \frac{5-1}{5} = 0{,}8$$

The weights of these values are then interpreted using an interval scale. Furthermore, the criterion interval is 0.80 so that from these provisions, the assessment criteria are:

1) If the score is between 1.00 – 1.80, it means that the criteria are very bad
2) If the score is between 1.81 – 2.60, it means that the criteria are not good
3) If the score is between 2.61 – 3.40, the criteria are good enough
4) If the score is between 3.41 – 4.20, it means that the criteria are good
5) If the score is between 4.21 – 5.00, it means that the criteria are very good

Table 3. Description of Respondents' Answers to Leadership

Item	Answer					Mean	Classification
	1	*2*	*3*	*4*	*5*		
X1.1	1	25	68	138	63	3.803	Good
X1.2	2	26	64	129	74	3.837	Good
X1.3	6	10	56	127	96	4.007	Good
X1.4	0	18	58	114	104	4.034	Good
X1.5	1	19	72	97	106	3.976	Good
X1.6	6	14	78	116	81	3.854	Good
X1.7	0	17	80	125	73	3.861	Good
X1.8	2	14	79	104	96	3.942	Good
X1.9	1	16	61	133	84	3.959	Good
X1.10	4	17	55	140	79	3.925	Good
X1.11	6	10	77	121	81	3.885	Good

X1.12	1	32	101	104	57	3.624	Good
X1.13	1	14	91	118	71	3.827	Good
Average						3.887	Good

Judging from table 3 It shows that the leadership variable that has the lowest average is item X1.12 of the statement "As a controller, the leader is always seen supervising the work of each employee", an average value of 3,624 was obtained which is in the good criteria, this means that in general the respondents experienced that their leaders are always seen supervising the work of their employees. The leadership variable that has the highest average is item X1.4, which has the statement "leaders as innovators always participate in developing the company", obtained an average value of 4,034 which is included in the good criteria, this means that in general leaders as innovators almost always participate in activities that develop the company.

Table 4. Description of Respondents' Answers to Motivation

Item	Answer					Mean	Classification
	1	*2*	*3*	*4*	*5*		
X2.1	1	14	61	95	124	4.108	Good
X2.2	5	24	70	102	94	3.868	Good
X2.3	3	40	68	82	102	3.814	Good
X2.4	9	36	76	105	69	3.641	Good
X2.5	6	13	81	101	94	3.895	Good
X2.6	8	20	74	102	91	3.841	Good
X2.7	0	9	62	127	97	4.058	Good
X2.8	15	15	88	118	59	3.647	Good
X2.9	9	36	96	117	37	3.464	Good
X2.10	6	19	70	116	84	3.858	Good
Average						3.819	Good

The variable of employee motivation in this study is an independent variable. The variable of employee motivation is symbolized by X2 and measured using 10 statements that are responded to using a 5-point Likert scale. The results of the respondents' research on work motivation variables can be seen in more detail in table 4. The table shows that the work motivation variable that has the lowest average is in item number X2.9 of the statement "Getting recognition from colleagues when successfully doing a good job", an average value of 3.464 was obtained which is in the good criteria, this means that in general respondents will get recognition from colleagues when they succeed in doing a good job. The work motivation variable that has the highest average is point X2.1 of the statement "There is a good relationship with colleagues", an average score of 4.108 was obtained which is included in the good criteria, this means that in general there is a good working relationship between the respondent and his colleagues.

Table 5. Description of Respondents' Answers to Work Discipline

Item	Answer					Mean	Classification
	1	*2*	*3*	*4*	*5*		
Y1	0	26	83	106	80	3.814	Good
Y2	0	33	83	111	68	3.725	Good
Y3	0	18	100	110	67	3.766	Good
Y4	0	24	111	106	54	3.644	Good
Y5	2	30	89	115	59	3.675	Good
Y6	0	29	96	115	55	3.664	Good
Y7	2	44	100	103	45	3.493	Good
Average						3.683	Good

The work discipline variable in this study is a bound variable. The work discipline variable was measured using 7 statements that were responded to using the 5 points of the Likert scale. The results of the respondents' research on work discipline variables can be seen in more detail in table 5. The work discipline variable that has the lowest average is the statement item Y7, namely I make a report on the work that I have completed every day", obtained a score of 3,493 which is in the good criteria, meaning that in general most respondents have made a report on the work they have completed every day. The work discipline variable that has the highest average is item Y1, namely the statement "I came to the office on time according to the set

time", an average score of 3,814 was obtained which entered the good criteria, this means that in general many respondents go home from the office on time.

Classical Assumption Test

Normality Test

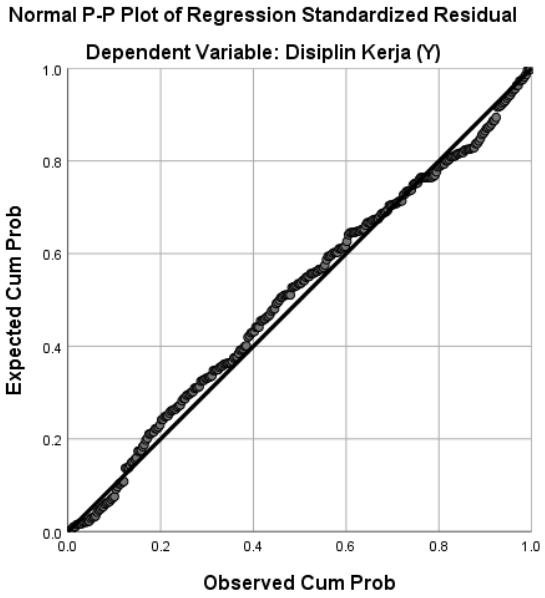

Figure 1. Image of Normality Test Results

The graph above shows that the data is spread around the diagonal line and the distribution follows the diagonal line, this means that the data is distributed normally. Thus, the regression model is feasible to use in research.

Multicollinearity Test

Table 6. Multicollinearity Assumption Test Results

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	*Std. Error*	*Beta*			*Tolerance*	*VIF*
1	(Constant)	3.544	1.383		2.562	.011		
	Leadership (X1)	.139	.033	.224	4.194	.000	.600	1.666
	Work Motivation (X2)	.398	.039	.545	10.207	.000	.600	1.666
a. Dependent Variable: Disiplin Kerja (Y)								

Variables X1 and X2 each have a tolerance value of less than 1, as well as the VIF number is still between numbers 1-10, meaning that multicollinearity does not occur.

Heteroscedasticity Test

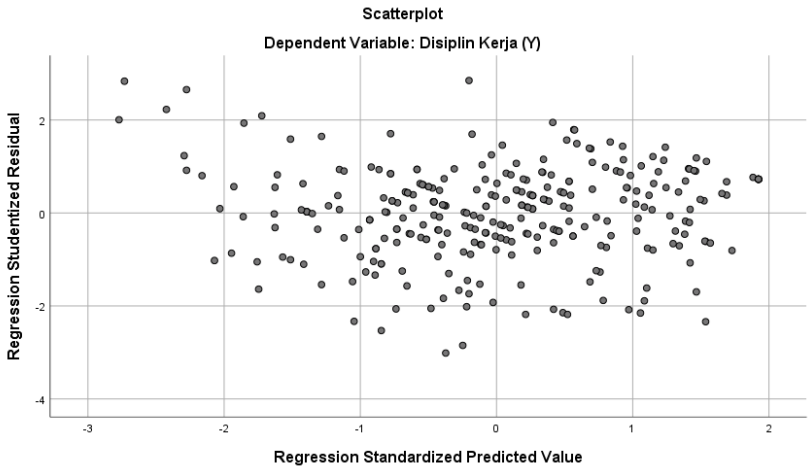

Figure 2. Graph of Heteroscedasticity Test Results

The graph image shows that the dots spread randomly without forming a clear pattern. Thus, it can be concluded that heteroscedasticity does not occur, so the regression model is feasible.

Hypothesis Test

Multiple Linear Regression Analysis

Table 7. Recapitulation Table of Multiple Regression Analysis Results

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.544	1.383		2.562	.011		
	Leadership (X1)	.139	.033	.224	4.194	.000	.600	1.666
	Work Motivation (X2)	.398	.039	.545	10.207	.000	.600	1.666
a. Dependent Variable: Disiplin Kerja (Y)								

From the table above, the regression equation of the regression equation is as follows:

Y = 3.544 + 0.139 X1 + 0.398 X2

From the regression equation, it is known that:

1) The constant value of 3.544 means that if the variables X1 and X2 are equal to 0 (zero), then Y is 3.544.
2) The regression coefficient of X1 of 0.139 shows that X1 has a positive (unidirectional) influence on Y, meaning that an increase of X1 by 1 unit will cause Y to increase by 0.139 and vice versa.
3) The regression coefficient of X2 of 0.398 shows that X2 has a positive (unidirectional) influence on Y, meaning that an increase of X2 by 1 unit will cause Y to increase by 0.398 and vice versa.

Coefficient of Determination (R^2)

Table 8. Table of Determination Coefficient Test Results

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708a	.501	.497	3.49639
a. Predictors: (Constant), Work Motivation (X2), Leadership (X1)				
b. Dependent Variable: Disiplin Kerja (Y)				

From the table above, the value of the determination coefficient (Adjusted R Square) is 0.501. This means that 50.1% of the Y variable is influenced by the X1 and X2 variables, while the remaining 49.9% is influenced by other factors.

Test T

Table 9. Recapitulation of Test Analysis Results

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.544	1.383		2.562	.011		
	Leadership (X1)	.139	.033	.224	4.194	.000	.600	1.666
	Work Motivation (X2)	.398	.039	.545	10.207	.000	.600	1.666
a. Dependent Variable: Disiplin Kerja (Y)								

From the results of the multiple linear regression analysis in the table above, it can be seen that there is an effect:

1) Variable X1 shows a significant value of t of 0.000 < 0.05, meaning that there is a significant influence of variable X1 on variable Y. Thus it can be concluded that hypothesis 1 is accepted. Leadership has a significant effect on the work discipline of PT Datascrip Indonesia employees.
2) Variable X2 shows a significant value of t of 0.000 < 0.05, meaning that there is a significant influence of variable X2 on variable Y. Thus it can be concluded that hypothesis 2 is accepted. Work motivation has a significant effect on the work discipline of PT Datascrip Indonesia employees.

Test F

Table 10. Recapitulation of Test F Analysis Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3582.700	2	1791.350	146.535	.000b
	Residual	3569.626	292	12.225		
	Total	7152.325	294			
a. Dependent Variable: Disiplin Kerja (Y)						
b. Predictors: (Constant), Work Motivation (X2), Leadership (X1)						

From the table above, it can be seen that the calculated F value is 146.535 with a significance of 0.000, meaning that the Significant F is less than 0.05 indicating that the variables X1 and X2 together affect Y. Thus it can be concluded that hypothesis 3 is accepted. Leadership and work motivation have a significant effect on the work discipline of PT Datascrip Indonesia employees.

Analysis of the Influence of Leadership on Employee Work Discipline

The results of the analysis showed that leadership had a significant influence on employee work discipline ($p < 0.05$). These findings are in line with previous research by Rahmayanti & Afandi (2016). Most likely, this influence occurs because effective leaders can provide clear direction, create a positive work environment, and motivate employees to achieve organizational goals.

At PT Datascrip Indonesia, this is reflected in intensive mentoring programs, openness in communication, or awarding. To further improve work discipline, companies may consider to: develop a more comprehensive leadership program, or provide training to leaders on transformational leadership styles. In addition, companies can conduct employee satisfaction surveys to identify things that need to be improved or implement a more objective performance evaluation system.

The fact that not all employees are given leadership training indicates that there is a gap in human resource development in the company. This lack of training, coupled with the dominance of authoritarian leadership styles, contributes to the low work discipline of employees. Employees who do not have a clear understanding of their roles and responsibilities, as well as do not feel valued, tend to be less motivated to work in a disciplined manner. To improve work discipline, companies need to design more inclusive and sustainable leadership training programs, as well as provide opportunities for employees to develop their leadership potential.

Analysis of the Influence of Work Motivation on Employee Work Discipline

The results of the analysis showed that work motivation had a significant positive influence on employee work discipline ($p < 0.05$). These findings are in line with various previous studies (Anto et al., 2015; Aryani et al., 2021). This can be explained through work motivation theory, such as Herzberg's two-factor theory which states that motivational factors (such as recognition, responsibility) will increase job satisfaction and encourage employees to be more disciplined. In the context of this company, it is likely that motivational factors such as performance bonuses, self-development opportunities have made a significant contribution to the improvement of employee work discipline.

Vroom's theory of hope may also explain the results of this study. According to Vroom, a person's motivation to perform an action is determined by three factors: valence (the value given to the result), instrumentality (the perception that effort will lead to performance), and expectation (the belief that performance will lead to the desired result). In the context of this study, it can be assumed that employees have a high valence towards outcomes such as awards, promotions, and career development, as well as have fairly high expectations that their efforts will be recognized and rewarded. This encourages them to work more disciplined.

Based on the findings of this study, companies can do several things to increase employee motivation and ultimately improve work discipline. First, improve the recognition program for employee achievements, for example through awards or publication of achievements within the company. Second, it provides wider opportunities for employees to develop themselves through training and career development. Third, involve employees in decision-making to increase a sense of belonging and responsibility. Finally, create a positive and supportive work environment where employees feel valued and supported.

Analysis of the Influence of Leadership and Work Motivation on Employee Work Discipline

Multiple linear regression analysis shows that leadership and work motivation have a significant influence on the work discipline of the workforce simultaneously. This is evidenced by the calculated F value of 146.535 which is greater than the F value of table 3.22 at the level of 5% significance level. Therefore, H3 is accepted, which means that the leadership variable (X1) and the work motivation variable (X2) simultaneously have a significant effect on the employee Work Discipline variable (Y). Furthermore, the coefficient of determination (Adjusted R Square) of 50.1% shows 0.501. This means that 50.1% of the Y variable is influenced by the X1 and X2 variables, while the remaining 49.9% is influenced by other factors that are not studied in this study.

These findings are in line with previous studies that underscore the importance of these two factors in the context of employee performance. The leadership variable (X1) and work motivation (X2) together have a positive and significant effect on work motivation at PT Bank Muamalat Indonesia Pematangsiantar branch. Leadership and Motivation together have a positive and significant influence on teacher work discipline.

The mechanism behind this relationship can be explained through theories of leadership and motivation. Transformational leadership, for example, is able to create a positive work climate and motivate employees to commit to organizational goals, while intrinsic motivation encourages employees to work better and consistently. Thus, both effective leadership and high motivation play a crucial role in shaping employee disciplined behavior. The implication is that companies need to pay serious attention to the development of leadership qualities, as well as design programs that can increase employee work motivation. Through a combination of these strategies, companies can create a productive work environment and encourage employees to demonstrate optimal performance.

It can be interpreted that if leadership and motivation in the institution increase, it will also affect the improvement of employee work discipline, from the questionnaire that has been filled out, it can be seen from the answers of the majority of respondents agree that they come to the office on time according to the set time, return to the office according to the office time unless there is overtime, use time efficiently, not delaying work, complying with the applicable regulations in the company, completing work on time, and making work reports every day.

CONCLUSION

The research on the influence of leadership and work motivation on employee work discipline at PT DataScrip Indonesia indicates that leadership is rated as good, with an average respondent score of 3.887 from 13 statements, while work motivation is also considered good, averaging 3.819 from 10 statements. Employee work discipline is categorized as very good, averaging 3.683 from 7 statements. Multiple linear regression analysis reveals that both leadership and work motivation significantly impact employee work discipline. The authors recommend that the company encourage leaders to adopt transformational leadership styles through adequate training and recognize leaders who successfully improve employee discipline. For future studies, it is suggested that researchers investigate additional moderation or mediation variables that may influence the

relationship between transformational leadership and work discipline, such as organizational culture or employee personality.

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