



Analysis of Determinants of Employee Performance: A Case Study

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ABSTRACT

This study aims to analyze and find empirical evidence that leadership style, supervision, work discipline, motivation, bonuses, and incentives on employee performance. This type of research is quantitative research. The population in this study were all employees of PT. Green Lahat, totaling 114 people. The data used in this study is primary data. Methods of data collection are done by using a questionnaire. The analysis technique used is multiple linear regression analysis. The results showed that leadership style, supervision, work discipline, motivation, bonuses, and incentives had a positive effect on employee performance. PT. Green Lahat needs to improve leadership and supervisory styles so that work discipline and employee motivation increase so that employee performance will also increase. In addition, PT. Green Lahat should maintain a system of distribution of bonuses and incentives so that employees can further improve their performance.

Keywords: *leadership style, supervision, work discipline, motivation, bonuses, incentives, employee performance*

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INTRODUCTION

Human resources are an important asset for an organization because they can act as a driver for other resources in the organization. Human resources must be well directed and coordinated to produce the best contribution to achieving organizational goals. In the current era of globalization, competition and competition are getting tougher. Therefore, employees are required to be able to perform well (Dihan & Hidayat, 2020).

This research was conducted on employees of PT. Green Lahat is a mini hydro power plant with a capacity of 3X3.33 MW located in Singapore village, Kotaagung sub-district, Lahat district, South Sumatra province. Based on the PPA (*Power Purchase Agreement*) between PT Green Lahat and PLN, PLN will buy electricity for 20 years from PT Green Lahat with an annual electricity supply of 58 million kWh. In carrying out its activities, employees are divided into 4 divisions and use a shift work system for the operations and security division and a non-shift system for *office employees*. The divisions at PT Green Lahat are operations and finance divisions, HRD Legal and HSE divisions, Operations and *maintenance* divisions, as well as public relations and security divisions.

Employee performance appraisal is conducted every semester or every six months. This is done so that the company can control the achievement of company targets. The results of employee performance appraisals for the last three years can be seen in Table 1.1.

Table 1. Employee Performance Assessment

No	Year	Semester	Month	Average value
1	2019	1	January-June	62.1%
		2	July-December	65.2
2	2020	1	January-June	68.5
		2	July-December	72.2
3	2021	1	January-June	75.6
		2	July-December	74.5

Source: HRD PT. Green Lahat 2022

Table 1 shows the average value of employee performance appraisals for three years. In 2019 and 2020 employee performance increased, but in 2021 in semester 2 employee performance decreased. The results of the average value of employee performance are satisfactory but still need to be improved because they have not reached the 100% target.

The level of employee discipline also needs to be improved because there are still employees who are sick but without a doctor's certificate. Based on Decision No. 537/PHIJSK-PK/PP/IV/2017 concerning Ratification of Company Regulations of PT. Green Lahat that employees who do not come to work due to illness but cannot show or provide a sick certificate from a doctor are considered absent. Employees are required to perform *fingerprints* when entering and leaving the workplace using the tools provided by the company. If employees don't do *fingerprints* will be considered absent. However, there are still employees who arrive late even though the attendance system uses *fingerprints*. Therefore, leaders should use the right leadership style and supervise employees. The leadership approach personally also needs to be improved so that employees will be more motivated to work so that they can improve the performance of PT. Green Lahat.

The bonus at PT Green Lahat is done once a year if the sales target to PLN is met. The amount of bonus given to employees is 100% of the monthly salary. The awarding of bonuses is regulated in Company Regulations CHAPTER XV Awards Article 62 Awarding paragraph 62.03 if the company's operations, especially the Lahat PLTMH can achieve the target set by the company, the award will be given proportionally. However, it turns out that there are still years that do not meet the sales target so employees can only receive a 50% bonus. This makes employees less enthusiastic about work it can reduce employee performance. The provision of incentives for Eid al-Fitr is regulated in Decree No. 052/SITE/HRD-GL/V/2021. Incentives at PT Green Lahat are carried out four times a year, consisting of two red dates on Eid al-Fitr, one red day on New Year's Day, and one red day on Christmas for employees who are scheduled to enter on that day.

Performance is a tangible manifestation of employee behavior which is the result of work performed following their roles and responsibilities (Rivai, 2014). For the organization to achieve its goals and for employees can improve their performance, the role of a leader is needed to move and direct the organization. The influence that leaders give to employees is referred to as leadership style (Hasibuan, 2016).

As a process, leadership style focuses on what the leader does. That is a productive culture in an organization in which leaders use their influence to identify and motivate employees, subordinates, or the organization they lead to achieve these goals. (Rompas et al., 2018) . If the company's goals are communicated and accepted by employees, then the leadership style can be said to be successful. The right leadership style can improve employee performance if the leadership style used is consistent with knowledge and social development (Effendi & Marnisah, 2019).

Several previous studies have shown that leadership style has a positive effect on employee performance (Effendi & Marnisah, 2019; Hia & Siregar, 2019; Nguyen et al., 2020; Norfiana et al., 2021; Sukmawati et al., 2018). However, several previous studies showed different results which concluded that leadership style did not affect employee performance (Hermina & Yosepha, 2019; Lubis et al., 2019; Rompas et al., 2018).

Supervision is needed so that organizations can compare ongoing activities with established implementation standards (Ekhsan et al., 2020) Supervision is a process of monitoring, reviewing, and

evaluating organizational leaders efficiently on work resources, and was previously developed to help organizational leaders find weaknesses and shortcomings and achieve efficiency. This allows certified leaders to make corrections to achieve effective results (Mardianie, 2018). Through supervision, various things that can harm the organization can be monitored, including errors that occur at work, less than optimal ways of working, and other deficiencies that hinder the process of maximizing work results. With good supervision, the work will be completed smoothly so that it will achieve good work results (Ekhsan & Mariyono, 2020).

Several previous studies have shown that supervision has a positive effect on employee performance (Averus & Pitono, 2018; Ekhsan et al., 2020; Hartina et al., 2021; Mardianie, 2018; Panjaitan, 2018). However, several previous studies showed different results which concluded that supervision did not affect employee performance (Denny & Prana, 2020; Norfiana et al., 2021).

Work discipline is needed to support the smooth implementation of all organizational activities so that organizational goals can be achieved optimally (Sutrisno, 2019). Employees who try to work cooperatively with other employees, and show good attitudes and behavior show that employees have the discipline (Dihan & Hidayat, 2020). If the work discipline of the employee is high, it will increase the work performance of the employee so that it will improve employee performance (Sutrisno, 2019). Several previous studies have shown that work discipline has a positive effect on employee performance (Dihan & Hidayat, 2020; Effendi & Marnisah, 2019; Panjaitan, 2018; Pebrianti & Simajuntak, 2020). However, several previous studies showed different results which concluded that work discipline did not affect employee performance (Cahya et al., 2021; Hidayah & Nurbaiti, 2019; Rahmi et al., 2020).

Leaders need to motivate their subordinates to improve performance (Hia & Siregar, 2019). Leaders of an organization can pay attention to their employees by giving motivation. This is because motivation can encourage employees to be able to carry out their duties following their role in the organization (Pebrianti & Simajuntak, 2020). Several previous studies have shown that work motivation has a positive effect on employee performance (Gunawan, 2021; Hia & Siregar, 2019; Nguyen et al., 2020; Pebrianti & Simajuntak, 2020). However, several previous studies showed different results which concluded that motivation did not affect employee performance (Hermina & Yosepha, 2019; Ismawati et al., 2018; Lubis et al., 2019; Rahmi et al., 2020; Rosalia et al., 2020).

Bonuses are payments made by a company to employees because of employee achievements so that the organization succeeds in obtaining profits that exceed the target (Kasmir, 2016a). Giving bonuses to employees will trigger employees to be able to meet company targets so that employees will maximize their ability to work and increase employee performance (Hidayah & Nurbaiti, 2019). Several previous studies have shown that bonuses have a positive effect on employee performance (Dihan & Hidayat, 2020; Gunawan, 2021; Hidayatulloh, 2020; Nurapih & Rukhayati, 2021; Sampurno et al., 2020). However, several previous studies showed different results which concluded that bonuses did not affect employee performance (Ratri & Wahjudono, 2021; Rosalia et al., 2020).

Incentives are a method often used by organizations to improve employee performance in the workplace. Incentives are rewards given by the company to employees for exceeding the goals set by the company (Wibowo, 2015). Providing incentives is expected to improve employee welfare. Social programs to improve employee welfare are built on the rule of law, fairness, and proper qualifications (Nurapih & Rukhayati, 2021). Several previous studies have shown that incentives have a positive effect on employee performance (Astriyani et al., 2019; Chebet & Njoroge, 2019; Hidayah & Nurbaiti, 2019; Pebrianti & Simajuntak, 2020). However, several previous studies have shown different results which conclude that incentives do not affect employee performance (Prayitno et al., 2020; Wewengkang et al., 2021).

This research is a development of research conducted by Effendi & Marnisah (2019) which examines leadership style and work discipline on the performance of members of the National Police and ASN at the Ditreskrim Polda North Sumatra. The research adds a monitoring variable which refers to the research of Averus & Pitono (2018). This study also developed by adding the variables of motivation, bonuses, and incentives as independent variables. Effendi & Marnisah's research (2019) was conducted using a sample of members of the National Police and ASN at the Ditreskrim Polda of North Sumatra. However, this study uses a sample of employees of PT. Green Lahat. Based on the background described above, by looking at the phenomenon at PT Green Lahat and supported by inconsistent research, this research needs to be done.

LITERATURE REVIEW

Organizational Behavior

The grand theory that underlies this research is *organizational behavior* which was coined by Robbins and Judge. According to Robbins and Judge (2015), *organizational behavior* or organizational behavior is a theory that seeks to find a comprehensive understanding of the role of individuals, groups, and organizations on behavior in organizations to expand knowledge and understanding and increase their effectiveness in achieving individual/group behavior and organizational well-being. *Organizational behavior* emphasizes the habit of people working effectively in teams in an organization to produce a good performance. In this study, employee performance is influenced by several factors, namely leadership style, supervision, work discipline, motivation, bonuses, and incentives.

The Grand theory used in this research is the theory of leadership. Leadership is a complex and multi-dimensional phenomenon. Stogdill defines leadership as an influencing process aimed at achieving goals with a focus on leadership as a process directed at influencing a particular group of people to meet goals (Benmira & Agboola, 2021). Effective leadership is recognized as the key to the success of various organizations (Benmira & Agboola, 2021)

Conceptual Framework

The conceptual framework of this research can be seen in Figure 1 as follows:

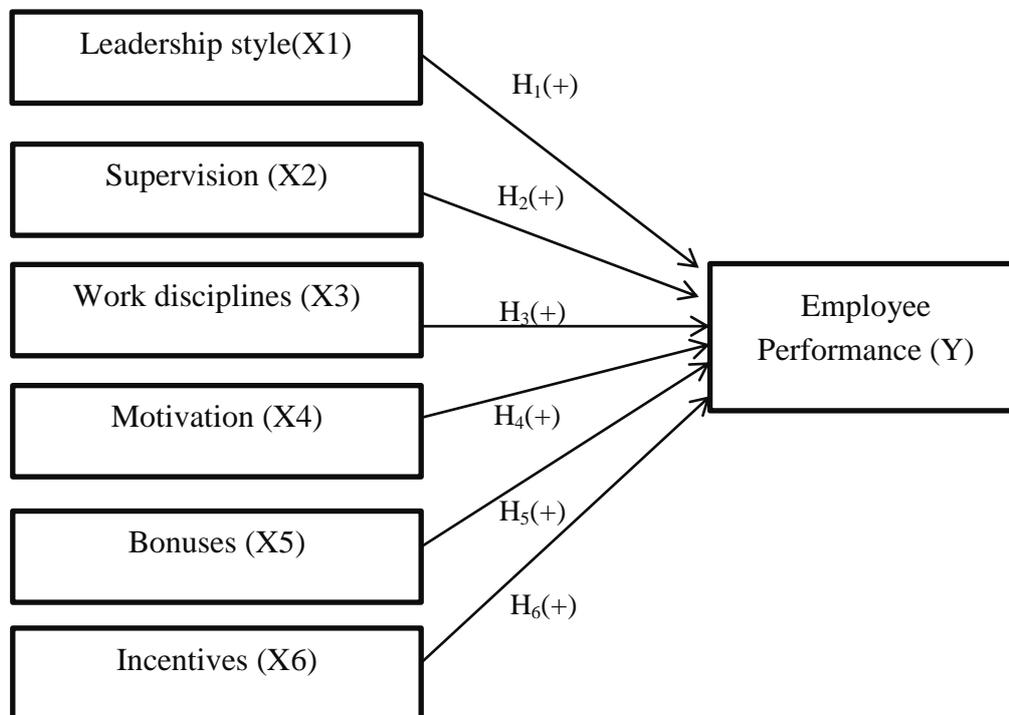


Figure 1. Framework

Employee performance

Sinambela (2018) defines performance as carrying out tasks and improving work following their responsibilities so that they can achieve the expected results. According to Busro (2018), performance is work that has been successfully demonstrated by workers who are serious about fulfilling their duties and responsibilities. Employee performance appraisal measures assess and influence characteristics related to job performance, including work, behavior, and attendance, as well as how much performance is associated with formal and structured systems Needs to be demonstrated (Busro, 2018).

Hypotheses Development

Leadership Style

The success of a company depends on the success of the company's leaders in human resources, namely employees in the company. Employee performance improvement can be done by applying the right

leadership style. In a study conducted by Sukmawati et al. (2018) shows that the principal's leadership style that is applied is very good because of the *directing style*, *coaching style*, and *supporting style*. The principal provides good guidance, motivates teachers, and ensures the availability of learning facilities. This means that teacher performance is determined by the principal's leadership style.

Research Norfiana et al. (2021) stated that leadership has a positive influence on employee performance. With leadership, the leader will emphasize employee orientation and encourage employees to participate together in carrying out the work so that they can achieve the desired goals. The leader's behavior has a great influence on the attitudes and behavior of his subordinates. Research conducted by (Effendi & Marnisah, 2019) states that leadership style has a positive influence on employee performance. In line with research conducted by (Hia & Siregar, 2019; Nguyen et al., 2020; Sukmawati et al., 2018) also states that leadership has a positive effect on employee performance.

H1: Leadership style has a positive effect on employee performance

Supervision

In general, supervision is an organizational method to achieve effective and efficient performance (Norfiana et al., 2021). Under management supervision, problems can be identified in terms of all actual activities and performance of tasks within the organizational unit, and any deviations can be corrected or required according to pre-defined plans and applicable laws and guidelines. You can take immediate action (Hartina et al., 2021).

Supervision as one of the functions of management in achieving goals plays a very important role. The main purpose of monitoring is to ensure that what was planned came true. If better supervision is carried out by the company, it will further improve employee performance. This is following research conducted by Averus & Pitono (2018) which states that supervision has a positive effect on employee performance. Supported by research by Hartina et al. (2021) which states that supervision has a positive effect on employee performance. The results of his research state that good supervision by the company will improve employee performance. Therefore, if an organization can maintain and improve supervision and keep it optimal, then employees will be able to work according to what they want to achieve, which will lead to continuous improvement of employee performance. In line with research conducted by (Ekhsan et al., 2020; Mardianie, 2018; Panjaitan, 2018).

H2: Supervision has a positive effect on employee performance

Work Discipline

Work discipline is an individual's perception or ability to comply with all applicable company regulations and social norms (Hidayah & Nurbaiti, 2019). Company goals are difficult to achieve without work discipline, so employee discipline is needed. Discipline is an operational function in managing human resources and becomes important because the more disciplined employees are, the better performance will be (Cahya et al., 2021). Efforts to improve discipline are an effort to improve employee performance. In a study conducted by Ismawati et al. (2017) show that work discipline greatly influences employee performance. Companies that can maintain and maintain discipline within the company can improve employee performance. Increasing employee performance is highly dependent on the awareness of each employee (Ismawati et al., 2017).

Research conducted by Christian & Kurniawan (2021) states that work discipline has a positive effect on employee performance. As supported by Astriyani et al. (2019) that the level of discipline of each employee increases, and it will affect improving employee performance. Work discipline as respect, obedience, and an attitude of obedience to the applicable regulations both in writing and in writing, and if he violates the obligations and authorities given to him, without avoiding sanctions. the smooth running of the entire workforce organization in producing and improving the performance of employee work discipline. In line with research conducted by (Dihan & Hidayat, 2020; Effendi & Marnisah, 2019; Panjaitan, 2018; Pebrianti & Simajuntak, 2020).

H3: Work discipline has a positive effect on employee performance

Motivation

Work motivation is important to improve work efficiency. If work motivation in an organization supports job achievement, it will have an impact on higher levels of performance generated by employees (Christian & Kurniawan, 2021). Motivation is also referred to as a process of encouraging a series of activities

that must be passed or carried out to encourage employees to work under organizational goals (Sampurno et al., 2020). Every individual and every company needs motivation. Working with a motivation that comes from within will create strong morale, which will create personal satisfaction when the work produces good results. Individuals have different motivations when they are driven by different needs and take action to achieve their goals.

Christian & Kurniawan (2021) stated that motivation is associated with efforts to fulfill needs. The higher the need, the greater the urge to do something. Motivation can encourage employees to work hard to achieve their goals and affect the achievement of organizational goals. Following research conducted by Christian & Kurniawan (2021) who found that work motivation has a positive influence on employee performance. Supported by research by Sampurno et al. (2020) which also states that work motivation has a positive influence on employee performance. Employees who are motivated will have a better level of performance. In line with research conducted by (Hidayah & Nurbaiti, 2019; Nguyen et al., 2020; Pebrianti & Simajuntak, 2020)

H4: Motivation has a positive effect on employee performance

Bonus

According to Priansa (2016), the bonus is the amount paid in return for the work done, paid selectively and specifically to qualified employees and received without future obligation, and will be paid regularly. According to Kasmir (2016b), a bonus is a payment paid to a person based on the company's performance or overall performance. Giving bonuses is one aspect of using workers more effectively. Employees receive higher bonuses if they can achieve or even exceed the goals set by management within a certain period. As in the research conducted by Sampurno et al. (2020) that the better the bonus, the better the employee's performance. However, human factors with different needs and needs need to be motivated to actively engage in business activities for a common goal (Sampurno et al., 2020).

Research conducted by Hidayah and Nurbaiti (Hidayah & Nurbaiti, 2019) states that if employees can provide good performance, employees will get bonuses commensurate with what they have achieved which will influence other employees to improve their work performance. Supported by research conducted by Gunawan (2021). His research states that the results of the annual target assessment determine the level of bonuses received by employees. The bonus is given once at the beginning of the year for the work in the previous year. This shows that the higher the bonus received by the employee, the employee's performance will also increase. In line with research conducted by (Dihan & Hidayat, 2020; Nurapih & Rukhayati, 2021; Sampurno et al., 2020).

H5: Bonus has a positive effect on employee performance

Incentive

According to Heidjrahman & Husnan (2012), incentives are wages offered in the form of different rewards due to different benefits. According to Nitisemito (2018) incentives are additional income given to employees who can work as specified. To achieve good performance within the organization, companies need to fulfill the wishes of employees, one of which is by providing incentives (Pebrianti & Simajuntak, 2020). Incentives encourage employees to work well. Incentives can also make employees enthusiastic about work. If the incentives provided are following what has been done by the employee, the more enthusiastic they will be at work their performance will increase (Pebrianti & Simajuntak, 2020).

Research conducted by Astriyani et al. (2019) shows that incentives have a positive effect on performance. The higher the incentives for employees, the higher the performance. Employee incentives can make a positive difference in employee attitudes. Being in this positive position encourages change for the better and leads to better performance as employees become more committed to their work and company so that they will achieve the expected performance.

H6: Incentives have a positive effect on employee performance

METHODOLOGY

This type of research is quantitative research. The population in this study were all *employees of PT. Green Lahat, totaling 114 employees*. The sampling method used a saturated sampling technique, meaning

that all populations were used as samples. Therefore, the number of samples in this study was 114 respondents. The data used in this study is primary data. Methods of data collection are done by using a questionnaire. The analysis technique used is multiple linear regression analysis.

RESULTS AND DISCUSSION

Characteristics of Respondents

Respondents in this study were employees of PT. Green Lahat as many as 114 people were obtained by the saturated sampling method. The following characteristics of the 114 respondents in this study can be seen as follows:

Table 1. Characteristics of Respondents

No	Characteristics	Percentage (%)
1.	Age	
	20-25	10.5
	26-30	15.8
	31-35	27.2
	36-40	19.3
	> 40	27.2
2.	Gender	
	Man	100
	Woman	0
3.	Education	
	JUNIOR HIGH SCHOOL	3.5
	SENIOR HIGH SCHOOL	55.5
	Diploma	7.9
	Bachelor	33.3
4.	Length of work	
	< 1 year	2.6
	1-5 years	45.6
	6-10 years	43
	> 10 years	8.8

Instrument Test Results (Validity and Reliability)

Validity test using *product moment correlation technique* and *Cronbach's alpha* is used to test reliability. The test results are declared valid if the value of $r_{count} > r_{table}$ and the value of $sig < 0.05$. The value of the r_{table} is obtained from $df = n-2$ (114-2) which is equal to 0.1840. The test results are declared reliable if the variable has an Alpha value > 0.6 . The following are the results of the summary of the validity and reliability test outputs:

Table 2. Validity and Reliability Test Results

Variable	Statement	r count	r table	Value of Sig.	Cronbach Alpha
Leadership Style	GP1	0.827	0.1840	0.000	0.933
	GP2	0.886	0.1840	0.000	
	GP3	0.886	0.1840	0.000	
	GP4	0.887	0.1840	0.000	
	GP5	0.864	0.1840	0.000	
	GP6	0.861	0.1840	0.000	
Supervision	P1	0.871	0.1840	0.000	0.923
	P2	0.889	0.1840	0.000	
	P3	0.879	0.1840	0.000	
	P4	0.880	0.1840	0.000	

Variable	Statement	r count	r table	Value of Sig.	Cronbach Alpha
Work Discipline	P5	0.858	0.1840	0.000	0.872
	DK1	0.815	0.1840	0.000	
	DK2	0.860	0.1840	0.000	
	DK3	0.790	0.1840	0.000	
	DK4	0.839	0.1840	0.000	
Motivation	DK5	0.769	0.1840	0.000	0.884
	M1	0.794	0.1840	0.000	
	M2	0.848	0.1840	0.000	
	M3	0.812	0.1840	0.000	
	M4	0.866	0.1840	0.000	
Bonus	M5	0.825	0.1840	0.000	0.914
	B1	0.924	0.1840	0.000	
	B2	0.931	0.1840	0.000	
Incentive	B3	0.926	0.1840	0.000	0.945
	I1	0.913	0.1840	0.000	
	I2	0.945	0.1840	0.000	
	I3	0.929	0.1840	0.000	
Employee performance	I4	0.919	0.1840	0.000	0.840
	KK1	0.765	0.1840	0.000	
	KK2	0.876	0.1840	0.000	
	KK3	0.836	0.1840	0.000	
	KK4	0.728	0.1840	0.000	
	KK5	0.728	0.1840	0.000	

Source: primary data processed, 2022

Based on the summary of the results of the validity test, it shows that all statements in each variable show the value of r arithmetic $>$ r table and have a value of $\text{sig} < 0.05$ so that all statements are declared valid. *Cronbach Alpha* value > 0.6 so it can be concluded that the statement on each variable is declared reliable

Classic assumption test

Normality test

The results of the normality test analysis can be seen in the following table:

Table 3. Normality Test Results

Information	Score	Decision
<i>Kolmogorov-Smirnov Z</i>	0.076	normal distribution
<i>asympt. Sig. (2-tailed)</i>	0.105	normal distribution

Source: primary data processed, 2022

Results of the *one-sample Kolmogorov-Smirnov test* showed a Sig value of $0.105 > 0.05$ so the data was declared to be normally distributed.

Multicollinearity Test

The results of the multicollinearity test can be seen in the following table:

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Decision
Leadership Style	0.257	3,884	Free of multicollinearity
Supervision	0.362	2,765	Free of multicollinearity
Work Discipline	0.499	2.006	Free of multicollinearity
Motivation	0.427	2,340	Free of multicollinearity
Bonus	0.441	2,267	Free of multicollinearity
Incentive	0.301	3,325	Free of multicollinearity

Source: primary data processed, 2022

The summary results of the multicollinearity test show that the TOL value > 0.1 and the VIF value < 10 so it can be concluded that each variable is declared free from multicollinearity symptoms.

Heteroscedasticity Test

The summary results of the heteroscedasticity test can be seen in the following table:

Table 5. Heteroscedasticity Test Results

Variable	Value of Sig.	Decision
Leadership Style	0.259	There is no heteroscedasticity
Supervision	0.916	There is no heteroscedasticity
Work Discipline	0.526	There is no heteroscedasticity
Motivation	0.335	There is no heteroscedasticity
Bonus	0.669	There is no heteroscedasticity
Incentive	0.903	There is no heteroscedasticity

Source: primary data processed, 2022

The summary results of the heteroscedasticity test show that each variable has a Sig value > 0.05, so it can be concluded that the regression model is not stated to have heteroscedasticity.

Result and Discussions

The summary results of the multiple regression analysis can be seen in the following table:

Table 6. Results of Multiple Linear Regression Analysis

Variable	Coefficient	t count	Sig	Hypothesis
Constant	1.252			
Leadership_Style	0.116 _	2.114	0.037	H1 accepted
Supervision	0.116	2.354	0.020	H2 accepted
Discipline_Work	0.151	2.658	0.009	H3 accepted
Motivation	0.130	2.579	0.011	H4 accepted
Bonus	0.102	2.607	0.010	H5 accepted
Incentive	0.098 _	2.226	0.028	H6 accepted

Source: primary data processed, 2022

Based on the table of results of multiple linear regression analysis, a regression equation can be arranged with the following interpretation:

$$Y=1.252+0.116GK+0.116PENG+0.151DK+0.130MT+0.102BNS+0.098INS+e$$

Model Fit Test

The model fit test is carried out by testing the results of *Adjusted R Square* which will be explained in the following table:

Table 7. Model Fit Test Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.884 ^a	0.781	0.769	0.19690

Source: primary data processed, 2022

The results of the model fit test show the *Adjusted R Square value* of 0.769. This means that the variation of performance variables is influenced by leadership style, supervision, work discipline, motivation, bonuses, and incentives of 0.769 or 76.9 percent. The remaining 23.1 percent is influenced by other variables that are not careful/not used in this study.

F test

To determine whether the regression model is included in the *fit model*, the F test is carried out. The F test results show a Sig value of $0.001 < 0.05$ with an F value of 63,662 so it can be concluded that the regression model in this study is included in the *fit category*.

Hypothesis Testing Results

Hypothesis testing is taken from the t-test value and sig value in table 4.11 with the following explanation:

a. Hypothesis 1 (Effect of Leadership Style on Employee Performance)

Based on the calculation analysis of research data, it is found that the hypothesis of leadership style has a positive effect on employee performance, which means that the more effective the leadership style, the employee's performance will also increase. PT. Green Lahat which can provide effective direction and can encourage employees, there will increase employee performance. This is in line with research conducted by Sukmawati et al. (2018)

Based on the calculation of the average index value, the force variable leadership is included in the effective category. That is, respondents feel that the leadership of PT. Green Lahat has implemented his leadership style effectively. Employees of PT. Green Lahat feels that his leadership can be used as a role model because the leader can make decisions quickly and precisely when needed. PT. Green Lahat can provide motivation, can communicate well, can control subordinates so that subordinates can work regularly according to SOPs, are very responsible, and can control their emotions if a problem occurs.

This study supports the theory of organizational behavior that leadership style can improve the performance of employees of PT. Green Lahat. The results of this study are in line with Norfiana et al. (2021). Hia & Siregar (2019), Nguyen et al. (2020), Sukmawati et al. (2018), Makambe & Moeng (2020), Aeni & Kuswanto (2021), Oyetunji et al. (2019), Primary (2022), Lee et al. (2019), Sari et al. (2021). However, the results of this study are different from Hermina & Yosepha (2019), Lubis et al. (2019), Rompas et al. (2018), and Wuryani et al. (2021). The right leadership style can encourage employees to participate together in carrying out the work so that organizational goals can be achieved together.

b. Hypothesis 2 (Effect of Supervision on Employee Performance)

Based on the analysis of the calculation of research data, the results show that the supervisory hypothesis has a positive effect on employee performance, meaning that the more effective the supervision carried out by the leadership, the employee's performance will also increase. Supervision is carried out by the site leadership of PT. Green Lahat is very important. The supervision carried out is expected to harmonize all existing resources within the organization. This supports the theory of organizational behavior in which supervision can improve employee performance.

Employee performance can be increased by conducting supervision by the site leadership of PT. Green Lahat. Based on the calculation of the average index value, the control variable is in a good category. That is, respondents feel that the supervision is carried out by the leadership of PT. Green Lahat has been implemented well. It is felt by employees that the supervision carried out both by direct inspection, observation, on-site reports, written reports, and verbal reports have been carried out properly.

This shows that the leadership of PT. Green Lahat often conducts inspections or direct supervision of employees so that employees will always be prepared if the leadership comes directly to supervise. PT.

Green Lahat also makes direct observations at the job site so that the leadership can understand in more detail what employees are doing at the work location. The leader supervises by making corrections if employee mistakes occur while working so that employees can learn quickly and immediately correct their mistakes. Employees are asked by the leadership to make reports so that the course or work process can always be monitored properly. In addition, the leadership also asks employees to report the results of their work so that employees can evaluate the results of their work. This makes employees feel always supervised by the leadership so that employees will be encouraged to work well. Therefore, the performance is also increasing

The results of this study are supported by Averus & Pitono (2018) and Hartina et al. (2021). According to Hartina et al. (2021) employees who are supervised will work consistently to improve their performance. This result is also in line with Ekhsan et al. (2020), Mardianie (2018), Panjaitan (2018), and Lee & Kusumah (2020). However, the results of this study differ from those of Denny & Prana (2020) and Norfiana et al. (2021).

c. Hypothesis 3 (Effect of Work Discipline on Employee Performance)

Based on the analysis of the calculation of the research data, it is found that the hypothesis of work discipline has a positive effect on employee performance, which means that the higher the work discipline carried out by employees, the employee performance will also increase. Employees are required to carry out work with high discipline by the rules that have been made by the company. The results of this study support the research of Christian & Kurniawan (2021). That the higher the level of discipline of an employee can affect his performance.

Based on the average index calculation value, the work discipline variable is in the high category. This means that the respondent's compliance with working hours, the respondent's compliance with orders and rules, and the respondent's obedience are good. This makes employees work responsibly and honestly and want to maintain office facilities properly

The discipline of employees of PT. Green Lahat can be seen in the employees who always come to work on time. Employees who come to work on time make the employee ready to work so they will start working better and not in a hurry. Employees who always obey the orders of superiors and regulations that have been made can work by minimizing errors. Employees who always do work by the work standards set by PT. Green Lahat can avoid risks that can harm their work. Employees who are always responsible and honest in their work will be trusted by the leadership and other colleagues. Employees who have high discipline always use and maintain office equipment properly so that office facilities can be maintained and will be optimal when used again. Therefore, it can be concluded that the better the employee's work discipline, the performance will also increase. The results of this study support the theory of organizational behavior where more disciplined employees will increase their performance

The results of this study were supported by Ismawati et al. (2017), Christian & Kurniawan (2021), Astriyani et al. (2019), Dihan & Hidayat (2020), Effendi & Mamisah (2019), Panjaitan (2018), Pebrianti & Simanjuntak (2020), Chrisnanto & Riyanto (2020), Efendi et al. (2020), Aeni & Kuswanto (2021), Razak et al. (2018). However, the results of this study differ from those of Cahya et al. (2021), Hidayah & Nurbaiti (2019), and Rahmi et al. (2020), Razak et al. (2018) . who states that improving employee performance depends on the self-awareness of each employee.

d. Hypothesis 4 (Effect of Motivation on Employee Performance)

Based on the analysis of the calculation of research data, the results obtained that the motivation hypothesis has a positive effect on employee performance, meaning that the higher the employee's motivation, the employee's performance will also increase. Motivation is one of the factors that determine employee performance. The more employees get encouragement and support in their work, the more enthusiastic they will be at work. The results of this study support the theory of organizational behavior.

Based on the calculation value of the average index, the motivation variable is in the high category. That is, the respondent is driven within himself to achieve high performance. This shows that the respondent's needs which consist of physical needs, safety and security needs, social needs, esteem needs, and actualization needs of respondents are well met.

Employees who get high motivation will be motivated to work optimally. This shows that employees feel that the salary given by PT. Green Lahat is feasible so that it can meet the needs of its life. Employees also feel that PT. Green Lahat is very concerned about the safety and security of employees so

that employees feel calm when working. Employees find it easy to establish working relationships with fellow employees because fellow employees value teamwork. Employees of PT. Green Lahat feels that his work is appreciated by his leadership and co-workers so he feels enthusiastic about working. PT. Green Lahat also provides opportunities for employees to be given higher and more promising promotions so that employees are more enthusiastic about working to improve their performance. Therefore, employees of PT. Green Lahat feels increasingly compelled to work hard so that his performance will also increase

The results of this research are supported by Christian & Kurniawan (2021), Sampurno et al. (2020), Hidayah & Nurbaiti (2019), Nguyen et al. (2020), Pebrianti & Simanjuntak (2020), Lee & Kusumah (2020), Kumari et al. (2021), Chrisnanto & Riyanto (2020), Efendi et al. (2020), Aeni & Kuswanto (2021). However, the results of this study are different from Hermina & Yosepha (2019), Ismawati et al (2018), Lubis et al. (2019), Rahmi et al. (2020), Rosalia et al. (2020), Wuryani et al. (2021), Razak et al. (2018). They conclude that the greater the need for employees, the more motivated they will be to improve their performance results.

e. Hypothesis 5 (The Effect of Bonuses on Employee Performance)

Based on the analysis of the calculation of research data, it is found that the bonus hypothesis has a positive effect on employee performance, meaning that the higher the bonus received by the employee, the employee's performance will also increase. Bonuses given to employees will attract the attention of employees to improve their performance. If the target is achieved, the employee will get the agreed bonus. This study supports the theory of organizational behavior because the behavior of individuals who compete for bonuses can improve employee performance.

Based on the average index calculation value, the bonus variable is in the high category. That is employees of PT. Green Lahat feels that the bonus given by the company is following the agreement and under the expectations and workload of the employees

Employee performance can increase if the bonus received by the employee is also in line with expectations. This shows that PT. Green Lahat always gives bonuses to employees if the work targets have been met by the agreements that have been set so that employees are increasingly encouraged to continue to exceed targets. Employees of PT. Green Lahat feels that the bonuses given are following the mutual agreement. Employees of PT. Green Lahat feels that the bonuses given are in line with their expectations and the workload they receive. The awarding of bonuses is following Company Regulations CHAPTER XV Awards Article 62 Awarding paragraph 62.03 if the company's operations, especially the Lahat PLTMH can achieve the target set by the company, the award will be given proportionally. Therefore, because the bonus received is appropriate and the higher it is received, the employee's performance will also increase

The results of this study are in line with Sampurno et al. (2020), Gunawan (2020), Dihan & Hidayat (2020), Nurapiah & Rukhayati (2021), Sampurno et al. (2020), Kumari et al. (2021), Nugrahaningsih et al. (2021). However, the results of this study differ from those of Ratri & Wahjudono (2021) and Rosalia et al (2020) who found empirical evidence that the better the bonuses received by employees, the more active and effective they will work.

f. Hypothesis 6 (Effect of Incentives on Employee Performance)

Based on the calculation analysis of research data, it is found that the incentive hypothesis has a positive effect on employee performance, meaning that the higher the incentives received by the employee, the employee's performance will also increase. Incentives are a method used by companies to give appreciation to employees. PT. Green Lahat provides incentives to employees for carrying out their duties. This study supports the theory of organizational behavior that can improve employee performance.

Based on the average index calculation value, the incentive variable is in the high category. This means that employees who work on certain days such as Eid will receive incentives according to the employee's working time, seniority, fairness, and appropriateness as agreed.

Incentives received by employees of PT. Green Lahat can improve its performance. This shows that the employee feels that the longer he works at PT. Green Lahat, the higher the incentives received. Employees also feel that higher incentives will be obtained if they have certain positions. Employees feel

PT. Green Lahat is fair in providing incentives according to the rules. Employees of PT. Green Lahat feels that the incentives for Eid al-Fitr are following Decree No. 052/SITE/HRD-GL/V/2021. Incentives at PT Green Lahat are implemented four times a year, consisting of two red dates on Eid al-Fitr, one red day on New Year's Day, and one red day on Christmas for employees who are scheduled to enter on that day. Employees feel the incentives received are appropriate and able to meet their needs. Therefore, the higher the incentives received by employees, the higher their performance will be

The results of this study were supported by Astriyani et al.(2019) Pebrianti & Simanjuntak (2020), Chebet & Njirge (2019), Hidayah & Nurbaiti (2019), Riwukore et al. (2021). However, the results of this study are different from Prayitno et al. (2020) and Wewengkang et al. (2021).

CONCLUSION

Based on the results of data analysis, it is concluded that leadership style, supervision, work discipline, motivation, bonuses, and incentives empirically have a positive influence on employee performance. The more appropriate the leadership style applied at PT. Green Lahat can improve employee performance. The better the supervision carried out by the site leadership of PT. Green Lahat will also further improve employee performance. Work discipline and high motivation from employees can spur employees to work optimally. Giving bonuses and incentives following employee expectations can improve employee performance.

This study has several limitations that may affect the results of the study, namely the distribution of questionnaires conducted by HRD. Employees did not get a direct explanation from the researcher so employees answered the questionnaire only according to their respective perceptions. This allows the perception of differences between the meaning of the statement in the questionnaire with the perception of employees.

Based on the results of the analysis and research conclusions, the research implications are obtained, namely the *leadership of PT. Green Lahat should be able to maintain a leadership style that can encourage employee performance. PT. Green Lahat should be able to control his emotions so that the work atmosphere can be conducive and communicative.*

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