Determination of Leadership Style, Rewards, and Work Discipline for Performance Assessment (Study on PT Pelindo Multi Terminal Branch Belawan)

Muhammad Ikhlas, Sri Rahayu, Kholilul Kholik

Abstract

This study aims to analyze the determination of leadership style, rewards, and work discipline on performance assessment at PT Pelindo Multi Terminal Branch Belawan. The type of research used is quantitative research with an associative approach. The research population consisted of 276 organic and non-organic employees, and the sample was determined to be 25% of the population so that 92 respondents were selected through random sampling techniques. Data collection was carried out using a five-point Likert scale questionnaire as the main instrument. The data analysis technique used multiple linear regression analysis with SPSS data processing tools. The results of the study show that leadership style, rewards, and work discipline have a positive and significant effect on employee performance assessment. Partial tests showed that the three independent variables each contributed significantly to improved performance assessment. Simultaneous tests also showed that all independent variables together had a significant effect on performance assessment. The Adjusted R Square value indicates that the variables of leadership style, reward, and work discipline are able to explain the proportion of variance in performance appraisals quite strongly, while the rest is influenced by other factors outside the study.

Keywords: Leadership Style, Rewards, Work Discipline, and Performance Appraisal.

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Introduction

In the era of globalization and increasingly fierce business competition, companies are required to continue to improve the quality of human resources as a strategic asset of the organization. The success of an organization is greatly influenced by the individual performance of its employees. Every organization or company will always strive to improve employee performance, in the hope that what the company's goals will be achieved (Fadillah & Emita, 2025). Employee performance appraisal is an important instrument in measuring the effectiveness of achieving organizational goals and developing employees' individual potential. (Mathis & Jackson, 2019) defines performance appraisal as the process of evaluating how well employees are doing their jobs when compared to a set of standards, and then communicating that information to employees. Employee performance is not formed automatically, but is influenced by various internal and external factors of the organization. According to (Mangkunegara, 2017), employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, it is very important for companies to be able to manage employees properly so that employee performance can be maximized (Alviyana, 2023).

Leadership style has a fundamental role in shaping the organizational climate and influencing employee performance. According to (Robbins & Judge, 2017), leadership style is the ability to influence a group towards the achievement of a vision or set goal. Meanwhile, Thoha (2015) defines leadership style as the behavioral norms that a person uses when trying to influence the behavior of others or subordinates. Effective leadership in supervising employees will have an impact on the effectiveness and efficient completion time of the tasks assigned (Annisa, 2022). Leaders are required to be able to direct employees in fast-paced, risky, and high-precision work conditions. Leaders who implement the right leadership style can create a conducive work environment, improve two-way communication, and encourage active participation of employees in achieving organizational goals.

Leadership plays an important role in shaping and motivating employee performance (Herliyana & Kholik, 2025). Human resources require employee work awards so that their job satisfaction is achieved, therefore here companies need to provide work awards in return for services provided by outstanding employees and the achievement of human resource benefits efficiently and effectively (Ariq & Prabowo, 2024). Rewards or awards are any form of compensation, both financial and non-financial, that the organization gives to employees in appreciation for their contributions and work achievements. According to (Dessler, 2015) rewards are all forms of financial returns, tangible services, and benefits obtained by employees as part of an employment relationship. (Sedarmayanti, 2017) defines rewards as rewards given by the organization to employees that can be valued with money and have a tendency to be given on a regular basis. (Armstrong & Taylor, 2020) states that "a well-designed reward system not only attracts and retains top talent, but also encourages behavior that is consistent with the organization's values and goals". Rewards function as positive reinforcement that can shape the work behavior that the organization wants. Rewards that are given fairly and proportionately can increase work motivation, loyalty, and encourage employees to achieve higher performance.

The next factor is work discipline, which according to (Hasibuan, 2019) is a person's awareness and willingness to comply with all applicable company regulations and social norms. Good work discipline reflects an employee's sense of responsibility for their duties and obligations. Work discipline is the awareness and willingness of employees to obey all applicable organizational rules and social norms, as well as carry out their duties and responsibilities with full seriousness. According to (Sutrisno, 2019), work discipline is a person's behavior that is in accordance with regulations, existing work procedures or discipline is attitudes, behaviors, and deeds that are in accordance with the regulations of the organization, both written and unwritten. Work discipline is the main requirement because loading and

unloading activities and terminal services require punctuality, compliance with safety procedures, and good coordination between work units. Low discipline can have a fatal impact on occupational safety and operational productivity.

PT Pelindo Multi Terminal Branch Belawan is a subsidiary of PT Pelabuhan Indonesia (Pelindo) which manages and operates multipurpose terminal at Belawan Port, Medan, North Sumatra. The company employs hundreds of employees from various levels of positions ranging from field operational staff, administration, technicians, supervisors, to managerial, who work in a 24-hour shift system to ensure smooth multipurpose cargo loading and unloading operations. Performance assessment at PT Pelindo Multi Terminal Branch Belawan is an evaluation system that is carried out periodically (quarterly and annual) to measure the individual work performance of employees based on key performance indicators (KPIs) that have been determined in accordance with their respective positions and responsibilities. The achievement of optimal performance directly impacts the smooth loading and unloading process, the quality of service to customers, and the efficiency of the national logistics chain. Thus, strengthening the performance appraisal system and understanding the factors that affect it is a need for companies to increase the competitiveness of Indonesia's port sector.

Literature Review
1. Leadership Style

Leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader in influencing, directing, and moving his subordinates to achieve organizational goals. According to (Robbins & Judge, 2017) leadership style is the ability to influence a group towards the achievement of a set vision or goal, where this source of influence can be formal or informal. (Yukl & Gardner, 2020) classifies leadership styles into several main types, namely transformational leadership that inspires and motivates, transactional leadership based on the exchange of rewards and punishments, democratic leadership that involves subordinate participation, autocratic leadership that is directive, and laissez-faire leadership that gives complete freedom to subordinates. Effective leadership styles, such as inspirational and supportive leadership, can motivate employees to work well and contribute to the maximum (Rahayu et al., 2024).

2. Rewards

Rewards or reward systems are any form of compensation, both financial and non-financial, given by the organization to employees as a form of appreciation and retribution for the contributions, efforts, time, expertise, and work achievements that have been given in achieving the organization's goals. (Dessler, 2015) defines rewards as all forms of financial returns, tangible services, and benefits earned by employees as part of an employment relationship, which include basic salary, incentives, bonuses, health benefits, and various other benefits. (Sedarmayanti, 2017) explained that rewards are rewards for services provided by the organization to employees that can be valued with money and have a tendency to be given on a regular basis, including salaries, wages, bonuses, commissions, and various other financial compensations. (Armstrong & Taylor, 2020) categorizes rewards into two main types, namely tangible extrinsic rewards such as financial compensation, benefits, facilities, and promotions, and intrinsic intangible rewards such as recognition, praise, greater responsibility, work autonomy, and self-development opportunities

3. Work Discipline

Work discipline is an attitude, behavior, and deed that is in accordance with organizational regulations, both written and unwritten, which reflects the awareness and willingness of employees to obey all applicable norms and rules and carry out their duties and responsibilities with full seriousness and dedication. (Sutrisno, 2019) explained that work discipline is a person's behavior in accordance with existing regulations, work procedures, or discipline is attitudes, behaviors, and deeds that are in accordance with the regulations of the

organization, both written and unwritten, where violations of these regulations will be sanctioned. (Hasibuan, 2019) defines discipline as a person's awareness and willingness to obey all applicable company regulations and social norms, which includes aspects of punctuality, attendance, adherence to work procedures, and responsibility in completing tasks. Good discipline reflects a person's sense of responsibility for the tasks given to him (Rahayu, 2018).

4. Performance Appraisal

In today's competitive business world, the good performance of employees is a critical factor in achieving organizational success (Rahayu et al., 2024). Performance appraisal is a system used to measure, assess, and influence work-related traits, work behaviors, and results achieved by employees, including absenteeism rates, to find out how productive an employee is and whether the employee can perform the same or more effectively in the future. (Mathis & Jackson, 2019) defines performance appraisal as the process of evaluating how well employees are doing their jobs when compared to a set set of standards, and then communicating that information to employees as feedback for improvement and development. (Mangkunegara, 2017) states that performance appraisal is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, which is influenced by ability factors and motivational factors. The need for human resources to be managed properly because humans always play an active and dominant role in every organizational activity (Rahayu, 2020).

Research Methodology

This study uses a type of quantitative research with a causal associative approach. According to (Sugiyono, 2019) quantitative research is a research method based on the philosophy of positivism, used to research on a specific population or sample, with random sampling techniques, data collection using research instruments, and quantitative or statistical data analysis with the aim of testing the hypothesis that has been determined. The causal associative approach was chosen because this study intends to find out the causal relationship between independent variables and dependent variables.

According to (Arikunto, 2017) population is the entire subject of research, if the researcher wants to research all elements in the research area, then the research is a population research. The population in this study is 276 organic and non-organic employees of PT Pelindo Multi Terminal, namely 40 organic employees and 236 non-organic employees. (Arikunto, 2017) said that if the subjects are less than 100, then the entire population becomes a research sample. But if the subjects are more than 100, it can be taken 10-15% or 15-25% or more. Based on the definition above, it was determined that the research sample was taken as much as 25% of the total population, namely with a calculation of 276 x 25% = 91.5 so that it became 92 respondents. Random or indiscriminate sampling is carried out by taking random samples without paying attention to the strata in the population. The data collection technique in this study uses the questionnaire method (questionnaire) as the main instrument. The questionnaire in this study used a Likert scale with five alternative answers, namely Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Neutral (N) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1.

The data analysis technique used in this study is multiple linear regression analysis with the help of SPSS software. Before conducting regression analysis, a classical assumption test was first carried out which included the normal normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. After the classical assumption test was met, a hypothesis test was carried out consisting of a t-test (partial) and an F-test (simultaneous) with a significance level of $\alpha = 0.05$, and a determination coefficient test (R^2).

Results
1. Description of Research Object

PT Pelindo Multi Terminal Branch Belawan is a subsidiary of PT Pelabuhan Indonesia (Pelindo) which was established as a professional multipurpose terminal operator to manage and operate Multipurpose Terminal located at Belawan Port, Medan, North Sumatra Province. This terminal is one of the largest and busiest multipurpose terminals in western Indonesia which has a strategic position as an international trade gateway for the North Sumatra, Aceh, and surrounding regions, with a terminal area of about 32 hectares and a pier length of about 600 meters that is able to serve large multipurpose ships to post-panamax. PT Pelindo Multi Terminal Branch Belawan is equipped with modern facilities and equipment such as mobile cranes with a lifting capacity of up to 65-80 tons, forklifts, and dump trucks, and is supported by an integrated Terminal Operating System (TOS) information technology system to improve the efficiency and accuracy of multipurpose cargo loading and unloading operations. This company serves various international and domestic shipping companies, and handles various types of cargo ranging from general cargo, bulk carrier, to liquid carrier. In carrying out its operations, PT Pelindo Multi Terminal Branch Belawan employs hundreds of employees consisting of permanent employees (organic) and contract employees (non-organic) with various levels of positions ranging from field operational levels such as heavy equipment operators (crane operators, forklift operators), foreman, tally clerks, equipment maintenance technicians, administrative and document staff, customer service, to supervisor levels, Section Heads, Deputy Branch Managers, and Branch Managers, all of whom work in a 24/7 shift system to ensure the smooth operation of the port that never stops, with a commitment to provide excellent service to customers, maintain high occupational safety and health (K3) standards, and contribute to supporting regional and national economic growth through smooth logistics and trade flows.

2. Description of Respondent Characteristics

Based on data obtained from 92 respondents who were employees of PT Pelindo Multi Terminal Branch Belawan who were the research sample, the characteristics of the respondents could be described based on several demographic aspects including gender, age, education level, working period, and position. In terms of gender, respondents were dominated by 78 men (84.78%) while 14 women (15.22%) were women, which shows that the port industry is still dominated by male workers, especially in field operational positions that require physical strength and the ability to work in night shifts. Based on age, the majority of respondents were in the productive age range of 26-35 years as many as 42 people (45.65%), followed by 31 people (33.70%), 12 people (13.04%), and 7 people over 45 years old (7.61%), which indicates that the company has a relatively young and energetic composition of employees with high productivity but still has experienced senior employees. In terms of education level, the composition of respondents showed that 38 people (41.30%) had a high school/vocational education, 35 people (38.04%) had a Diploma (D3), 17 people (18.48%) had a Bachelor's education (S1), and 2 people (2.17%) had a Postgraduate education (S2), which reflects that the company has employees with diverse educational backgrounds according to the needs of positions ranging from field operators to managerial levels.

Based on the working period, respondents with a working period of 1-5 years were 36 people (39.13%), 28 people (30.43%), 18 people (19.57%) with a service period of 11-15 years, and a service period of more than 15 years (10.87%), which shows that the company has a mix of new employees who bring enthusiasm and fresh ideas with senior employees who have experience and deep understanding of port operations. Meanwhile, based on the position level, the composition of respondents consisted of field operational staff (heavy equipment operators, tally clerks, lashing teams) as many as 48 people (52.17%), administrative and technical staff as many as 24 people (26.09%), supervisors and section heads as many as 16 people (17.39%), and managers and branch leaders as many as 4 people (4.35%), which describes a pyramid-

shaped organizational structure with the majority of employees at the operational level who are the spearhead implementation of multipurpose cargo loading and unloading activities.

3. Analisis Statistik Deskriptif

Table 1. Descriptive Statistical Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	92	11	25	19.54	3.043
Rewards	92	10	25	18.61	3.282
Work Diciplines	92	10	25	18.64	3.456
Performance Apprisials	92	11	25	18.34	2.786
Valid N (listwise)	92				

Based on Table 1 of the results of descriptive statistical analysis of 92 respondents, it can be seen that the Leadership Style variable has a mean value of 19.54 with a standard deviation of 3.817, a minimum value of 11 and a maximum value of 25, which shows that in general the respondents gave a fairly good assessment of the leadership style applied by the superiors at PT Pelindo Multi Terminal I Branch Belawan with a relative level of variation in answers low. The Reward variable has a mean value of 20.26 with a standard deviation of 3.932, a minimum value of 10 and a maximum of 25, indicating that employees' perception of the reward system provided by the company is in the good category even though there is a significant disparity in assessment between respondents. The Work Disciplines variable showed the highest mean value of 18.64 with a standard deviation of 3.456, a minimum value of 10 and a maximum of 25, which reflects that the level of employee work discipline in the company is relatively good and relatively consistent with the smallest variation in answers compared to other variables. Meanwhile, the Performance Appraisals variable had a mean value of 18.34 with a standard deviation of 2.786, a minimum value of 11 and a maximum of 25, indicating that the results of employee performance appraisals were at a good level with a high level of consistency between respondents, where the lowest standard deviation indicated that most employees had a relatively uniform and stable level of performance.
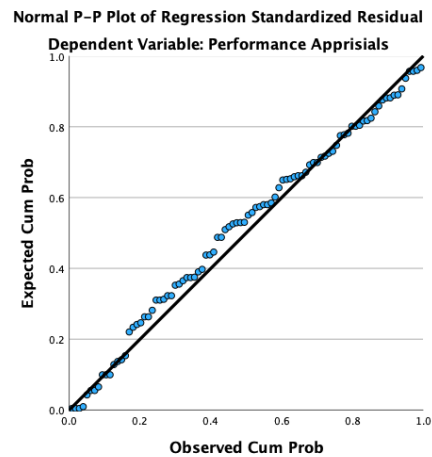
4. Classic Assumption Test
   a. Normality Test
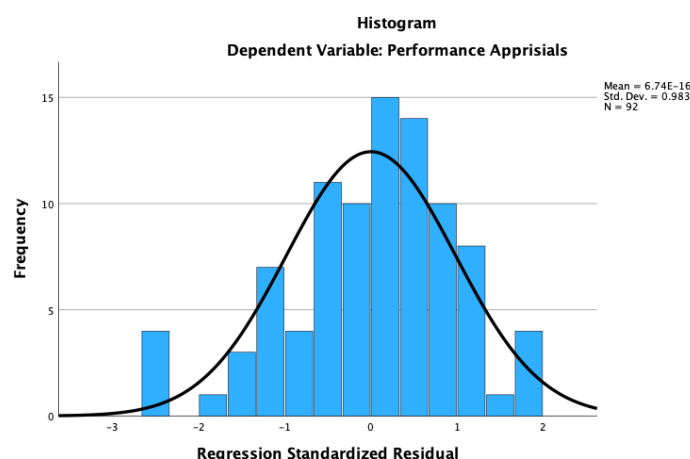
Figure 1. Histogram – Normality Tests

Based on the histogram in Figure 1, the residual regression appears to spread following the shape of a normal curve with a symmetrical pattern around the middle value. This shows that the residual data meets the assumption of normality.

Figure 2. Normal P-Plot

Based on Figure 2 Normal P-Plot, it can be seen that the data points spread follow and are conjoined by a diagonal line, which indicates that the residual data is normally distributed and meets the normality assumptions in the regression model. This indicates that the regression model used in this study is feasible and reliable for further analysis.

Table 2. Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			92
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		2.19555069
Most Extreme Differences	Absolute		.075
	Positive		.041
	Negative		-.075
Test Statistic			.075
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.226
	99% Confidence Interval	Lower Bound	.215
		Upper Bound	.237

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on Table 2 of the results of the Kolmogorov-Smirnov Test normality test on the regression model residual data, an Asymp value was obtained. Sig. (2-tailed) of 0.200 which is greater than the significance level of $\alpha = 0.05$, so it can be concluded that the residual data is normally distributed and meets the assumption of normality in multiple linear regression analysis. The Kolmogorov-Smirnov statistical value of 0.075 with the Monte Carlo Sig. of 0.226 also strengthens the conclusion that the regression model is feasible for further hypothesis testing.

b. Multicollinearity Test

Table 3. Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.933	1.072
	Rewards	.863	1.158
	Work Diciplines	.810	1.234

a. Dependent Variable: Performance Apprisials

Based on Table 3 of the multicollinearity test results, it is known that all independent variables have a Tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value of less than 10, where the Leadership Style variable has a Tolerance value of 0.797 and VIF of 1.255, the Reward variable has a Tolerance value of 0.863 and VIF of 1.158, and the Work Disciplines variable has a Tolerance value of 0.810 and VIF of 1.234. These results show that there is no high correlation between independent variables or that there is no multicollinearity in the regression model, so that the regression model is feasible and each independent variable can explain its effect separately on the dependent variables of Performance Appraisals.

c. Heteroscedasticity Test
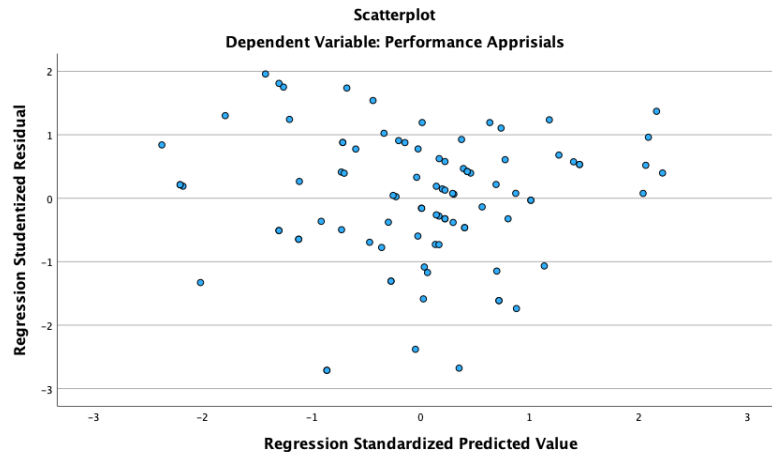
Figure 3. Heteroscedasticity Test

Based on Figure 3 Scatterplot of the heteroscedasticity test, it can be seen that the data points are scattered randomly, do not form a specific clear pattern such as a wavy, narrow, or widening pattern, and are scattered both above and below the number 0 on the Y axis (Regression Standardized Residual). These results show that heteroscedasticity does not occur in the regression model, which means that the residual variance is homogeneous (homoscedasticity) so that the regression model meets classical assumptions.

5. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.700	2.009		2.340	.022
	Leadership Style	.223	.080	.243	2.797	.006
	Rewards	.181	.077	.213	2.360	.020
	Work Diciplines	.317	.075	.393	4.217	<.001

a. Dependent Variable: Performance Apprisials

Based on the table above, the regression equation is obtained as follows:

$$Y = 4.700 + 0.223X_1 + 0.181X_2 + 0.317X_3$$

a. The value of constant (a) of 4,700 indicates that if the variables of leadership style (X_1), reward (X_2), and work discipline (X_3) are considered constant or of zero value, then the value of performance appraisal (Y) is 4,700.

b. The regression coefficient of the Leadership Style variable (X_1) of 0.223 means that if the leadership style increases by 1 unit, then the performance appraisal value (Y) will increase by 0.223, assuming the other independent variables are fixed or constant.

c. The regression coefficient of the Rewards variable (X_2) of 0.181 means that if the reward increases by 1 unit, then the performance assessment value (Y) will increase by 0.181, assuming the other variables remain constant.

d. The regression coefficient of the Work Disciplines variable (X_3) of 0.317 indicates that if the work discipline increases by 1 unit, then the performance appraisal value (Y) will increase by 0.317, assuming the other independent variables are fixed or constant.

6. Partial Test (t)

Table 5. Partial Test (t)

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.700	2.009		2.340	.022
	Leadership Style	.223	.080	.243	2.797	.006
	Rewards	.181	.077	.213	2.360	.020
	Work Diciplines	.317	.075	.393	4.217	<.001

a. Dependent Variable: Performance Apprisials

Based on the results of the t-test in Table 5, the Leadership Style variable has a t-value of 2.797 with a significance of 0.006, which means it is smaller than 0.05. This shows that leadership style has a significant effect on employee performance assessment. The Rewards variable has a t-value of 2,360 with a significance of 0.020, also smaller than 0.05, so rewards have a significant effect on performance assessment. Furthermore, the Work Disciplines variable showed a t-value of 4.217 with a significance of < 0.001, which means it is very significant. Thus, work discipline has a significant influence and is the most dominant variable on employee performance assessment. Overall, the three independent variables were shown to have a partially significant influence on performance appraisal.

7. Simultaneous Test (F)

Table 6. Simultaneous Test (F)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	267.894	3	89.298	17.914	<.001[b]
	Residual	438.660	88	4.985		
	Total	706.554	91			

a. Dependent Variable: Performance Apprisials
b. Predictors: (Constant), Work Diciplines, Leadership Style, Rewards

Based on the results of the F test in Table 6, an F value of 17,914 was obtained with a significance level of < 0.001. The significance value is much smaller than 0.05, so the regression model is declared significant simultaneously. This shows that the variables Leadership Style, Rewards, and Work Disciplines together have a significant influence on Performance Appraisals. Thus, it can be concluded that the three independent variables are simultaneously able to explain the variation in changes in employee performance appraisal.

8. Coefficient of Determination (R2)

Table 7. Coefficient of Determination (R2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.379	.358	2.233

a. Predictors: (Constant), Work Diciplines, Leadership Style, Rewards
b. Dependent Variable: Performance Apprisials

Based on Table 7, the Adjusted R Square value of 0.358 shows that the Leadership Style, Rewards, and Work Disciplines variables are able to explain the variation in the change in the Performance Appraisals variable by 35.8%. This means that the regression model used has a fairly good explanatory ability, where 35.8% of employee performance assessments are influenced by these three independent variables. Meanwhile, the remaining 64.2% were influenced by factors outside the model that were not examined in this study.

Conclusion

The results of the study show that leadership style has a positive effect on the performance assessment of PT Pelindo Multi Terminal Branch Belawan, in line with the findings of previous research which stated that leadership style has a significant influence on employee performance (Efendi, 2020). These findings are in line with Robbins & Judge (2018) who stated that an effective leadership style is able to form more directed work behaviors and improve the performance of subordinates. When leaders are able to provide the right direction, motivation, and support, employees tend to perform better so that their performance assessment increases. This reinforces that leadership quality is an important foundation in forming productive work behavior.

The reward variable has also been proven to contribute to improving the performance assessment of PT Pelindo Multi Terminal Branch Belawan. The positive influence of this variable on performance supports research such as conducted by Fajri & Rohman (2020), who found that a good reward system improves employee performance. These results are consistent with the findings of Hasibuan (2019) who explained that awarding encourages intrinsic and extrinsic motivation which has an effect on performance improvement. Rewards given fairly and proportionately make employees feel valued, so they are encouraged to show the best results. Thus, the more effective the reward system implemented, the higher the quality of the performance produced.

The work discipline variable emerged as the factor that had the strongest influence on the performance assessment of PT Pelindo Multi Terminal Branch Belawan. In line with the findings (Lubis, 2019) which show that work discipline contributes significantly to improving employee performance. These findings support the opinion of Sutrisno (2017) who states that discipline is the key to performance success because it reflects responsibility, compliance with rules, and work consistency. Disciplined employees tend to show stable and reliable work results resulting in better performance appraisals. Work discipline is the main indicator that determines the quality of daily work behavior.

Simultaneously, these three variables were proven to have a combined effect on the performance assessment of PT Pelindo Multi Terminal Branch Belawan. This result is in line with the opinion of Mangkunegara (2017) who emphasized that employee performance is influenced by a combination of internal factors such as discipline and motivation, as well as external factors such as leadership and reward systems. This means that optimal performance assessment is not determined by just one variable, but by the synergy of leadership style, rewarding, and work discipline that collectively shape employee behavior and performance. This is consistent with the idea in human resource management that the best employee performance arises from a combination of leadership support, rewards, and discipline (Rosalina & Wati, 2020).

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