

WORK MOTIVATION AS A MEDIATOR OF THE INFLUENCE OF
LEADERSHIP STYLE AND WORK ENVIRONMENT ON THE WORK
DISCIPLINE OF EMPLOYEES AT PT. PERTAMINA PATRA NIAGA
INTEGRATED TERMINAL PALEMBANG

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ABSTRACT

Work discipline is a crucial factor in ensuring operational effectiveness, especially in companies engaged in the energy distribution sector. This study aims to analyse the influence of leadership style and work environment on employee work discipline with work motivation as a mediating variable at PT. Pertamina Patra Niaga Integrated Terminal Palembang. This study uses a quantitative approach with a survey method of permanent employees. Data were collected through questionnaires and analysed using path analysis. The results show that leadership style and work environment have a positive and significant effect on work motivation. Work motivation also has a positive and significant effect on work discipline. Furthermore, work motivation was found to mediate the influence of leadership style and work environment on employee work discipline. These findings emphasise the importance of effective leadership and a conducive work environment in enhancing employee motivation and work discipline in the energy distribution sector.

Keywords: Leadership Style, Work Environment, Work Motivation, Work Discipline

A. INTRODUCTION

Human resources (HR) are strategic assets for organisations in achieving their goals and maintaining business sustainability. In the energy distribution industry, which has a high level of risk and strict operational demands, the quality of disciplined and highly motivated HR is a key prerequisite for organisational success. PT. Pertamina Patra Niaga, as a subholding of Commercial & Trading PT. Pertamina (Persero), plays a vital role in ensuring the smooth distribution of national energy, particularly through the Integrated Terminal Palembang as one of its strategic locations.

Employee work discipline is an important aspect in maintaining work safety, compliance with HSSE procedures, and operational accuracy. However, based on initial observations and internal company data, work discipline issues such as tardiness, non-compliance with safety SOPs, and delays in completing operational reports were still found. These conditions indicate the existence of internal factors that influence employee work behaviour.

Leadership style is one of the factors that influence employee behaviour and work attitude. Robbins and Judge (2017) state that leadership style reflects the behaviour patterns of leaders in influencing and motivating their subordinates. Leaders who are able to provide clear direction, set an example, and provide adequate support will encourage increased motivation and work discipline among employees. Conversely, an inappropriate leadership style has the potential to reduce work enthusiasm and compliance with rules.

In addition to leadership, the work environment also plays an important role in shaping employee motivation and work behaviour. According to Sedarmayanti (2017), a safe, comfortable, and supportive work environment will increase enthusiasm and work productivity. A work environment that is less conducive, both physically and non-physically, can cause stress and reduce employee work motivation.

Work motivation itself is a psychological factor that drives individuals to work diligently and responsibly. Based on Job Demands-Resources Theory (Bakker & Demerouti, 2017), work motivation is influenced by the balance between job demands and available resources. High work motivation will encourage employees to be disciplined and comply with organisational regulations.

Based on the above description, this study aims to examine the role of work motivation as a mediator in the relationship between leadership style and work environment on employee discipline at PT. Pertamina Patra Niaga Integrated Terminal Palembang.

LITERATURE REVIEW

Work Discipline

Work discipline reflects the level of employee compliance with organisational regulations and operational standards. Discipline is not only related to punctuality, but also responsibility, integrity, and compliance with work procedures. Strong discipline plays an important role in maintaining operational effectiveness and safety. The dimensions of work discipline include compliance with regulations, responsibility in carrying out tasks, attendance, compliance with superiors' instructions, and work ethics.

Work Motivation

Work motivation is a psychological drive that directs the intensity, direction, and persistence of individuals in achieving organisational goals. Motivation is influenced by internal factors such as the need for achievement and responsibility, as well as external factors such as leadership, rewards, and working conditions.

The motivation theories underlying this research include:

1. Maslow's Hierarchy of Needs
2. Herzberg's Two-Factor Theory
3. Vroom's Expectancy Theory
4. Adams' Equity Theory
5. McClelland's Need Theory

Work motivation is measured through the dimensions of achievement, affiliation, power, recognition, responsibility, and self-development.

Leadership Style

Leadership style is the behavioural approach of leaders in directing subordinates. Effective leadership is able to foster trust, increase motivation, and shape a disciplined work culture. Transformational and participatory leadership tends to have a positive impact on employee engagement and commitment.

Work Environment

The work environment consists of physical and non-physical aspects. The physical environment includes facilities, lighting, temperature, and noise. The non-physical environment includes work relationships, communication, organisational culture, and managerial support. A conducive environment will increase comfort and encourage work motivation.

Hypothesis

This study examines the direct and indirect relationships between the following variables:

H1: Leadership style influences work motivation

H2: The work environment influences work motivation

H3: Leadership style affects work discipline

H4: Work environment influences work discipline

H5: Work motivation influences work discipline

H6: Motivation mediates the effect of leadership style on work discipline

H7: Motivation mediates the effect of the work environment on work discipline

B. METHOD

This study uses a quantitative approach with a survey method. The research population consists of employees of PT Pertamina Patra Niaga Integrated Terminal Palembang. The sampling technique used the Slovin method. Data analysis was conducted using Partial Least Square (PLS)-based Structural Equation Modelling (SEM), which included: construct validity and reliability testing, R-Square testing, direct effect testing, and indirect effect (mediation) testing.

C. RESULTS AND DISCUSSION

Hypothesis testing is an important stage in quantitative research to answer research questions and test previously formulated assumptions. In PLS-SEM analysis, hypothesis testing was carried out by looking at the path coefficient values, t-statistics, and p-values generated through the bootstrapping procedure with a bootstrap sample size of 5,000, in accordance with the recommendations of Hair et al. (2017). A hypothesis is accepted if the t-statistics value is greater than the t-table (1.96) at a 5% significance level or if the p-values are less than 0.05.

The following are the results of the hypothesis testing that has been conducted:

Table 1. Path Coefficient (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) → Work Motivation (Y)	0.702	0.685	0.162	4.347	0.000
Work Environment (X2) → Work Motivation (Y)	0.265	0.283	0.161	2.649	0.007
Leadership Style (X1) → Work Discipline (Z)	0.169	0.176	0.103	2.63	0.003

Work Environment (X2) → Work Discipline (Z)	0.159	0.158	0.075	2.119	0.035
Work Motivation (Y) → Work Discipline (Z)	0.671	0.666	0.095	7.04	0.000

Source: Processed by the researcher 2026

Indirect effect testing was conducted to determine the mediating role of work motivation variables in the relationship between leadership style and work environment on work discipline. Mediation analysis in PLS-SEM was conducted by looking at the specific *indirect effect*, which is the product of the *path coefficient* of the independent variable to the mediator and the *path coefficient* of the mediator to the dependent variable. Mediation is considered significant if the *t-statistics* value is > 1.96 or the *p-value* is < 0.05 . There are two types of mediation: full mediation if the direct effect is not significant after including the mediator, and *partial mediation* if the direct effect is still significant after including the mediator.

Table 2 Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) → Work Motivation (Y) → Work Discipline (Z)	0.471	0.453	0.118	4.009	0.000
Work Environment (X2) → Work Motivation (Y) → Work Discipline (Z)	0.178	0.191	0.116	2.54	0.004

Source: Processed by the researcher 2026

The analysis results show that leadership style has a positive and significant effect on work motivation with a path coefficient of 0.702 ($t = 4.347$; $p < 0.001$). This finding indicates that effective leadership, especially inspirational and supportive leadership, can increase employee enthusiasm and motivation.

In addition, the work environment also has a positive effect on work motivation with a path coefficient of 0.265 ($t = 2.649$; $p = 0.007$). Safe and comfortable working conditions and good working relationships encourage employees to work with greater motivation.

Further testing shows that leadership style has a direct effect on work discipline ($\beta = 0.169$; $t = 2.634$; $p = 0.003$). Leaders who set an example and are consistent in enforcing rules tend to be able to improve employee discipline. The work environment also has a positive effect on work discipline with a path coefficient of 0.159 ($t = 2.119$; $p = 0.035$), indicating that well-organised working conditions and adequate facilities support disciplined work behaviour.

The results also show that work motivation is the most dominant factor influencing work discipline ($\beta = 0.671$; $t = 7.045$; $p < 0.001$). Employees with high

motivation tend to be more compliant with rules, punctual, and responsible for their work.

Indirect effect testing showed that work motivation acts as a partial mediator. Work motivation mediates the influence of leadership style on work discipline (indirect effect = 0.471; $t = 4.009$; $p < 0.001$) and mediates the influence of the work environment on work discipline (indirect effect = 0.178; $t = 2.540$; $p = 0.004$). These findings indicate that improving work discipline is more effective when done through strengthening work motivation supported by good leadership and a conducive work environment.

D. CONCLUSION

Based on data analysis, this study concludes that: Leadership style has a significant positive effect on work motivation ($\beta = 0.702$; $t = 4.347$; $p < 0.001$). Inspirational and supportive leadership styles increase employee motivation. The work environment has a significant positive effect on work motivation ($\beta = 0.265$; $t = 2.649$; $p = 0.007$). Comfortable working conditions and social support increase employee motivation. Leadership style has a significant positive effect on work discipline ($\beta = 0.169$; $t = 2.634$; $p = 0.003$). Consistent leadership and setting an example increase employee discipline. The work environment has a significant positive effect on work discipline ($\beta = 0.159$; $t = 2.119$; $p = 0.035$). A well-organised and supportive work environment encourages employee discipline. Work motivation has the strongest effect on work discipline ($\beta = 0.671$; $t = 7.045$; $p < 0.001$). Motivation is the main predictor of employee discipline. Work motivation partially mediates the effect of leadership style on work discipline (indirect effect = 0.471; $t = 4.009$; $p < 0.001$). The indirect effect through motivation is more dominant (73.6%). Work motivation also partially mediates the effect of work environment on work discipline (indirect effect = 0.178; $t = 2.540$; $p = 0.004$). The mediation contribution is 52.8%.

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