

Team Member Performance at the One-Stop Integrated Administration System: Motivation, Discipline, and Leadership

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Abstract

This study examines the influence of work motivation, work discipline, and leadership on team member performance at the Bogor Regency SAMSAT Office. A quantitative causal-associative approach was employed using a census of 102 employees. Data were collected through questionnaires, observations, and interviews, and analyzed using SPSS version 27 through correlation and multiple regression analysis. The findings reveal that work motivation, work discipline, and leadership positively and significantly affect team member performance, both partially and simultaneously. Work discipline was identified as the most dominant factor influencing performance. The regression model explains 51.9% of the variance in team member performance. These findings imply that improving employee performance in public sector organizations requires stronger discipline systems supported by effective leadership and sustained motivation. Future studies are recommended to include additional variables and broader institutional contexts.

Keywords:

Work motivation; Work discipline; Leadership; Employee performance; Public Sector.

1. INTRODUCTION

The growing influence of globalization and digital transformation has fundamentally changed the way public organizations operate and deliver services. To meet increasing public expectations, organizations are required to continuously improve employee performance while ensuring efficiency, accountability, and responsiveness. Moreover, the adoption of digital technologies serves not only to enhance operational effectiveness but also to strengthen transparency and public service quality. As a result, employee performance has become a crucial factor in achieving successful digital transformation and good governance (Frinaldi et al., 2024). Effective human resource management therefore plays a strategic role in supporting organizational performance and public trust (Reina & Scarozza, 2020).

In public service organizations, employee performance is influenced by multiple organizational and behavioral factors, including work motivation, work discipline, and leadership. Motivation encourages employees to perform tasks proactively and responsibly, which contributes to higher productivity and work effectiveness (Clément & Guerrien, 2022). Leadership also plays an important role in shaping organizational climate, directing employees, and improving work performance through effective coordination and supervision. Leaders influence employees by providing direction, facilitating communication, coordinating organizational activities, and creating a supportive work environment that promotes engagement, job satisfaction, and performance (Choudhary & Khan, 2021; Hassanein et al., 2025; Hidayati et al., 2022). In addition, work discipline is essential in ensuring employee compliance with organizational rules, procedures, and responsibilities, particularly within bureaucratic institutions that emphasize accountability and operational consistency (Moeins et al., 2017).

Various empirical studies have demonstrated that motivation, leadership, and work discipline positively influence employee performance (Alhempri et al., 2024; Pancasila et al., 2020; Saragih et al., 2021). However, findings remain inconsistent, particularly in public sector institutions. Most previous studies were

conducted in private organizations, where performance systems tend to be more flexible and market-oriented. In contrast, public institutions operate within hierarchical bureaucratic structures characterized by formal regulations, centralized authority, and strict administrative procedures (Prunty, 2022). These organizational differences may influence how motivation, discipline, and leadership affect employee performance.

In the context of public service institutions such as the One-Stop Integrated Administration System (SAMSAT), employee performance is particularly important because the institution directly provides administrative services to the public. SAMSAT involves coordination among multiple government agencies, including the police, regional revenue agencies, and insurance institutions, requiring employees to maintain efficiency, discipline, and service quality in carrying out their responsibilities.

Initial observations and interviews conducted at the Bogor Regency SAMSAT Office identified several issues related to employee performance, including delays in completing tasks, non-compliance with work schedules, repeated operational errors, and low employee motivation. In addition, supervision and managerial support were considered less optimal, while disciplinary problems such as tardiness and lack of focus during service delivery were still frequently observed. These conditions indicate a gap between expected organizational performance and actual field conditions.

Although previous studies have examined the relationship between motivation, discipline, leadership, and employee performance, research focusing specifically on integrated public service institutions such as SAMSAT remains limited. Furthermore, previous findings have not consistently identified which variable has the strongest influence on employee performance in public sector organizations. Therefore, further investigation is needed to better understand the determinants of employee performance within the bureaucratic and service-oriented context of SAMSAT.

Based on these issues, this study aims to analyze the influence of work motivation, work discipline, and leadership on employee performance at the Bogor Regency SAMSAT Office. Specifically, this study aims to: (1) analyze the influence of work motivation on employee performance; (2) examine the influence of work discipline on employee performance; (3) analyze the influence of leadership on employee performance; and (4) examine the simultaneous influence of work motivation, work discipline, and leadership on employee performance.

This study contributes theoretically to the development of human resource management literature in the public sector, particularly regarding the role of discipline, motivation, and leadership within bureaucratic institutions. Practically, the findings are expected to assist policymakers and organizational leaders in improving employee performance through effective disciplinary systems, motivational strategies, and leadership practices.

2. RESEARCH METHOD

This study used a quantitative, causal-associative design to analyze the influence of work motivation, work discipline, and leadership on team member performance. The quantitative approach was chosen because this study aimed to test hypotheses and to measure the strength of relationships between variables through statistical analysis. A causal design was used because this study sought to identify the causal relationships among the independent variables (work motivation, work discipline, and leadership) and the dependent variable (team member performance) (Sugiyono, 2017). The research was conducted over a six-month period, from January to June 2024, including preparation, data collection, data analysis, and report preparation stages.

2.1. Research Location and Time

This research was conducted at the Bogor Regency One-Stop Integrated Administrative System (SAMSAT) Office, located at Jalan Raya Jakarta-Bogor KM 50, Bogor, Indonesia. This location was chosen because it is a public service institution that plays a crucial role in providing public services, making team member performance a key factor. The study was conducted over six months, from February to July 2025, encompassing initial observation, instrument trials, data collection, and data analysis.

2.2. Population and Sample

The population in this study comprised all 102 employees of the Bogor Regency SAMSAT Office. In quantitative research, a population is a defined group of subjects with certain characteristics to be studied and whose conclusions are drawn (Sugiyono, 2017). Given the relatively small population, this study used a saturated sampling technique (census), in which all members of the population were included as respondents. Thus, the sample size for this study was 102 respondents.

2.3. Data Collection Methods and Instruments

The data in this study were obtained from primary and secondary data sources. Primary data were collected through several techniques. First, a structured questionnaire was developed using a Likert scale from 1 (strongly disagree) to 5 (strongly agree), distributed via Google Forms to facilitate data collection.

Second, non-participant observation was conducted to examine team member behavior and working conditions without the researcher's direct involvement (Sugiyono, 2017). Third, semi-structured interviews were conducted with selected employees to obtain more in-depth information and support the quantitative results. Secondary data was obtained from institutional documents, official reports, and literature relevant to the research.

2.4. Research Variables and Measurement

This research involved four variables: three independent and one dependent. Work motivation (X1) was measured using indicators of need for achievement, recognition, responsibility, and career development opportunities, referring to the theories of Mangkunegara (2019). Work discipline (X2) was measured using indicators of attendance, compliance with regulations, work standards, and work ethics, as outlined by (Muna & Isnowati, 2022). Leadership (X3) was measured using indicators of ability, assertiveness, self-confidence, communication skills, and initiative, as described by Daulay et al (2024). Team member performance (Y) was measured using indicators of productivity, quality, punctuality, resource utilization, and efficiency, as described by Wibowo (2017). All variables were measured using Likert-based items.

2.5. Instrument Validity and Reliability Testing

Before collecting the main data, the research instrument was pilot-tested with 75 respondents. Validity testing was conducted using the Pearson product-moment correlation method. The test results showed that all questionnaire items had correlation coefficients greater than the table's r value ($r > 0.2303$), indicating that all items were valid. Reliability testing was conducted using Cronbach's alpha with SPSS version 27. The test results indicated that all variables had high reliability, namely 0.883 for team member performance, 0.886 for work motivation, 0.874 for work discipline, and 0.883 for leadership. These values indicate that the research instrument is reliable and consistent (Ghozali, 2018).

2.6. Data Analysis Techniques

Data analysis was conducted using SPSS version 27 software. The analysis phase began with classical assumption tests, including normality tests using the Kolmogorov-Smirnov method, linearity tests, multicollinearity tests using tolerance values and Variance Inflation Factor (VIF), and heteroscedasticity tests using scatterplot analysis (Ghozali, 2018).

Next, a Pearson product-moment correlation analysis was used to determine the strength of the relationship between variables (Sugiyono, 2013). Regression analysis was conducted using simple and multiple linear regression to test the effects of independent variables on the dependent variable.

The regression model used in this study is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Hypothesis testing was conducted using a t-test to determine the partial effect of each independent variable, and an F-test to determine the simultaneous effect. In addition, the coefficient of determination (R^2) was used to assess the independent variables' contribution to explaining the dependent variable.

2.7. Research Procedure

This research procedure consists of several stages. The first stage is a preliminary study through observation and literature review. The second stage is the development and testing of research instruments to ensure validity and reliability. The third stage is data collection through questionnaires, interviews, and observations. The fourth stage is data processing and analysis using SPSS. The final stage is the interpretation of the research results in relation to theory and previous research.

2.8. Ethical Considerations

This study adhered to ethical research principles throughout the research process. Prior to data collection, respondents were informed about the objectives of the study, the voluntary nature of participation, and their right to withdraw at any time without consequences. Informed consent was obtained from all participants before questionnaires and interviews were conducted. Respondents' identities were kept anonymous, and all collected data were treated confidentially and used solely for academic purposes. In addition, the researcher ensured that the study did not interfere with employees' work responsibilities or organizational activities during the data collection process.

2.9. Research Limitations

This study has several limitations that should be acknowledged. First, the research was conducted within a six-month period, which may not fully capture broader changes and variations in employee performance over time. Second, the study focused only on employees at the Bogor Regency SAMSAT Office, limiting the generalizability of the findings to other public sector institutions with different organizational characteristics and service systems.

Third, this study relied primarily on self-reported questionnaire data, which may introduce subjectivity and response bias, as respondents may provide socially desirable answers. Although observations and semi-structured interviews were conducted to complement the data, the possibility of bias cannot be entirely eliminated.

Finally, this study examined only three independent variables, namely work motivation, work discipline, and leadership. Other factors such as organizational culture, job satisfaction, compensation, workload, and digital competency may also influence employee performance but were not included in this study. Future research is recommended to involve broader institutional settings and adopt mixed-method approaches to obtain more comprehensive insights into employee performance in public sector organizations.

3. RESULTS AND DISCUSSION

3.1. Descriptive Analysis of Respondents

3.1.1. Respondent Profile

The characteristics of the respondents in this study were analyzed by gender, age, highest level of education, work unit, and employment status. By gender, the majority of respondents were male (79, or 77%), while female respondents numbered 23 (23%) of the total 102 respondents. This indicates that men still dominate the team member composition in the research environment.

Table 1. Respondent Characteristics

Description	Total	%
Gender		
Male	79	77%
Female	23	23%
Total	102	100%
Age		
< 35 Years	48	47%
36 to 50 years old	34	33%
> 51 Years	20	20%
Total	102	100%
Last Education		
Junior High School	21	21%
High School	58	57%
D1 to Bachelor's Degree	14	14%
Master's Degree	9	9%
Total	102	100%
Work Unit and Employee Status		
National Police	16	16%
Non-National Police Civil Servants	6	6%
Non-National Police Civil Servants	31	30%
National Civil Servants (Dispenda)	16	16%
Non-National Civil Servants (Dispenda)	23	23%
PT Jasa Marga	10	10%
Total	102	100%

By age, the majority of respondents were under 35, with 48 people (47%). Furthermore, 34 respondents (33%) were aged 36 to 50 years, and 20 respondents (20%) were aged 51 or older. This distribution indicates that the majority of employees are of productive age, potentially possessing relatively high levels of energy and work productivity.

Regarding educational attainment, the majority of respondents (58%) had a high school education. 21 respondents (21%) had a junior high school education, followed by 14 (14%) with a diploma or bachelor's degree, and 9 (9%) with a master's degree. This data indicates that the majority of employees have a secondary education, which can influence work patterns, task understanding, and competency development within the organization.

Based on work unit and employment status, the largest number of respondents were non-civil servants (POLRI) at 31 (30%), followed by non-civil servants (Dispenda) at 23 (23%). Furthermore, respondents from POLRI and Dispenda ASN each accounted for 16 (16%), while respondents from PT Jasa Marga accounted for 10 (10%). The fewest respondents were POLRI ASN, at 6 (6%). This distribution indicates that the team member composition in this study is dominated by non-civil servants, which may have implications for the level of discipline, motivation, and leadership patterns within the organization.

Overall, the respondent profile indicates that the majority of employees are of productive age, predominantly male, have a secondary education background, and are largely non-civil servants. These characteristics provide important context for interpreting the research results, particularly regarding the influence of work motivation, work discipline, and leadership on team member performance.

3.1.2. Descriptive Statistics

This study used descriptive analysis to present the data as they are, without generalizing (Sugiyono, 2017). Data processing was performed using SPSS software. This analysis aimed to determine respondents' responses to the variables of work motivation, work discipline, leadership, and team member performance. Categories were determined by calculating the scale range using the formula $RS = (m-n)/k = (5-1)/5 = 0.80$. Based on these results, respondents' responses were divided into five levels: 1.00–1.80 (very low), 1.81–2.60 (low), 2.61–3.40 (moderate), 3.41–4.20 (high), and 4.21–5.00 (very high). These categories were used to group respondents and determine the distribution at each variable assessment level.

Table 2. Descriptive Statistics

Indicator	Scale					Mean	Information
	1	2	3	4	5		
Work Motivation							
Policies and Administration	8	4	10	39	41	3.99	high
Supervision	4	4	13	48	33	4.00	high
Compensation (Salary)	8	0	14	36	44	4.06	high
Employment Relationships	0	0	8	61	33	4.25	very high
Working Conditions	8	0	14	36	44	4.06	high
Performance Rewards	0	0	8	61	33	4.25	very high
Ongoing Rewards	4	4	1	56	37	4.16	high
Job Characteristic	0	0	5	60	37	4.31	very high
Responsibilities	4	8	7	30	53	4.18	high
Advancement Opportunities	0	0	6	62	34	4.27	very high
Average Work Motivation						4.15	high
Work Discipline							
Attendance	8	4	20	32	38	3.86	high
Sanction System	8	0	14	40	40	4.02	high
Regulatory Compliance	0	0	8	64	30	4.22	very high
Regulatory Compliance	0	4	13	40	45	4.24	very high
Work Standards	8	0	14	40	40	4.02	high
Compliance with Work Standards	0	0	8	64	30	4.22	very high
Awareness	0	12	4	44	42	3.82	high
Work Ethic	0	12	4	44	42	4.14	high
Average Work Discipline						4.07	high
Leadership							
Leadership Skills	6	4	19	32	41	3.96	high
Managerial Skills	4	0	19	40	39	4.08	high
Achievement Awards	3	0	9	54	36	4.18	high
Performance Appreciation	2	5	12	44	39	4.11	high
Leadership Intelligence	7	0	12	37	46	4.13	high
Assertiveness	2	1	12	58	29	4.09	high
Self-Confidence	6	2	15	51	28	3.91	high
Initiative	0	9	7	44	42	4.17	high
Leadership Average						4.08	high
Team Member Performance							
Punctuality	1	1	16	64	20	3.99	high
Job Evaluation	0	0	3	86	13	4.10	high
Work quality	0	0	11	63	28	4.17	high
Accuracy	0	0	3	56	43	4.39	very high
Work improvement	0	0	3	86	13	4.10	high
Completion accuracy	0	0	3	86	13	4.10	high
Time management	0	0	11	63	28	4.17	high
Work speed	0	0	3	86	13	4.10	high
Time efficiency	0	0	11	63	28	4.17	high
Resource efficiency	0	0	3	86	13	4.10	high
Time optimization	0	0	11	63	28	4.17	high
Cost efficiency	0	7	2	69	24	4.08	high
Resource savings	0	9	2	62	29	4.00	high

Indicator	Scale					Mean	Information
	1	2	3	4	5		
Average Employee Performance						4.12	high

Based on a descriptive analysis of 102 respondents, although all variables were in the high (good) category, several indicators had relatively lower scores that warrant attention. For the work motivation variable, the lowest scores were found in institutional policy (3.99) and supervision (4.00). This indicates that administrative and supervisory factors are not yet fully perceived as optimal by employees. This indicates that administrative and supervisory factors are not yet fully perceived by employees, team member performance, thus necessitating improvements in the policy system and the quality of supervision. For the work discipline variable, the indicators with the lowest scores were vigilance (3.82) and attendance (3.86). This finding indicates that although employees comply with regulations, the personal aspect of discipline remains suboptimal and needs improvement through more consistent supervision and coaching. For the leadership variable, the lowest scores were for team member self-confidence (3.91) and general leadership ability (3.96). This indicates that leaders' efforts are still needed to boost team member confidence further and improve overall leadership capacity. Meanwhile, for the team member performance variable, the indicators with the lowest scores were for punctuality in completing tasks (3.99) and efficient use of resources (4.00). This condition indicates that although work quality is good, aspects of efficiency and time management still need improvement. Thus, the focus of organizational improvement should be on these aspects to optimize team member performance.

3.2. Inferential Analysis

3.2.1. Classical Assumption Tests

Normality testing in this study was conducted using the Kolmogorov–Smirnov test to determine whether the data were normally distributed, a prerequisite for regression analysis. The test results are presented in Table 3.

Table 3. Normality Test Results

		One-Sample Kolmogorov-Smirnov Test			
N		Motivation	Discipline Work	leadership	performance
		Work			
		102	102	102	102
Normal Parameters ^{a,b}	Mean	41.52	32.53	32.62	53.62
	Standard Deviation	6.369	5.642	5.529	5.267
Most Extreme Differences	Absolute	.200	.236	.230	.248
	Positive	.114	.152	.127	.248
	Negative	-.200	-.236	-.230	-.183
Kolmogorov-Smirnov Z		2.018	2.387	2.323	2.505
Asymp. Sig. (2-tailed)		.051	.060	.056	.070

a. Test distribution is Normal.
b. Calculated from data.

Based on Table 3, it is known that the Asymp. Sig. (2-tailed) The value for each variable is 0.051 for work motivation, 0.060 for work discipline, 0.056 for leadership, and 0.070 for team member performance. All significance values are greater than 0.05, so it can be concluded that the data for each variable are normally distributed. In addition, the Kolmogorov-Smirnov Z statistic for each variable does not indicate a significant deviation from normality. This strengthens the assumption of normality in the regression model. Thus, the data of this study meet one of the classical assumptions in regression analysis, allowing it to proceed to the next stage of analysis, such as multicollinearity testing, heteroscedasticity testing, and linear regression.

Table 4. Multicollinearity Test Results

Model	Coefficients ^a				t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	37.550	4.440			8.458	.000		
Motivation Work	.288	.079	.306		3.110	.007	.953	1.049
Discipline Work	.292	.090	.313		3.235	.002	.933	1.072
Leadership	.190	.093	.194		4.968	.033	.920	1.087

a. Dependent Variable: performance

Based on Table 4. Multicollinearity Test Results, it is known that all independent variables, namely work motivation, work discipline, and leadership, have tolerance values of 0.953, 0.933, and 0.920, respectively, which are all greater than 0.10. In addition, the Variance Inflation Factor (VIF) values for each variable are 1.049, 1.072, and 1.087, all of which are less than 10. These results indicate that there are no multicollinearity issues in the regression model. Thus, it can be concluded that there is no strong multicollinearity among the independent variables, and the regression model meets the classical assumptions of multicollinearity, making it suitable for further analysis.

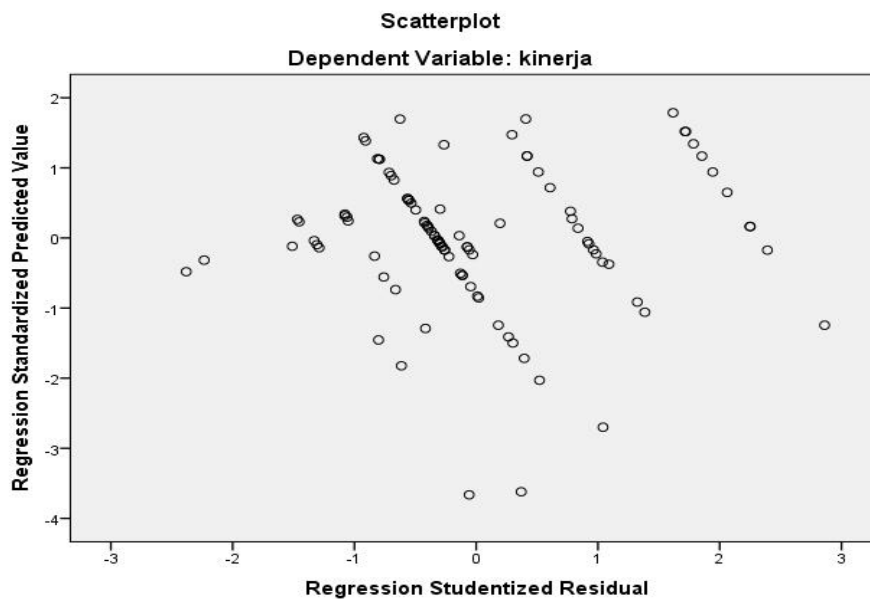


Figure 1. Scatterplot of Heteroscedasticity Test Results

Based on the results of the heteroscedasticity test using the scatterplot method (Figure 1), the residual points are randomly distributed above and below the zero axis and do not form a specific pattern, such as a cone or a wavy pattern. This indicates that the residual variance is constant (homoscedasticity), and thus the regression model does not exhibit heteroscedasticity. Therefore, the regression model used meets one of the important classical assumptions in linear regression analysis.

3.2.2. Correlation Analysis

These findings indicate that employee performance in public sector institutions is not determined by a single factor. Instead, motivation, discipline, and leadership collectively contribute to improving work outcomes. The stronger correlation of work discipline suggests that compliance with organizational procedures and regulations remains highly important within bureaucratic institutions such as SAMSAT. This result also reflects the operational characteristics of public organizations, where employee discipline directly affects service effectiveness and organizational accountability.

Table 5. Correlation Analysis Results

Variables	Adjusted R Square	Information
Work motivation	0.619	Strong
Work discipline	0.714	Strong
Leadership	0.626	Strong

Based on Table 5, the Correlation Analysis Results, all independent variables are strongly related to team member performance. The strong correlation coefficients indicate this. Specifically, the work discipline variable shows the strongest relationship with team member performance, with a value of 0.714. This value indicates that a higher level of team member work discipline tends to be followed by a significant increase in performance. Furthermore, the leadership variable has a correlation value of 0.626, which is also in the strong category. This indicates that strong leadership qualities play a significant role in driving improved team member performance. Meanwhile, the work motivation variable has a correlation value of 0.619, which is also in the strong category. This means that high work motivation remains an important factor in improving performance, although its contribution is relatively lower than that of work discipline and leadership. Overall, the results of this analysis indicate that all three independent variables have a strong, significant relationship with team member performance. However, work discipline is the most dominant variable in explaining the relationship with team member performance. This finding indicates that efforts to improve team member

performance in an organizational environment should be more focused on strengthening work discipline, while not neglecting the roles of work motivation and leadership.

3.2.3. Regression Analysis

Table 6. Multiple Linear Regression Results

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
	(Constant)	37.550	4.440		8.458	.000
1	Work motivation	.288	.079	.306	3.110	.007
	Work discipline	.292	.090	.313	3.235	.002
	Leadership	.190	.093	.194	4.968	.033

a. Dependent Variable: performance

Based on Table 6, the results Multiple Linear Regression yield the following regression equation:

$$Y = 37.550 + 0.288X_1 + 0.292X_2 + 0.190X_3$$

where:

Y = team member performance

X₁ = work motivation

X₂ = work discipline

X₃ = leadership

This equation shows that the constant 37.550 reflects team member performance when all independent variables are held constant. The regression coefficients for each variable are also positive, indicating that increasing work motivation, work discipline, and leadership will improve team member performance.

Based on the regression coefficients, work discipline (0.292) has the greatest influence on team member performance, followed by work motivation (0.288) and leadership (0.190). This indicates that work discipline is a key factor to consider in efforts to improve team member performance.

Furthermore, the results of the partial test (t-test) indicate that all independent variables significantly influence team member performance, with each variable's significance value less than 0.05, namely work motivation (0.007), work discipline (0.002), and leadership (0.033). This confirms that these three variables, individually, make a significant contribution to team member performance.

Table 7. Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.781 ^a	.545	.519	8,943

a. Predictors: (Constant), leadership, work motivation, work discipline

The coefficient of determination indicates that the regression model has moderate explanatory power in predicting team member performance. Although the three independent variables explain a substantial proportion of performance variation, the remaining unexplained variance suggests that employee performance in public organizations is also influenced by other managerial, organizational, and environmental factors not included in this study.

Furthermore, the Adjusted R-Square value in Table 7 (0.519) indicates that 51.9% of the variation in team member performance can be explained by work motivation, work discipline, and leadership. In comparison, the remaining 48.1% is influenced by other variables not examined in this study.

Overall, the results of this analysis confirm that all three independent variables play a significant role in improving team member performance, with work discipline being the most dominant factor.

The coefficient of determination shows an Adjusted R Square of 0.519, indicating that 51.9% of the variation in team member performance can be explained by work motivation, work discipline, and leadership, with the remaining 48.1% influenced by other variables.

3.3. Hypothesis Testing

3.3.1. t-Test Results

Based on the t-test results in Table 9, the calculated t-values for each variable were 3.110 with a significance value of 0.007, work discipline 3.235 with a significance value of 0.002, and leadership 4.968 with a significance value of 0.033. With a sample size of 102 respondents and 4 variables, the t-table value at

the 0.05 significance level was 1.984. The basis for deciding the t-test is that if the calculated t-value is greater than the t-table value and the significance value is less than 0.05, then H_0 is rejected and H_1 is accepted, indicating that the independent variable has a significant effect on the dependent variable.

Table 9. t-Test Results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	37,550	4,440		8,458	.000
1	Work motivation	.288	.079	.306	3.110	.007
	Work discipline	.292	.090	.313	3,235	.002
	leadership	.190	.093	.194	4,968	.033

a. Dependent Variable: performance

3.3.1.1. The Influence of Work Motivation on Employee Performance

The test results show that the calculated t-value (3.110) is greater than the t-table (1.984), and the significance value (0.007) is less than 0.05. Thus, H_2 is rejected, and H_1 is accepted, indicating that work motivation has a positive and significant effect on team member performance, as consistently supported by empirical studies across sectors. Research shows that factors such as financial incentives, work enjoyment, and goal internalization significantly improve team member performance (Chien et al., 2020), while studies in Indonesia confirm that motivation directly improves performance, both independently and in conjunction with variables such as leadership and organizational culture (Paais & Pattiruhu, 2020). Critically, this suggests that, in the context of public sector organizations like SAMSAT, motivation is not always a primary factor because the work system tends to be rule- and procedure-based. In other words, employees continue to work even when motivation levels are not optimal, resulting in a relatively smaller impact compared to other variables.

3.3.1.2. The Effect of Work Discipline on Team Member Performance

The test results show that the calculated t-value (3.235) is greater than the t-table (1.984), and the significance value (0.002) is less than 0.05. Therefore, H_2 is rejected, and H_2 is accepted, indicating that work discipline has a positive and significant effect on team member performance. This confirms that work discipline is the most dominant variable influencing team member performance. Work discipline directly improves performance and can also influence it through mediating factors such as job satisfaction (Sulistiyono et al., 2020). In many cases, work discipline is identified as a dominant factor compared to other variables, including the work environment and safety (Putri et al., 2018).

Evidence from the healthcare, education, and hospitality sectors suggests that discipline increases responsibility, ensures timely task completion, and improves team member performance (Sari & Snelling, 2024; Sumarjiansyah et al., 2025). Furthermore, work discipline can mediate the relationship between leadership and performance, particularly in dynamic organizational contexts (Qamari et al., 2024). Although some studies report conflicting findings due to contextual factors (Kelibulin et al., 2020), the overall evidence suggests that higher discipline is associated with more consistent and effective team member performance, making it a key determinant of organizational success.

Critically, the dominance of work discipline in this study indicates that in bureaucratic public organizations, compliance with regulations, punctuality, and responsibility play a greater role than psychological factors such as motivation. This means that improving team member performance in the SAMSAT environment is more effective through strengthening the discipline system than simply increasing motivation.

3.3.1.3. The Influence of Leadership on Team Member Performance

The test results show that the calculated t-value (4.968) is greater than the t-table (1.984), and the significance value (0.033) is less than 0.05. Thus, H_2 is rejected, and H_3 is accepted. Leadership has a positive, significant effect on team member performance, as supported by studies across sectors. Leadership directly influences performance through guidance, motivation, and support (Bernanthos, 2018; Hassan & Basit, 2024). Transformational leadership increases productivity through vision and innovation, while ethical leadership increases engagement and value-oriented behavior (Ha & Hang, 2024; Teoh et al., 2022).

Furthermore, leadership indirectly influences performance through job satisfaction and motivation. Leadership that prioritizes team member well-being increases job satisfaction, which, in turn, improves performance while strengthening motivation and engagement (Hudoyo et al., 2018; Pudyaningsih et al., 2020). Democratic and participatory leadership further enhances performance by promoting collaboration and commitment (Dawwas et al., 2025).

Critically, this situation indicates that leadership in the SAMSAT context plays a supporting role rather than a primary factor. This means that good leadership will improve performance, but it will not be optimal without the support of a strong work discipline system.

3.3.2. F-Test Results

Table 10 F Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	407,582	3	135,861	5,560	.001 ^b
	Residual	2394.507	98	24,434		
	Total	2802.088	101			

a. Dependent Variable: performance

b. Predictors: (Constant), leadership, work motivation, work discipline

Based on the F-test results in Table 10, the calculated F-value is 5.560, which is greater than the F-table value of 2.70, with a significance value of $0.001 < 0.05$. This indicates that the regression model fits well and that the variables of work motivation, work discipline, and leadership simultaneously have a significant effect on team member performance. Thus, the alternative hypothesis (H4) is accepted, and the null hypothesis (H0) is rejected.

The regression coefficients indicate that all three variables have a positive influence, meaning that increases in work motivation, work discipline, and leadership will be associated with higher team member performance. Among the three, work discipline (0.292) has the largest coefficient contribution in the model, followed by work motivation (0.288) and leadership (0.190). This is interesting because, partially (t-test), leadership is the most significant, but in terms of model contribution, work discipline is more dominant. This is an important insight that has not been previously highlighted. The dominance of work discipline in influencing employee performance reflects the bureaucratic characteristics of public sector institutions, where compliance with procedures, punctuality, and adherence to regulations are highly emphasized. Unlike private organizations that may prioritize flexibility and innovation, public institutions such as SAMSAT rely heavily on operational consistency and administrative accountability. This finding suggests that strengthening disciplinary systems may have a more direct impact on performance improvement in public service organizations.

Theoretically, this finding is consistent with previous research stating that work motivation, work discipline, and leadership are the main determinants of team member performance (Alhempri et al., 2024; Darajat et al., 2019; Pancasila et al., 2020; Saragih et al., 2021). However, the results of this study also provide a new nuance: a difference between statistical significance (leadership is the strongest) and practical contribution in the model (work discipline is the greatest).

These findings indicate that, in the context of a public agency such as the SAMSAT (Special Administrative Body for Workers), leadership is the primary driver. At the same time, work discipline is the operational factor that most directly influences employees' daily performance. Therefore, improving team member performance cannot be done in isolation; it must be achieved through an integrated approach that simultaneously strengthens leadership, increases motivation, and enforces work discipline.

4. CONCLUSION

This study aimed to analyze the influence of work motivation, work discipline, and leadership on team member performance at the Bogor Regency SAMSAT Office. The findings confirm that all three variables positively and significantly influence team member performance, both partially and simultaneously.

The results indicate that work discipline is the most dominant factor influencing team member performance, followed by work motivation and leadership. Although leadership demonstrated strong statistical significance, its practical contribution was lower than that of discipline, suggesting that leadership acts as a driving force while discipline serves as the primary operational determinant of performance. Furthermore, the model explained 51.9% of the variance in team member performance, indicating that other factors beyond this study also contribute to performance outcomes.

Theoretically, this study contributes to the development of human resource management literature in the public sector by emphasizing the stronger role of work discipline within bureaucratic organizational environments. The findings also confirm that performance improvement in public institutions requires not only motivational support and effective leadership but also strong adherence to organizational rules and procedures.

From a practical perspective, the findings suggest that managers in public service institutions should prioritize strengthening employee discipline through stricter attendance control, clearer operational standards, and more consistent supervision mechanisms. In addition, leadership development programs and motivational support systems should be implemented simultaneously to create a more productive and

accountable work environment. These strategies are expected to improve service quality and organizational effectiveness within public sector institutions such as SAMSAT.

This study is limited by its reliance on self-reported data and its focus on a single public-sector institution. Future research is recommended to examine additional variables such as organizational culture, job satisfaction, compensation, and digital competency, as well as to involve broader institutional settings to improve generalizability.

In conclusion, improving team member performance in public sector organizations requires an integrated approach that emphasizes discipline as a core factor, supported by effective leadership and sustained motivation, to achieve optimal organizational outcomes.

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