The Influence of Leadership Style, Compensation, and Worker Discipline on Performance KCP BRI Gading Boulevard Raya

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Abstract: Comparatively speaking to other economic sectors, the banking sector in Indonesia has developed more rapidly than others. Because there is fierce competition amongst banking sector players on both a local and global scale, the industry as a whole must adapt to changes faster. including PT BRI, one of the banks that propels the economy; BRI is a bank that advocates for the expansion of MSME businesses in Indonesia and focuses on the MSME sector. The goal of this research is to ascertain how worker discipline, pay, and leadership style affect output. As a scientist, the author employs a quantitative research strategy since the data is observable, measurable, rational, and methodical. The population of this study consisted of 105 employees of the BRI Sub-Branch Office (KCP) Gading Boulevard Raya, and 83 respondents were selected from the non-probability sample method using purposive sampling approach. The Slovin formula is utilised to determine the sample count. In this work, a Structural Equation Model (SEM) based on Partial Least Square (PLS) 3.0 assists with the data processing technique. The study's findings imply that a leader's kineirja at KCP BRI Bouileivard Raya Kanca Jakarta Artha Gading may be positively and significantly impacted.

Keywords: Leadership Style, Compensation, Worker Discipline and Performance

INTRODUCTION

An important factor in starting a nation's economic growth is the banking sector. including PT BRI, one of the banks that propels the economy; BRI is a bank that advocates for the expansion of MSME businesses in Indonesia and focuses on the MSME sector. The banking industry faces numerous difficulties, impediments, and dangers in the course of conducting business. From the start of the Covid-19 pandemic to the expansion of digital banking and the growing presence of international private banks in Indonesia. Although BRI's profit performance in terms of profit remains the bank with the largest profit in Indonesia, the number of competing banks and increasing competition in the banking industry have also caused BRI's performance to be increasingly depressed in several aspects. One such aspect is that BRI's savings market share is declining in comparison to peers. The competition in the banking industry, particularly to find deposits or third-party funds from the

public, especially cheap money (savings and current accounts), is getting harder as a result of the rapid development of digital banks and the entry of foreign banks into Indonesia. The market share of savings held by BRI in comparison to the ratio of industry or rival banks is further diminished by the high interest rates on deposits provided by digital banks as opposed to state-owned banks.

One of the most crucial divisions in any company or organisation is the human resources department. In essence, human resources are a set of individuals that work for a company as organisers and implementers to assist achieve objectives. In order to support organisational goals and successes in the face of competition, HR's competence or skill is crucial. HR is the primary factor in the process of defining and realising organisational goals. An organization's ability to manage its human resources will determine whether it succeeds or fails; the significance of HR in a business will have a big influence on the organisation.

To be able to compete and exist, an organisation needs advantages over other organisations. The effectiveness of an organization's human resources, or workforce, has a direct impact on its success. Good performance is defined as performance that yields the best possible outcomes, i.e., performance that follows established protocols established by the organisation to help achieve its objectives. Performance is essentially the result of combining effort and expertise to complete a task.

The Gading Boulevard Raya Sub-Branch Office (KCP) has seen ups and downs in performance during the last three years, beginning in 2020, 2021, and 2022, due to intense rivalry in the banking industry. Nearly all BRI work units saw a reduction in the BRI's performance in terms of market share of deposits or third party funds, including KCP Gading Boulevard Raya, which is overseen by the Regional Office Jakarta 1's Artha Gading Branch Office. Data indicates that KCP Gading Boulevard Raya has even achieved first place in Regional Office Jakarta 1 out of a total of 54 KCPs. Although the location, workforce size, and business potential all stay the same, performance is not consistently achieved. For your knowledge, KCP Gading Boulevard Raya has performed well over the last three years, ranking 5 in 2020, 1 in 2021, and 32 in 2022 out of 54 KCPs in Jakarta Regional Office 1.

According to the following description, KCP BRI Gading Boulevard Raya had issues with worker performance, pay, leadership style, and work discipline. According to earlier research published in the Journal of Minds, Zaenal Abidin, Mirza Abdi Khairusy, Heri Sapari Kahpi, and Anis Fuad Salam, one of them is the reduction in the performance of the Belt and Road Initiative (BRI) in terms of market share of deposits or third party funds. In Idea Management and Innovation, Vol. 7, No. 2, December 2020, the paper "Moderation of the Role of Job Satisfaction on the Relationship Between Participatory Leadership Style and Performance in Petrochemical Companies" appears. His research indicates that an organization's leadership style has a significant impact on how well it performs its different activities. The leadership style of an organisation has a significant impact on how well its people perform.

The study "The Impact of Leadership, Compensation, and Commitment on Employee Performance in PPMK" was published in August 2020 in the Journal of Publisher Dynasty, Volume 1, Issue 6. Herdina Irdaningsih, Parwoto, and Ahmad Badawy Saluy conducted the research. According to his research, remuneration variables have a large beneficial impact on employee performance, and leaders play a very strategic and important role in attempts to achieve an organization's mission, vision, and goals.

A pre-survey was carried out by the author among the employees at KCP Gading Boulevard Raya. The following table presents the findings of a pre-survey that the author carried out on variables related to leadership style utilising questionnaires on 51 workers at KCP Gading Boulevard Raya Kanca Jakarta Artha Gading:

Table 1 Pre-Survey Questionnaire Leadership Style Variables

No	Pernyataan	Ya	%	Tidak	%
1	Pemimpin mementingkan kepentingan organisasi daripada kepentingan pribadi	20	39%	31	61%
2	Pemimpin mau mendengarkan kritik, saran, dan keluhan dari bawahan	21	41%	30	59%
3	Pemimpin memperhatikan kesejahteraan bawahan	20	39%	31	61%
4	Pemimpin mampu berkomunikasi dengan baik terhadap bawahannya	26	51%	25	49%
5	Pemimpin mau membantu untuk mengembangkan keahlian/kemampuan yang dimiliki bawahannya	30	59%	21	41%
6	Pemimpin melakukan diskusi atau meminta pendapat dari bawahannya sebelum mengambil kebijakan	15	29%	36	71%
7	Pemimpin menjelaskan dengan jelas kepada bawahannya mengenai strategi, kebijakan, dan target Perusahaan	25	49%	26	51%
8	Pemimpin mampu memberikan contoh yang baik dalam bekerja	30	59%	21	41%

Source : data obtained (2023)

Preliminary findings from a pre-survey of 51 employees' leadership styles indicate that KCP Gading Boulevard Raya Kanca Jakarta Artha Gading's leadership style is still regarded as low, which may have an impact on worker performance. The relationship between a leader's performance and style of leadership is highly significant.

In the meantime, the information shown in table 1.2 below was gathered using 51 employees' questionnaire responses on the day of the pre-survey findings. It is as follows:

Table 2 Results of Pre-Survey Questionnaire Compensation Variables

No	Pernyataan	Ya	%	Tidak	%
1	Besarnya gaji yang saya dapat sama dengan hasil pekerjaan saya	20	39%	31	61%
2	Besarnya gaji yang saya dapat sama dengan tanggung jawab yang saya laksanakan	22	43%	29	57%
3	Besarnya bonus yang saya dapat sama dengan pekerjaan yang sudah saya laksanakan	23	45%	28	55%

Source : data obtained (2023)

The pre-survey of compensation variables for 51 employees reveals that KCP Gading Boulevard Raya Kanca Jakarta Artha Gading's pay variables are still regarded as low enough to have an impact on worker performance.

In the meantime, the information gathered from 51 employees' questionnaires on the day of the pre-survey results is shown in the table below.

Table 3 Results of Pre-Survey Questionnaire Work Discipline Variables

No	Pernyataan	Ya	%	Tidak	%
1	Saya selalu datang tepat waktu	21	41%	30	59%
2	Saya selalu melaksanakan pekerjaan sesuai dengan instruksi pimpinan	20	39%	31	61%
3	Saya selalu menyelesaikan pekerjaan tepat pada waktunya	21	41%	30	59%

According to the pre-survey results of work discipline variables on 51 employees, KCP Gading Boulevard Raya Kanca Jakarta Artha Gading's work discipline variable is still regarded as low.

Researchers used a sample of 57 permanent employees of KCP BRI Gading Boulevard Raya Kanca Jakarta Artha Gading to conduct a pre-survey based on seven variable components that affect BRI's performance in order to identify some of the factors that affect BRI's performance. With a sample of 57 employees stated in table 1.4, the pre-survey was done on BRI permanent employees who are still employed today. The findings are as follows:

Table 4 Pre-Survey Results Factors

No	Faktor-faktor yang mempengaruhi Pencapaian Kinerja Unit Kerja BRI	Pilihan Jawaban				
		STS	TS	R	S	SS
1	Gaya Kepemimpinan	3	2	1	36	15
		(5,26%)	(3,51%)	(1,75%)	(63,16%)	(26,32%)
2	Kinerja Tim	3	1	0	32	21
		(5,26%)	(1,75%)	(0,00%)	(56,14%)	(36,84%)
3	Inovasi	3	1	1	41	11
		(5,26%)	(1,75%)	(1,75%)	(71,93%)	(19,30%)
4	Perilaku Pekerja	3	1	3	36	14
		(5,26%)	(1,75%)	(5,26%)	(63,16%)	(24,56%)
5	Lingkungan Kerja	2	1	3	32	19
		(3,51%)	(1,75%)	(5,26%)	(56,14%)	(33,33%)
6	Komitmen Pekerja	3	0	1	39	14
		(5,26%)	(0,00%)	(1,75%)	(68,42%)	(24,56%)
7	Kepuasan Kerja	2	0	3	36	16
		(3,51%)	(0,00%)	(5,26%)	(63,16%)	(28,07%)

Description: Using Likert Scale
STS = Strongly Disagree
TS = Disagree
R = Ragu-ragu
S = Agree
SS = Strongly Agree

The following details of the pre-survey results were derived from the results of the pre-survey, which was conducted on 57 permanent employees of Bank Rakyat Indonesia over the course of two weeks in 2023: team performance and employee commitment, with a percentage of 92.98% (agree and strongly agree), and worker satisfaction and innovation, with a percentage of 91.23% (agree and strongly agree), are factors that affect the performance of BRI work units in work units. Employee commitment is the single most important factor influencing the BRI work unit's performance.

According to earlier research by Deni Wahyu Wijaya and Diah Ayu Septi Fauji (2021), there is a positive and significant correlation between employee performance and the work environment, work discipline, and competence. The author is interested in conducting research on "The Influence of Leadership Style, Compensation, and Worker Discipline on the Performance of KCP BRI Gading Boulevard Raya" in light of the problem's historical context.

LIBRARY SURVEY
Leadership Style

According to Anggraini (2018), a person's leadership style is their ability to manage a positive mindset in the environment around them. If a person has a low mindset, their leadership style will likewise be low and weak, and if they have a high mindset, their leadership style will also be high and strong.

If a leader's style of leadership is inconsistent with the organisation, it can be identified using the leadership dimension. The following are the dimensions of leadership, as stated by Stephen P. and Robbins (2018):
1. Have a strategy that is understandable and unambiguous.
2. Look after the environment and the members.
3. Motivate participants to increase their competence.
4. Honour variations in viewpoints.

According to Kartono (2017), some signs of leadership include:
1. Skill in analysis
2. Aptitude and Interaction
3. Bravery
4. The capacity to hear
5. Possessing assertiveness

It is clear from the preceding description that each leader needs to consider the feelings of several subordinates and assess their level of job satisfaction when they are carrying out the tasks assigned to them.

Compensation

According to Hasibuan (2017), compensation can be anything that employees receive in exchange for their labour for the company, including cash, commodities, or both. According to Affandi (2018), some examples of compensation indicators are: 1) Salary and Wages 2) Incentives 3) Benefits 4) Facilities.

Veithzal Rivai (2016) asserts that there are two (two) aspects of compensation, specifically: 1) Direct monetary compensation in the form of wages, incentives, and bonuses. 2) Indirect compensation, or fringe benefits. Drawing from the aforementioned definition, it is evident that providing employees with compensation is crucial in fostering high performance.

Discipline

According to Sastrohadiwiryo (2019), work discipline is the ability to carry out applicable written and unwritten norms with a respectful attitude and to accept consequences if a worker violates his assigned responsibilities or authority.

This description leads one to the conclusion that work discipline is an attitude, behaviour, and action that adheres to the stated rules or not; if it does not, there will be consequences for breaking them. According to Mangkunegara and Octorent (2018), the following indicators and dimension can be used to determine work discipline: 1) Arrive at work promptly; 2) Leave work promptly; 3) Adhere to all regulations; and 4) Wear designated work attire; 5) Answerable for the current assignment; 6) Finish all assigned duties.

Performance

Performance is measured, according to Stephen and Robins (2018), by comparing employee work to predefined criteria. Performance, according to Edison (2018), is the outcome of a procedure that is measured over a set time period based on criteria or agreements.

From the previous statement, it can be inferred that worker performance is the outcome of their efforts, which are constrained by objectives and time. To make sure that they adhere to the established goals and do not stray from the company's objectives, these work activities must be limited.

Stephen and Robbins (2018) state that the following are the aspects and indicators of worker performance:
1) The total number of production activities done or produced is the quantity of work. The following are a few categories of work quantity: a) Efficiency at Work., b)Achieving the goal, c)Ability
2) The pursuit of work quality is necessary
   a) Timeliness Determining An employee's attendance rate is one of the benchmarks used to assess their level of discipline.
   b) Obedience
   c) Timeliness

METHOD

Because the author's research approach is based on tangible, objective, quantifiable, logical, and methodical facts, it is quantitative in nature. Additional terminology related to this quantitative approach include time-honored techniques that are grounded in positivism or tradition. Figure 1 illustrates the variables that need to be investigated, which include employee performance, discipline, pay, and leadership style:
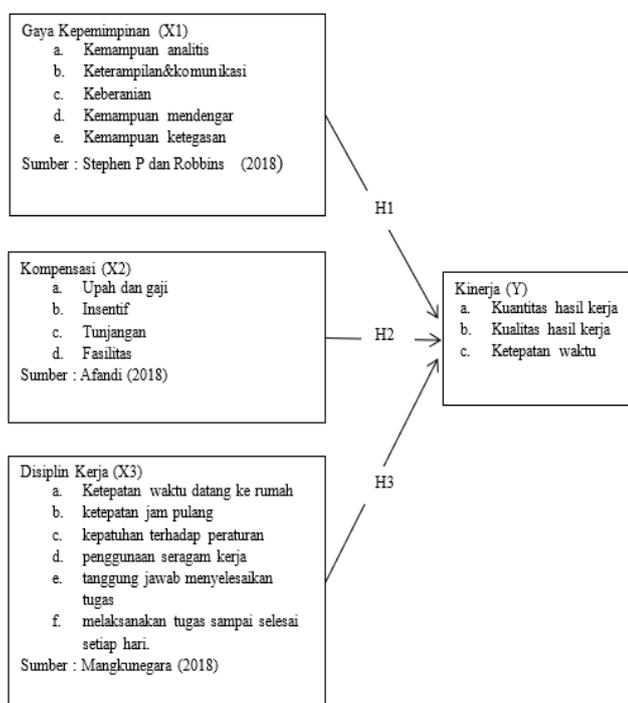
Figure 1 Framework of Thought

Population and Sample

The 105 employees of the BRI Peimbantui Branch Office (KCP) on Gading Boulevard Raya make up the study's population. Purposive sampling, a non-probablity sample technique, was employed to select the study's sample. In this study, the sample size was determined by applying Rumuis Slovin, which are:

$n = $ N 1 + $Ne2$

$n = $ N 1+$Ne2$

$n = $ 105 1 + 105 (5%) 2

$n = $ 105 1 + 105 (0,05) 2

$n = $ 105 1 + 0.2625

$n = $ 105 1.2625

$n = 83.168$

From the results of the calculation, the total sample obtained was 83 respondents.

Data Collection Methods

This study's data collection strategy makes use of a variety of techniques, including observations, questionnaires, and literature reviews.

Data Analysis Methods

Using the Partial Least Square (PLS)-based Structural Equation Model (SEM) method, researchers investigated the hypothesis. In order to make the research findings easier to grasp, the data for this study will be given as tables and figures, which are the output of data processing using SmartPLS version 3.0. Clear conclusions about the link between the independent and dependent variables will be drawn from the data presentation.

Evaluasi Measurement (Outer Model)
Validity and Reliability

At the start of a SEMPLS study, test measurement models, also called outside models, are run to show the predictive link between latent variables and their indicators or manifestation variables. The validity and reliability of the measurements are guaranteed by the Outer Model. The outer model analysis can be better understood with the aid of the following indicators. Questionnaires were employed in this study to gather research data. Researchers use the Smart PLS 3.0 application programme to assess the questionnaire's validity and reliability.

1. Convergent Validity
2. Discriminant validity

Structural Model Evaluation (*Inner Model*)

The structural model test, also known as the inner model, comes after the outer model stage is finished. The t test of the partial least square itself, which is the goal of the structural model test, is used to determine the correlation between the measured constructs. The value of the R-Square Model, which indicates the degree of influence between the model's variables, can be used to quantify the structural or inner model. Several indicators can be used to describe the model's internal analysis:

1. Coefficient of Determination (R2)
2. Coeifficieint Path

    If the t-statistic is less than 1.96 or the Sig. value is greater than 0.05, the hypothesis is rejected. If the t-statistic is greater than 1.96 or the Sig. value is less than 0.05, the hypothesis is accepted.

RESULTS AND DISCUSSION
Characteristics of Research Subjects
Description of respondents by gender

Table 5. Respondents' Gender

Jenis Kelamin	Frekuensi (n)	Persentase (%)
Pria	60	72.3
Wanita	23	27.7
Total	83	100

The gender distribution of the 83 KCP BRI Gading Boulevard Raya workers who were the study's subjects is displayed in the table. These workers were both contract workers with more than two years of experience and permanent employees. The gender distribution of the KCP BRI Gading Boulevard Raya employees who were sampled for the study gives an estimate of the percentage of men and women in the workforce. Men made up the bulk of respondents (72.3%), while women made up just 27.7% of the sample as a whole.

Description of respondents by age

Table 6: Respondents' Ages

Usia	Frekuensi (n)	Persentase (%)
<25 Tahun	1	1.20
>40 Tahun	6	7.20
25-30 Tahun	11	13.30
31-40 Tahun	65	78.30
Total	83	100

Sumber: Olah data Google Survey 2023

The age distribution of the 83 KCP BRI Gading Boulevard Raya employees who were the study's participants is shown in the table. The employees are both contract workers who have worked for more than two years and permanent employees. The findings revealed that, with a proportion of 78.30%, the bulk of respondents were between the ages of 31 and 40. Furthermore, the data indicates that a minor proportion of respondents 1.20% are under 25 years old, while 13.30% of respondents are between 25 and 30 years old and 7.20% of respondents are over 40 years old.

Description of respondents based on respondent's last education

Table 7 Recent Education of Respondents

Pendidikan Terakhir	Frekuensi (n)	Persentase (%)
Diploma	16	19.30
S1	65	78.30
S2	2	2.40
Total	83	100

The distribution is shown in the table. The final educational background of the 83 KCP BRI Gading Boulevard Raya workers that are the subject of the inquiry. The statistics showed that the majority of respondents had an S1 education level, with a rate of 78.30%. In addition, just two respondents (2.40%) had an S2 education level, whereas sixteen respondents (19.30%) had a Diploma.

Descriptive Analysis
Leadership Style (X1)

Based on the average value (mean) of every indicator in the Leadership Style variable, the following is a description:

Table 8 Descriptive Analysis of Leadership Style Variables (X1)

Kode	Pernyataan	Mean	Std.Dev
X1.1	Pemimpin di perusahaan tempat saya bekerja mampu memecahkan masalah dan membuat keputusan yang bijak.	3.86	0.50
X1.2	Pemimpin selalu menyampaikan petunjuk, perintah, pedoman serta nasihat kepada karyawan.	4.01	0.71
X1.3	Pemimpin dalam melaksanakan tugas, berani ambil kebijakan dengan sebaik-baiknya.	4.02	0.76
X1.4	Pemimpin mampu mendengar pendapat, kritik dan saran bawahan	4.20	0.75
X1.5	Pemimpin mampu bertindak tegas disetiap permasalahan yang ada di perusahaan	4.12	0.72
X1.6	Saya merasa termotivasi oleh ucapan pemimpin atau atasan	4.41	0.68
X1.7	Pemimpin mampu memberikan motivasi kepada bawahan	4.01	0.77
Mean (Variabel Gaya Kepemimpinan)		**4.09**	**0.70**

Based on the evaluations of 83 KCP BRI Gading Boulevard Raya employees, a descriptive analysis of the Leadership Style variable (X1) was conducted, and the findings are shown in the table. Seven assertions make up the Leadership Style variable, and each statement is graded on a grading scale. The Leadership Style variable (X1) had an overall mean of 4.09 and a standard deviation of 0.70. The standard deviation of 0.70, which is quite low, suggests that respondents' opinions of leadership style are consistent, meaning that evaluations of leaders are thought to be constant and uniform among different respondents.

With a mean score of 3.86, the statement "Leaders in the company I work for are able to solve problems and make wise decisions" (X1.1) has the lowest mean value. A mean score that is just below 4 suggests that while respondents rated leaders' problem-solving and prudent decision-making skills moderately, there is still need for growth.

With a mean score of 4.41, the statement "I. feel motivated by the words of the leader or superior" (X1.6) had the highest mean value. A mean score that is very near to 4.5 means that the capacity of the leader to inspire others and its effect on employee motivation were highly rated by the respondents.

Compensation (X2)

Based on the average value (mean) of every indication on the Competition variable, the following description is provided:

Table 9 Descriptive Analysis of Compensation Variables (X2)

Kode	Pernyataan	Mean	Std.Dev
X2.1	Besarnya gaji pokok yang saya terima sudah sesuai dengan apa yang saya kerjakan	4.22	0.86
X2.2	Perusahaan memberikan penghargaan kepada karyawan berprestasi tinggi	3.89	0.81
X2.3	Insentif yang diberikan perusahaan selama ini sudah disesuaikan dengan Pencapaian kinerja yang diperoleh karyawan	4.25	0.76
X2.4	Fasilitas kesehatan yang diberikan perusahaan sesuai dengan posisi karyawan dalam perusahaan.	4.01	0.86
X2.5	Perusahaan memberikan fasilitas kantor yakni kendaraan dinas, peralatan kantor seperti laptop ataupun komputer, ataupun tempat parkir khusus sesuai dengan posisi karyawan dalam perusahaan.	4.16	0.79
Mean (Variabel Kinerja)		**4.11**	**0.82**

The findings of a descriptive analysis of the Compensation variable (X2) based on the evaluations of 83 KCP BRI Gading Boulevard Raya employees are displayed in the table. Five assertions make up the Leadership Style variable, and each statement is graded on a grading scale. The Compensation variable (X2) had an overall mean of 4.11 and a standard deviation of 0.82. An average score of greater than 4 indicates that, on the whole, respondents were positive about the pay package they received from the business. It should be noted that there may be variations in perceptions and individual needs that need to be taken into account in the company's compensation management, as indicated by the relatively high standard deviation (0.82) which suggests a broader variety in respondents' opinion of this component of compensation.

With a mean score of 3.89, the statement "The company rewards high-achieving employees" (X2.2) had the lowest mean value. A mean score that is near to 4 suggests that respondents thought the organisation did a poor job of rewarding high-achieving staff members.

X2.3 "The incentives given by the company so far have been adjusted to the performance achievements obtained by employees" has the highest mean value, 4.25, out of all the statements. When the mean value is higher than 4, it means that respondents thought highly of the company's incentives, which were tailored to their performance goals.

Work Discipline (X3)

Based on the average value (mean) of every indicator in the Work Discipline variable, the following description is provided:

Table 10 Descriptive Analysis of Work Discipline Variables (X3)

Kode	Pernyataan	Mean	Std.Dev
X3.1	Saya selalu hadir tepat waktu saat bekerja	4.11	0.70
X3.2	Saya tidak pernah absen dari pekerjaan saya tanpa alas an	3.90	0.91
X3.3	Saya selalu berusaha melaksanakan tugas dengan baik dan sesuai aturan	4.01	1.01
X3.4	Saya menerima sanksi jika melakukan kesalahan	4.10	0.84
X3.5	Saya selalu mengerjakan tugas saya dengan tepat waktu dan sesuai dengan ketentuan yang ada	3.93	0.91
X3.6	Saya selalu menggunakan waktu dengan sebaik mungkin agar pekerjaan saya selesai tepat waktu	4.07	0.71
X3.7	Saya menjaga tingkah laku sesuai dengan norma yang berlaku	4.14	0.63
X3.8	Saya menggunakan seragam sesuai dengan peraturan perusahaan.	4.16	0.76
	Mean (Variabel Disiplin Kerja)	**4.05**	**0.81**

Based on the evaluations of 83 KCP BRI Gading Boulevard Raya employees, a descriptive analysis of the Work Discipline variable (X3) was conducted, and the findings are shown in the table. Eight statements make up the Work Discipline variable, and each statement is graded on a grading scale. The Work Discipline variable (X3) had an overall mean of 4.05 and a standard deviation of 0.81. An average of nearly four suggests that, on the whole, respondents were positive about the components of their work discipline in the organisation. It should be highlighted that there are still a number of variations in attitudes and behaviours connected to work discipline that need to be raised and improved, as indicated by the relatively high standard deviation (0.81), which suggests a broader variety in respondents' judgement of this component of work discipline.

At 3.90, the statement "I am never absent from my job for no reason" (X3.2) has the lowest mean value. A mean value near 4 suggests that this remark was rated quite poorly by respondents.

With a mean value of 4.14, the statement "I maintain behaviour in accordance with applicable norms" (X3.7) has the highest mean value. When the mean value is greater than 4, it means that respondents highly valued their compliance and obedience to the company's rules.

Employee Performance (Y)

Based on the average value (mean) of every indication in the Employee Performance variables, the following is a description:

Table 11 Descriptive Analysis of Peagwai Performance Variables (Y)

Kode	Pernyataan	Mean	Std.Dev
Y.1	Kualitas kerja saya sudah memenuhi standar yang telah ditetapkan perusahaan.	4.11	0.38
Y.2	Saya selalu berusaha untuk meningkatkan kualitas kerja saya	4.33	0.52
Y.3	Jumah dari hasil pekerjaan saya tangani selalu memenuhi target yang telah ditetapkan	4.23	0.42
Y.4	Saya dapat menyelesaikan tugas yang telah menjadi tanggung jawab saya dengan hasil yang memuaskan	4.24	0.48
Y.5	Saya menguasai bidang pekerjaan yang saya kerjakan saat ini	4.16	0.37
Y.6	Saya memiliki keterampilan yang sangat baik dalam melaksanakan pekerjaan saya.	4.19	0.43
Y.7	Saya sangat menjaga ketetapan waktu dan kesempurnaan hasil pekerjaan	4.08	0.28
Y.8	Saya selalu menyelesaikan pekerjaan yang telah menjadi tanggung jawab saya dalam kurun waktu tertentu dengan baik	4.13	0.34
Mean (Variabel Disiplin Kerja)		**4.18**	**0.40**

Based on the evaluations of 83 KCP BRI Gading Boulevard Raya employees, a descriptive analysis of the Employee Performance variable (Y) is presented in the table. Eight assertions make up the Employee Performance Variable, which is graded on a rating scale. The Performance variable (Y) had an overall mean of 4.18 and a standard deviation of 0.40. Overall, respondents gave a fairly positive appraisal of their success in the organisation, as indicated by the average. Since respondents' judgements of this performance factor have been consistent, as seen by the relatively low standard deviation (0.40), the evaluation of employee performance is thought to be uniform and consistent across respondents.

With a mean score of 4.08, the statement "I strongly maintain the permanence and perfection of the work" (Y. 7) has the lowest mean value. Respondents' strong ratings are indicated by a mean value that is somewhat above 4.

With a mean score of 4.33, the statement "I always strive to improve the quality of my work" (Y.2) has the highest mean value. When the mean value is near 4.5, it means that respondents highly valued their efforts to keep raising the calibre of their work.

Struktural Equation Modelling

A statistical technique used to assess and gauge the link between dependable variables (constructs) and manifest variables (indicators) in a model is called structural equation modelling, or SEM for short.
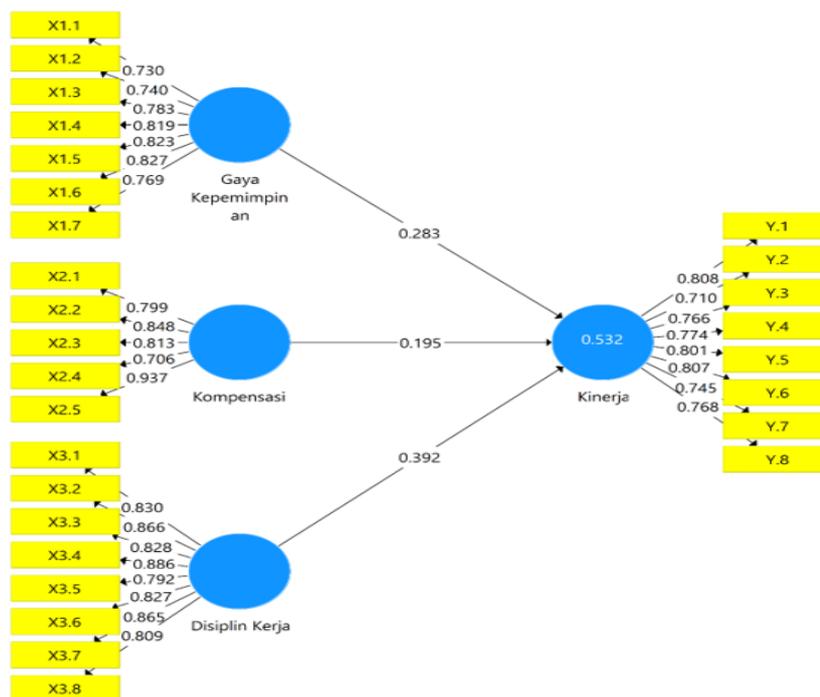
Figure 2 Algorithm Results

Measurement Model Testing (Outer Model)

Outer model testing can be done by testing convergent validity, discriminant validity, and composite reliability.

Convergent Validity

Table 12 Convergent Validity Test Results.

	Outer Loading	AVE
Gaya Kepemimpinan		
X1.1	0.730	**0.617**
X1.2	0.740	
X1.3	0.783	
X1.4	0.819	
X1.5	0.823	
X1.6	0.827	
X1.7	0.769	
Kompensasi		
X2.1	0.799	**0.679**
X2.2	0.848	
X2.3	0.813	
X2.4	0.706	
X2.5	0.937	
Disiplin Kerja		
X3.1	0.830	**0.703**
X3.2	0.866	
X3.3	0.828	
X3.4	0.886	
X3.5	0.792	
X3.6	0.827	
X3.7	0.865	
X3.8	0.809	
Kinerja Pegawai		
Y.1	0.808	**0.598**
Y.2	0.710	
Y.3	0.766	
Y.4	0.774	
Y.5	0.801	
Y.6	0.807	
Y.7	0.745	
Y.8	0.768	

It is evident from the preceding table that every indicator has an AVE value of greater than 0.5 and a loading factor value of greater than 0.7. This demonstrates that every indicator used in this study satisfies convergent validity requirements and may be used in further testing.

Discriminant Validity

Discriminant validity testing is the next outer model test that must be completed after convergent validity testing. The Beirikuit table displays the results of discriminant validity:

Table 13 Discriminant Validity Test Results

	X1	X2	X3	Y
X1	0.785			
X2	0.380	0.824		
X3	0.570	0.605	0.838	
Y	0.580	0.539	0.671	0.773

It is evident from the preceding table that every construct is unique. The square root of each construct's AVE value is displayed on the diagonal, and each construct's correlation value is higher than the other construct correlation values.

Composite Reliability

Composite reliability *results* in the following table:

Table 14 Composite Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability
Gaya Kepemimpinan	0.896	0.918
Kompensasi	0.879	0.913
Disiplin Kerja	0.939	0.950
Kinerja Pegawai	0.904	0.922

With composite reliability values greater than 0.7, the aforementioned table demonstrates the dependability of all latent variables, demonstrating that all indicators function as gauges for each construct. Additionally, all latent variables have Cronbach alpha values greater than 0.7, showing that all indicators function as gauges for each construct, and thus indicates that the findings of the composite reliability test are adequate.

## Structural Model Measurement (*Inner Model*)

Evaluating the connections between latent constructs in structural models is known as inner model testing. The endogenous latent construct's R-Square value was examined in this study as part of the Inner Model testing process. Greater R-Square values show how well endogenous latent variable fluctuations may be accounted for by the model's prediction model. The following is the R-Square value that comes from using SmartPLS 3.0:

Table 15 *R-Square Values*

Konstruk	Nilai *R-Square*
Kinerja Pegawai	0.532

Based on the data shown in the above table, the endogenous variable's R-Square value is 0.532. This demonstrates that work discipline, leadership, and pay all have a substantial impact on employee performance, accounting for 53.2% of the total.

Test the Hypothesis
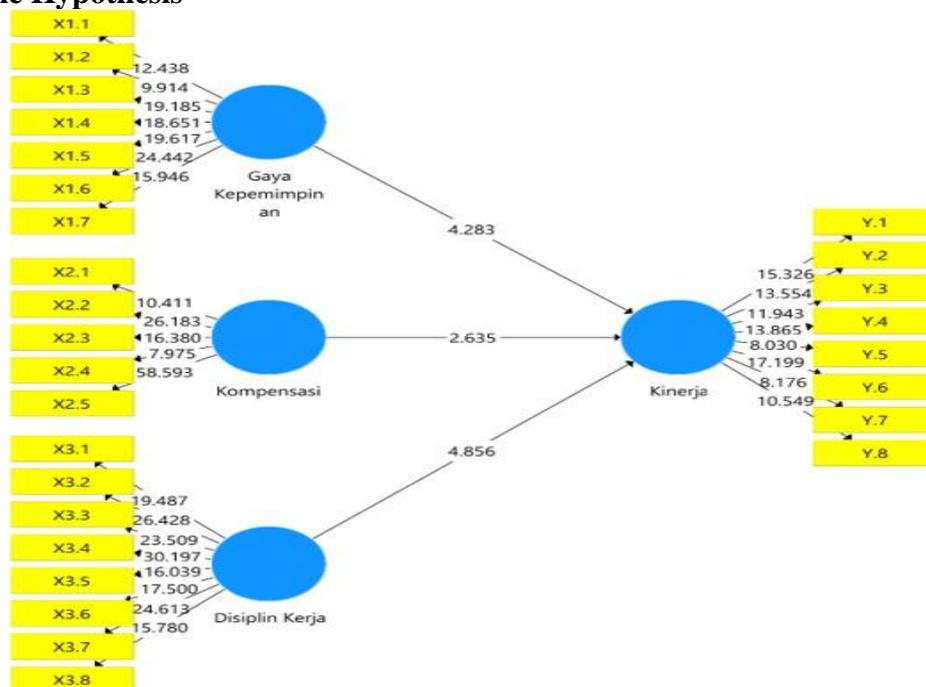
Figure 3 Bootstrapping Results

A summary of *the Original Sample value and t-value* construct in this study is presented at
Table 4.12 follows:

Tabel 16 Nilai Path Coefficient dan T Statistics

Hubungan Konstruk	Original Sample (O)	T Statistics	P-Value	Keterangan
Gaya Kepemimpinan → Kinerja Pegawai	0.283	4.283	0.000	Signifikan
Kompensasi → Kinerja Pegawai	0.195	2.635	0.009	Signifikan
Disiplin Kerja → Kinerja Pegawai	0.392	4.856	0.000	Signifikan

In this study, a two-taileid test with a 5% error rate is used for hypothesis testing. Consequently, 1.96 is the crucial value that needs to be reached. Influence, either positive or negative, between endogenous and exogenous latent constructs as observed from the initial sample value.

The Effect of Leadership Style on Worker Outcomes
The study's initial hypothesis is as follows:
H0 = Employee Performance is not positively and significantly impacted by a leader's style.
H1: Employee performance is positively and significantly impacted by leadership style.

Compensation's Impact on Employee Performance
        The hypothesis for this investigation is as follows:
H0 = Employee Performance is not negatively and significantly impacted by compensation.
H2 = Employee Performance is significantly and negatively impacted by compensation.

Workplace Discipline's Impact on Employee Performance
        The third hypothesis for this research is as follows:
H0 = Employee Performance is not positively and significantly impacted by work discipline.
H3: Employee performance is positively and significantly impacted by work discipline.

Discussion
The Influence of Leadership Style on Employee Performance
        The variable Leadership Style on Employee Performance yielded a statistical t of 4,283 (>1.96) with a p-value of 0.000 (<0.05) in the test findings using the SEM-PLS model order to support the study's first premise, which holds that leadership style significantly and favourably affects employee performance. With a p-value of 0.000 (<0.05), it can be said that the degree of employee performance will rise statistically by 4,283 (>1.96) the more the leadership style is. The findings of this study are consistent with those of Anastasia Febyani and Ronni Redianto Masman's (2019) investigation, which discovered a favourable and substantial relationship between leadership style and worker performance.

The Effect of Compensation on Employee Performance
        The SEM-PLS model test results revealed a p-value of 0.009 (less than 0.05) and a t-statistic of 2.195 (higher than 1.96). This demonstrates that the two studies' accepted hypothesis that salary has a favourable and substantial impact on employee performance—is supported. As a result, KCP BRI Gading Boulvard Raya's workforce performance will rise in tandem with its increased pay.

The Effect of Work Discipline on Employee Performance
        The SEM-PLS model test findings for the variable Work Discipline on Employee Performance revealed a t-statistic of 4.856 (higher than 1.96) and a p-value of 0.000 (less than 0.05). The third hypothesis, that work discipline has a good and considerable influence on employee performance at KCP BRI Gading Boulevard Raya, is thus accepted, according to the study's findings. Employees that exhibit strong work discipline tend to be more accountable, efficient, and well-organized in their job performance. Employee performance may increase as a result, since disciplined workers will be better equipped to handle difficulties.

CONCLUSION
        According to the findings, KCP BRI Gading Boulevard Raya Kanca Jakarta Artha Gading staff performance is positively and significantly impacted by leadership style. Employee performance is positively impacted in this situation by a strong, charismatic, inspiring, and motivating leadership style.
        The findings demonstrated that, at KCP BRI Gading Boulevard Raya Kanca Jakarta Artha Gading, employee performance was positively and significantly impacted by compensation as well. A fair and balanced salary will encourage workers to improve their performance and contribute as much as possible to the business.
        Workplace discipline at KCP BRI Gading Boulevard Raya Kanca Jakarta Artha Gading has a favourable and significant impact on employee performance, according to the results.

Suggestion that can be given from the results of this research:

The KCP BRI Gading Boulevard Raya has issues with employee performance, pay, leadership style, and work discipline. Some of these issues include a decline in the BRI's market share of deposits or third-party funds. Future research may look into incorporating other pertinent variables, work environment factors, or employee motivation to see the impact on employee performance more thoroughly. Furthermore, longitudinal research must be conducted in future studies. Longitudinal research is one way to track changes in worker performance over time and the variables that affect it.

KCP BRI Gading Boulevard Raya company executives must always enhance the calibre and efficacy of their leadership approach. The development of workers' inspiring, motivating, and charismatic traits will contribute to the creation of a lively and effective work environment. Leaders of the organisation must also enhance communication and transparency in the decisions and policies pertaining to performance and compensation. Employee happiness and trust can be increased by giving constructive criticism and being transparent about the company's expectations and goals.

KCP BRI Gading Boulevard Raya staff members have the opportunity to enhance the calibre of their work by actively engaging in the company's training and development programmes. Developing knowledge and abilities will make workers more capable and capable of contributing more significantly to the workplace

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